

Annual Faculty Salary and Compensation Report, 2008-2009¹

Committee on Priorities and Resources **Spring 2010**

I. Charge

The Faculty Handbook charges the Committee on Priorities and Resources (CPR) to report each year to the Faculty on the status of Amherst faculty salaries and compensation.² Since the late 1970s, the annual report has compared salaries and compensations at Amherst with those at twelve other colleges and universities known as the *Traditional Group*. For the past five years, the CPR has also compared salaries and compensations with a broader group of colleges and universities that includes the original 12 plus an additional 18 institutions; this is the *New Group*.³ The comparative data on average salaries by rank are provided by the American Association of University Professors (AAUP). As was the case last year as well, this 2009 report on faculty salaries and compensation has been prepared to take advantage of the latest AAUP data.

II. Background and Summary of Issues

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

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

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

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

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

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

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

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

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

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

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

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

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

III. Benchmarks

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

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

The Committee ultimately decided to propose a flexible benchmark that might bring Amherst salaries at all levels consistently above the median of the New Group, allowing them to fluctuate between 102% and 105% of the median. Present circumstances have temporarily postponed this goal for 2010-2011, and perhaps 2011-2012. We continue to support this flexible benchmark as a way to bolster the College's competitiveness at all ranks, and we further suggest that future Committees evaluate how well the benchmark works at least every two to three years.

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

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

A. Full Professors

The 3-year *salary* data for the Traditional Group show that Amherst gained a ranking last year (6th on the list of 13 total). In the New Group, Amherst's Full Professor salary rank has remained remarkably stable, resting at 19th (out of 31 total institutions) in the past two years, and 20th in 2006-2007 (see Table 1B in the Appendix).

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

Relative to the Traditional Group (as seen in Table 2A in the Appendix) Amherst's Full Professor *compensation* dropped from 6th to 7th on the list of 13 institutions. Comparison with the New Group (Table 2B) show that Amherst's ranking dropped from 18th to 19th on the list of 31 institutions. Summaries of Full Professor data are given below.

Full Professor *Salary* Rankings

Year	Traditional Group (N = 13)	New Group (N = 31)
2006-07	7	20
2007-08	7	19
2008-09	6	19

Full Professor *Compensation* Rankings

Year	Traditional Group (N = 13)	New Group (N=31)
2006-07	8	20
2007-08	6	18
2008-09	7	19

B. Associate Professors

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

For *salary* in the last three years in the Traditional Group, Amherst remained at the 10th position. In the New Group, Amherst has dropped one rank each year since 2005-2006—from 23rd to 26th place (Tables 1A and 1B). For *compensation*, the corresponding rankings showed a drop from 7th to 9th position. In the larger New Group, there was a drop in four positions from last year—down to 25th (Tables 2A and 2B).

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

Associate Professors received a 6.8% percentage increase in salary. That was more than both Full Professors (4.8%) and Assistant Professors (5.8%), but was not enough to increase the Amherst ranking. Summaries of the salary and compensation data for Associate Professors are given below.

Associate Professor *Salary* Rankings

Year	Traditional Group (N=13)	New Group (N=31)
2006-07	9	24
2007-08	10	25
2008-09	10	26

Associate Professor *Compensation* Rankings

Year	Traditional Group (N = 13)	New Group (N = 31)
2006-07	8	23
2007-08	7	21
2008-09	9	25

C. Assistant Professors

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

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

Rankings for *salaries* of Assistant Professors at Amherst in the Traditional Group remained constant in the 6th position over the past three years. In the New Group the ranking improved one position, to 17th (See Tables 1A and 1B). The *salary* increases awarded to Amherst’s Assistant Professors were 5.8% in the past year.

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

Assistant Professor *Salary* Rankings

Year	Traditional Group (N=13)	New Group (N = 31)
2006-07	6	18
2007-08	6	18
2008-09	6	17

Assistant Professor *Compensation* Rankings

Year	Traditional Group (N=13)	New Group (N = 31)
2006-07	2	11
2007-08	4	13
2008-09	4	13

III. Long-Term Trends

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

VI. Additional Issues

A. Salary vs. Compensation

Amherst's ranking in total compensation may differ somewhat from its ranking in salary alone. However, because measuring the value of benefits is inherently difficult, it is unclear whether including other elements of compensation will raise or lower Amherst's relative position. This issue is difficult to dissect since the AAUP data are incomplete and different benefits packages are often not easily compared. AAUP benefit data include retirement, insurance (health, long-term disability, dental, and life), tuition grants-in-aid, FICA (Social Security and Medicare), unemployment compensation, workers' compensation, housing and mortgage subsidies, and moving expenses. They do not include support for faculty work such as leave provisions (sabbatical, parenting and medical), for travel and research (such as the Faculty Research Awards Program [FRAP]), or for post-retirement healthcare. Consequently, while Amherst salaries have tended to rest below the median of competitor institutions, its full compensation may rest even lower, about the same, or higher.

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

One benefit not included in AAUP data concerns sabbatical leaves. A recent survey conducted by the Dean of the Faculty and the Director of Institutional Research concerning leave policies for junior faculty at some of the New Group schools indicated that four offered more substantial benefits and two offered fewer benefits than Amherst. The College has responded recently with an augmented junior faculty leave policy. The Committee on Academic Priorities Report of 2006 recommended augmented leave provisions for tenured faculty as well.⁴ The Advisory Budget Committee (ABC) recommended and the College has maintained the recent decision to fund sabbaticals for tenured faculty at 100% of pay.

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

Other benefit issues that have been changed in response to information and reports compiled by the CPR include tuition grants-in-aid for children of employees and post-retirement health insurance for employees hired after June 30, 2003. The Administration is also considering offering some voluntary employee-paid benefits through payroll reduction including supplemental long-term disability insurance and long-term medical care insurance. The CPR is currently working to improve the parental leave policy to make it more competitive.

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

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

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

We report estimates of appropriate salary adjustments in Tables 3A,B,C (in the Appendix) for the New Group schools. Of course, salary levels for the liberal arts colleges and for universities that excluded professional school data from their AAUP reports remain unchanged. For most others, average reported salaries were inflated by between 5% and 10% by the inclusion of professional school data. A few others needed larger corrections—up to 20%--at the Associate and Assistant Professor levels. The rankings for Amherst faculty salaries within the New Group with corrections made to exclude professional school salaries are below.

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

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

<i>Year</i>	<i>Full Prof.</i>	<i>Full Prof.</i>	<i>Assoc. Prof</i>	<i>Assoc. Prof</i>	<i>Asst. Prof.</i>	<i>Asst. Prof.</i>
	Uncorrected	Corrected	Uncorrected	Corrected	Uncorrected	Corrected
2006-07	20	15	24	17	18	11
2007-08	19	15	25	20	18	12
2008-09	19	17	26	21	17	11

Our conclusions based upon these admittedly rough calculations are that:

- 1) Professional school salaries appear to have advanced in the past year at a more rapid pace than those paid to liberal arts faculty, producing a more pronounced two-tier system of compensation at larger institutions with professional schools. If this trend continues, it could potentially raise questions about whether Amherst faculty salaries should continue to be compared against these larger institutions.
- 2) The absolute difference in salaries when compared with those of the liberal arts faculties in the schools ahead of us in the rankings is less formidable than the uncorrected data suggest. Thus any efforts to move Amherst’s rankings higher might not be as costly as it would seem.

C. Cost of living

It is possible that some of the institutions ahead of Amherst in the salary rankings might pay more to compensate for higher costs-of-living in their geographical areas. In recent years the CPR has chosen not to focus on cost-of-living adjustments for several reasons. First, we could not secure reliable cost-of-living adjustment factors for all of the comparable institutions (or even for the immediate Amherst area). Second, a major factor in cost-of-living calculations tends to be housing, and this is an issue that different academic institutions treat in different ways, sometimes, for example, paying substantial subsidies in areas of high housing costs, and sometimes allowing faculty to fend for themselves. Thus, there is no straightforward way to acquire directly comparable data. Third, the increasing incidence of two-career academic families maintaining two geographically separate residences, with associated commuting costs, makes comparisons complicated and perhaps not uniformly meaningful. While taking all of these issues into account, however, a short treatment of cost-of-living issues was offered in the CPR Faculty Report for 2004-05. At that time, doing some rough adjustments for cost-of-living differences did not change Amherst’s ranking for Full Professors in the Traditional Group, although the adjustment did alter the particular institutions that placed ahead of Amherst.

D. How Salaries Are Set

In response to questions from members of the Faculty, we would like to clarify how salary increases are set. Each year, the Administration, with the advice of the CPR and the approval of the Trustees, establishes a “pool” for faculty salary increases. This “pool” represents a percentage of the total salary budget for the teaching staff⁶. A similar “pool” is established for Trustee appointees and staff. The amount of this percentage increase, e.g., previously in the 3%-5% range, results in the dollars which the Administration then allots to salaries. A 3% percentage increase in the “pool,” however, does not mean that everyone receives a 3% salary increase, for from that “pool” must come adjustments for promotions, for equity across ranks, and for other one-time increases. Generally speaking, those promoted from assistant to associate professor, and then to full, have received a raise equal to approximately twice the pool for that year.

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

II. Conclusions and Recommendations

Following the recommendations of the Advisory Budget Committee⁷, the faculty salary pools were frozen for 2009-10 at the previous year’s levels. Until the economic downturn in fall 2008, the Administration and the Board of Trustees had worked hard to increase salaries and enhance benefits for the faculty. Yet despite the strong percentage salary increases that took place in those years, Amherst’s actual rankings for *salaries* paid in both the Traditional and New Groups had stayed in a holding pattern below the median. We had not made substantial progress toward the 102 - 105% benchmark. In 2008-2009—in salary and compensation levels set before the economic downturn—Amherst’s rankings had either fallen modestly or stayed constant (with the exception of a slight rise in the ranking of assistant professors’ salaries) compared to other institutions in the New Group.

The CPR recognizes that many of our peer institutions implemented salary freezes or even modest salary reductions for this academic year. Still, the Committee is concerned that this year’s freeze in salary pools will further erode Amherst’s salary and compensation rankings below the median of the New Group. The CPR will closely monitor the situation in the next few years. Should Amherst’s rankings decline further, the CPR will strongly

⁶Teaching staff includes tenure and tenure-track faculty, coaches, lecturers and visitors.

⁷The report of the Advisory Budget Committee (ABC) is available on the College website.

advocate for higher percentage increases so as to ensure that the College is headed toward the goal of rankings consistently above the median of the New Group.

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

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE TRADITIONAL GROUP

Table 1A

RANK/ INSTITUTION	ACTUAL FY2006-07 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2007-08 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2008-09 SALARY DOLLARS	% INC
PROFESSORS						
Harvard	177.4	Harvard	184.8	Harvard	192.6	4.6%
Yale	157.6	Yale	165.1	Yale	174.7	5.4%
Dartmouth	138.5	Dartmouth	147.8	Dartmouth	154.5	5.6%
Wellesley	130.8	Wellesley	139.1	Wellesley	145.5	5.9%
U. Michigan	130.4	U. Michigan	137.0	U. Michigan	142.1	4.8%
U. Virginia	128.0	U. Virginia	132.7	<u>AMHERST</u>	<u>135.2</u>	<u>4.8%</u>
<u>AMHERST</u>	<u>125.9</u>	<u>AMHERST</u>	<u>131.7</u>	U. Virginia	133.4	0.8%
Williams	122.3	Williams	126.4	Williams	132.7	5.9%
Wesleyan	120.3	Wesleyan	124.5	Wesleyan	130.3	5.3%
Smith	115.4	Smith	124.0	Smith	129.6	6.2%
Mount Holyoke	111.3	Mount Holyoke	115.2	Mount Holyoke	120.1	4.9%
UMass/Amherst	109.4	Indiana U.	114.0	Indiana U.	118.4	4.8%
Indiana U.	109.0	UMass/Amherst	112.9	UMass/Amherst	117.1	3.8%
ASSOCIATE PROFESSORS						
Harvard	100.0	Harvard	106.1	Harvard	112.3	7.3%
Dartmouth	95.6	Dartmouth	100.0	Dartmouth	104.2	5.6%
Wellesley	94.7	Wellesley	97.4	Yale	99.8	8.1%
U. Virginia	87.7	Yale	91.3	Wellesley	98.6	3.5%
Yale	87.1	U. Virginia	91.0	U. Michigan	93.1	4.9%
Williams	86.9	Williams	90.3	Williams	92.1	7.3%
U. Michigan	86.6	U. Michigan	89.1	U. Virginia	91.7	0.1%
UMass/Amherst	86.2	UMass/Amherst	87.7	UMass/Amherst	89.7	5.0%
<u>AMHERST</u>	<u>82.8</u>	Smith	85.4	Smith	89.5	5.8%
Mount Holyoke	80.0	<u>AMHERST</u>	<u>84.8</u>	<u>AMHERST</u>	<u>87.8</u>	<u>6.8%</u>
Smith	78.9	Mount Holyoke	82.7	Mount Holyoke	85.1	5.4%
Wesleyan	78.0	Wesleyan	82.1	Wesleyan	85.1	5.4%
Indiana U.	75.1	Indiana U.	77.8	Indiana U.	81.6	6.1%
ASSISTANT PROFESSORS						
Harvard	91.3	Harvard	95.4	Harvard	101.4	6.6%
Yale	77.9	Yale	81.6	Yale	86.0	8.1%
Dartmouth	76.5	Dartmouth	79.7	Dartmouth	83.2	7.8%
U. Michigan	75.0	U. Michigan	79.3	U. Michigan	81.6	5.0%
Wellesley	74.3	Wellesley	75.3	Wellesley	78.3	7.2%
<u>AMHERST</u>	<u>71.4</u>	<u>AMHERST</u>	<u>74.5</u>	<u>AMHERST</u>	<u>77.4</u>	<u>5.8%</u>
U. Virginia	71.2	U. Virginia	74.5	Williams	75.8	7.9%
Williams	69.4	Williams	73.1	U. Virginia	74.7	0.3%
Indiana U.	66.0	Indiana U.	68.4	Indiana U.	71.1	5.7%
Wesleyan	65.7	Wesleyan	68.4	Wesleyan	70.7	6.0%
UMass/Amherst	65.7	Smith	68.2	Smith	70.4	6.0%
Smith	65.2	UMass/Amherst	66.8	Mount Holyoke	68.4	5.8%
Mount Holyoke	63.1	Mount Holyoke	65.5	UMass/Amherst	68.2	5.1%

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE NEW GROUP

Table 1B

RANK/ INSTITUTION	ACTUAL FY2006-07 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2007-08 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2008-09 SALARY DOLLARS	% INC
PROFESSORS		PROFESSORS		PROFESSORS		
Harvard	177.4	Harvard	184.8	Harvard	192.6	4.6%
Stanford U.	164.3	Stanford U.	173.7	Stanford U.	181.9	4.9%
Princeton U.	163.7	Princeton U.	172.2	Princeton U.	180.3	4.7%
Yale	157.6	Yale	165.1	Columbia U.	175.2	4.5%
U. Pennsylvania	156.5	U. Pennsylvania	163.2	Yale	174.7	5.4%
Northwestern U.	147.2	Columbia U.	162.5	U. Pennsylvania	169.4	5.2%
Columbia U.	n.d.	Northwestern U.	153.6	Northwestern U.	161.8	5.3%
MIT	145.9	Duke U.	152.6	Duke U.	161.2	5.5%
Washington U.	145.1	MIT	151.6	MIT	160.3	6.0%
Duke U.	142.0	Washington U.	150.8	Washington U.	159.3	n.d.
Dartmouth	138.5	Dartmouth	147.8	Dartmouth	154.5	5.6%
Brown U.	134.9	Brown U.	139.9	Brown U.	146.4	4.2%
U. CA-Los Angeles	133.2	U. CA-Los Angeles	n.d.	Wellesley	145.5	5.9%
U. CA-Berkeley	131.3	U. CA-Berkeley	n.d.	U. CA-Los Angeles	144.5	n.d.
Wellesley	130.8	Wellesley	139.1	U. CA-Berkeley	143.5	n.d.
U. Michigan	130.4	U. NC-Chapel Hill	138.5	U. NC-Chapel Hill	142.7	4.6%
U. Virginia	128.0	U. Michigan	137.0	U. Michigan	142.1	4.8%
Pomona	127.1	U. Virginia	132.7	Pomona	135.3	5.3%
U. NC-Chapel Hill	126.8	<u>AMHERST</u>	<u>131.7</u>	<u>AMHERST</u>	<u>135.2</u>	<u>4.8%</u>
<u>AMHERST</u>	<u>125.9</u>	Pomona	129.1	U. Virginia	133.4	0.8%
Williams	122.3	Swarthmore	126.5	Williams	132.7	5.9%
Swarthmore	121.1	Williams	126.4	Wesleyan	130.3	5.3%
Wesleyan	120.3	Wesleyan	124.5	Swarthmore	129.6	5.1%
Bowdoin	117.5	Smith	124.0	Smith	129.6	6.2%
Smith	115.4	Bowdoin	122.6	Bowdoin	129.2	5.3%
Mount Holyoke	111.3	Mount Holyoke	115.2	Mount Holyoke	120.1	4.9%
UMass/Amherst	109.4	Indiana U.	114.0	Haverford	119.9	9.3%
Indiana U.	109.0	UMass/Amherst	112.9	Indiana U.	118.4	4.8%
Haverford	105.8	Haverford	111.8	UMass/Amherst	117.1	3.8%
Carleton	105.0	Carleton	108.7	Carleton	112.7	4.5%
Davidson	105.0	Davidson	108.1	Davidson	112.3	4.2%
ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		
Stanford U.	114.7	Stanford U.	122.2	Stanford U.	128.0	7.5%
U. Pennsylvania	106.4	Princeton U.	107.5	Princeton U.	114.3	8.3%
Princeton U.	105.0	U. Pennsylvania	107.5	U. Pennsylvania	114.1	5.5%
Harvard	100.0	MIT	106.4	Harvard	112.3	7.3%
Columbia U.	n.d.	Harvard	106.1	Columbia U.	112.2	8.5%
MIT	99.7	Duke U.	102.5	MIT	110.3	8.2%
Northwestern U.	97.5	Northwestern U.	100.5	Duke U.	107.3	6.4%
Duke U.	96.8	Dartmouth	100.0	Northwestern U.	105.3	6.1%
Dartmouth	95.6	Columbia U.	98.2	Dartmouth	104.2	5.6%
Wellesley	94.7	Wellesley	97.4	Yale	99.8	8.1%
Washington U.	93.3	Washington U.	96.4	Wellesley	98.6	3.5%
U. Virginia	87.7	Pomona	93.3	Pomona	96.6	4.5%
Pomona	87.6	Yale	91.3	Washington U.	96.5	n.d.
Yale	87.1	U. Virginia	91.0	U. CA-Berkeley	96.1	n.d.
Williams	86.9	U. NC-Chapel Hill	90.9	U. NC-Chapel Hill	94.1	5.5%
U. CA-Berkeley	86.8	U. CA-Berkeley	n.d.	U. Michigan	93.1	4.9%
U. Michigan	86.6	Williams	90.3	Williams	92.1	7.3%
UMass/Amherst	86.2	U. Michigan	89.1	U. CA-Los Angeles	92.1	n.d.
U. NC-Chapel Hill	85.5	Swarthmore	88.4	Brown U.	91.9	5.3%
Swarthmore	84.6	Brown U.	88.0	U. Virginia	91.7	0.1%
U. CA-Los Angeles	84.2	U. CA-Los Angeles	n.d.	Swarthmore	90.8	5.9%
Brown U.	83.9	UMass/Amherst	87.7	Haverford	90.6	10.9%
Bowdoin	83.2	Bowdoin	86.4	Bowdoin	90.2	5.9%
<u>AMHERST</u>	<u>82.8</u>	Smith	85.4	UMass/Amherst	89.7	5.0%
Mount Holyoke	80.0	<u>AMHERST</u>	<u>84.8</u>	Smith	89.5	5.8%
Davidson	79.3	Davidson	83.0	<u>AMHERST</u>	<u>87.8</u>	<u>6.8%</u>
Smith	78.9	Mount Holyoke	82.7	Mount Holyoke	85.1	5.4%
Wesleyan	78.0	Haverford	82.6	Wesleyan	85.1	5.4%
Haverford	77.0	Wesleyan	82.1	Davidson	85.0	4.4%
Indiana U.	75.1	Indiana U.	77.8	Indiana U.	81.6	6.1%
Carleton	74.6	Carleton	77.4	Carleton	81.2	7.1%

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE NEW GROUP

Table 1B

RANK/ INSTITUTION	ACTUAL FY2006-07 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2007-08 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2008-09 SALARY DOLLARS	% INC
ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		
U. Pennsylvania	91.8	U. Pennsylvania	95.9	Harvard	101.4	6.6%
Harvard	91.3	Harvard	95.4	Stanford U.	100.8	7.9%
Stanford U.	91.0	Stanford U.	94.3	U. Pennsylvania	98.0	5.4%
MIT	89.0	MIT	93.3	MIT	97.5	5.4%
Northwestern U.	83.5	Northwestern U.	87.9	Northwestern U.	93.5	6.6%
Duke U.	82.4	Duke U.	87.3	Duke U.	91.6	6.9%
Princeton U.	79.1	Yale	81.6	Columbia U.	89.2	4.7%
Columbia U.	n.d.	Princeton U.	81.2	Yale	86.0	8.1%
Yale	77.9	Columbia U.	80.5	Princeton U.	85.8	8.6%
Washington U.	77.2	Washington U.	80.0	Washington U.	85.0	n.d.
Dartmouth	76.5	Dartmouth	79.7	Dartmouth	83.2	7.8%
U. CA-Berkeley	76.2	U. CA-Berkeley	n.d.	U. NC-Chapel Hill	82.0	6.4%
U. Michigan	75.0	U. Michigan	79.3	U. Michigan	81.6	5.0%
Wellesley	74.3	U. NC-Chapel Hill	76.9	U. CA-Berkeley	81.3	n.d.
Brown U.	72.6	Wellesley	75.3	U. CA-Los Angeles	79.6	n.d.
U. CA-Los Angeles	72.1	U. Virginia	74.5	Wellesley	78.3	7.2%
U. NC-Chapel Hill	71.8	Brown U.	74.9	<u>AMHERST</u>	<u>77.4</u>	<u>5.8%</u>
<u>AMHERST</u>	<u>71.4</u>	<u>AMHERST</u>	<u>74.5</u>	Brown U.	76.8	4.6%
U. Virginia	71.2	Williams	73.1	Williams	75.8	7.9%
Williams	69.4	U. CA-Los Angeles	n.d.	Pomona	75.1	9.2%
Swarthmore	67.9	Pomona	71.0	U. Virginia	74.7	0.3%
Bowdoin	67.6	Swarthmore	70.1	Haverford	73.7	12.3%
Pomona	66.2	Bowdoin	69.3	Swarthmore	72.2	4.8%
Indiana U.	66.0	Indiana U.	68.4	Bowdoin	71.5	6.3%
Wesleyan	65.7	Wesleyan	68.4	Indiana U.	71.1	5.7%
Carleton	65.7	Smith	68.2	Wesleyan	70.7	6.0%
UMass/Amherst	65.7	Haverford	67.7	Smith	70.4	6.0%
Smith	65.2	UMass/Amherst	66.8	Carleton	68.6	6.9%
Mount Holyoke	63.1	Carleton	66.4	Mount Holyoke	68.4	5.8%
Haverford	60.0	Mount Holyoke	65.5	UMass/Amherst	68.2	5.1%
Davidson	59.0	Davidson	61.7	Davidson	62.4	6.7%

COMPARISON OF COMPENSATION - AMHERST COLLEGE AND THE TRADITIONAL GROUP

Table 2A

RANK/ INSTITUTION	ACTUAL FY2006-07 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2007-08 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2008-09 COMPENSATION
PROFESSORS		PROFESSORS		PROFESSORS	
Harvard	218.5	Harvard	227.2	Harvard	238.1
Yale	190.3	Yale	199.0	Yale	210.4
Dartmouth	176.8	Dartmouth	188.4	Dartmouth	198.5
Wellesley	171.8	Wellesley	178.0	Wellesley	180.9
U. Virginia	157.9	U. Michigan	165.7	U. Michigan	171.8
U. Michigan	157.6	<u>AMHERST</u>	<u>164.1</u>	Williams	170.7
Williams	157.5	Williams	163.5	<u>AMHERST</u>	<u>169.7</u>
<u>AMHERST</u>	<u>156.2</u>	U. Virginia	163.4	Smith	167.3
Wesleyan	148.4	Smith	157.1	U. Virginia	164.3
Smith	145.9	Wesleyan	153.4	Wesleyan	161.5
Mount Holyoke	139.9	Mount Holyoke	146.1	Mount Holyoke	154.0
Indiana U.	138.1	Indiana U.	143.8	Indiana U.	149.5
UMass/Amherst	133.0	UMass/Amherst	136.2	UMass/Amherst	142.8
ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS	
Wellesley	125.6	Dartmouth	129.9	Harvard	137.4
Harvard	124.1	Harvard	128.8	Dartmouth	136.3
Dartmouth	123.9	Wellesley	127.6	Wellesley	127.2
Williams	113.5	Williams	118.3	Yale	125.4
U. Virginia	111.4	U. Virginia	115.7	Smith	121.1
Yale	109.4	Yale	114.6	Williams	120.9
U. Michigan	108.4	<u>AMHERST</u>	<u>112.6</u>	U. Michigan	116.9
<u>AMHERST</u>	<u>106.3</u>	U. Michigan	112.1	U. Virginia	116.5
UMass/Amherst	105.4	Smith	110.6	<u>AMHERST</u>	<u>116.0</u>
Mount Holyoke	104.9	Mount Holyoke	109.4	Mount Holyoke	115.2
Smith	103.4	UMass/Amherst	106.9	UMass/Amherst	110.5
Wesleyan	98.6	Wesleyan	103.0	Wesleyan	106.2
Indiana U.	96.7	Indiana U.	99.9	Indiana U.	105.3
ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		ASSISTANT PROFESSORS	
Harvard	112.4	Harvard	116.0	Harvard	124.9
<u>AMHERST</u>	<u>96.4</u>	Yale	101.9	Yale	107.5
Yale	96.0	U. Michigan	100.7	Dartmouth	105.3
Wellesley	95.8	<u>AMHERST</u>	<u>99.9</u>	<u>AMHERST</u>	<u>104.7</u>
Dartmouth	95.7	Dartmouth	99.6	U. Michigan	103.5
U. Michigan	94.9	Wellesley	99.1	Wellesley	100.3
Williams	92.0	Williams	96.6	Williams	100.0
U. Virginia	91.3	U. Virginia	95.7	U. Virginia	95.5
Mount Holyoke	85.4	Mount Holyoke	87.4	Smith	93.3
Smith	84.7	Indiana U.	86.8	Indiana U.	90.9
Indiana U.	83.7	Smith	86.7	Mount Holyoke	90.2
Wesleyan	81.6	Wesleyan	85.0	Wesleyan	88.8
UMass/Amherst	80.0	UMass/Amherst	80.7	UMass/Amherst	83.3

COMPARISON OF COMPENSATION - AMHERST COLLEGE AND THE NEW GROUP

Table 2B

RANK/ INSTITUTION	ACTUAL FY2006-07 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2007-08 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2008-09 COMPENSATION
PROFESSORS		PROFESSORS		PROFESSORS	
Harvard	218.5	Harvard	227.2	Harvard	238.1
U. Pennsylvania	208.5	Stanford U.	212.6	Stanford U.	223.3
Stanford U.	203.8	U. Pennsylvania	210.3	U. Pennsylvania	219.6
Princeton U.	198.9	Princeton U.	209.6	Princeton U.	219.1
Yale	190.3	Yale	199.0	Columbia U.	212.6
Northwestern U.	186.8	Columbia U.	196.7	Yale	210.4
MIT	182.1	Northwestern U.	195.1	Northwestern U.	205.1
Duke U.	178.1	MIT	191.4	Duke U.	198.7
Washington U.	177.5	Dartmouth	188.4	Dartmouth	198.5
Dartmouth	176.8	Duke U.	188.3	MIT	198.0
Brown U.	172.9	Washington U.	184.2	Washington U.	196.0
U. CA-Los Angeles	172.8	U. CA-Los Angeles	n.d.	Brown U.	193.9
Wellesley	171.8	Wellesley	178.0	U. CA-Los Angeles	189.8
Columbia U.	n.d.	Brown U.	174.8	U. CA-Berkeley	188.5
U. CA-Berkeley	170.4	U. CA-Berkeley	n.d.	Wellesley	180.9
U. Virginia	157.9	U. NC-Chapel Hill	167.5	U. NC-Chapel Hill	172.6
Pomona	157.8	U. Michigan	165.7	U. Michigan	171.8
U. Michigan	157.6	<u>AMHERST</u>	<u>164.1</u>	Williams	170.7
Williams	157.5	Williams	163.5	<u>AMHERST</u>	<u>169.7</u>
<u>AMHERST</u>	<u>156.2</u>	U. Virginia	163.4	Pomona	168.3
U. NC-Chapel Hill	152.7	Swarthmore	161.5	Smith	167.3
Swarthmore	152.0	Pomona	160.7	Bowdoin	167.0
Bowdoin	151.6	Bowdoin	157.9	Swarthmore	165.1
Wesleyan	148.4	Smith	157.1	U. Virginia	164.3
Smith	145.9	Haverford	153.6	Wesleyan	161.5
Haverford	145.0	Wesleyan	153.4	Haverford	161.4
Mount Holyoke	139.9	Mount Holyoke	146.1	Mount Holyoke	154.0
Indiana U.	138.1	Indiana U.	143.8	Indiana U.	149.5
Carleton	135.8	Carleton	141.1	Carleton	147.4
Davidson	133.7	UMass/Amherst	136.2	UMass/Amherst	142.8
UMass/Amherst	133.0	Davidson	133.4	Davidson	138.9
ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS	
U. Pennsylvania	148.0	Stanford U.	157.0	Stanford U.	165.3
Stanford U.	147.5	U. Pennsylvania	145.7	U. Pennsylvania	154.6
Princeton U.	129.3	MIT	138.5	Columbia U.	143.9
MIT	128.7	Princeton U.	133.3	Princeton U.	141.8
Northwestern U.	128.3	Northwestern U.	132.5	MIT	139.8
Wellesley	125.6	Dartmouth	129.9	Northwestern U.	138.6
Harvard	124.1	Columbia U.	129.4	Harvard	137.4
Dartmouth	123.9	Harvard	128.8	Dartmouth	136.3
Columbia U.	n.d.	Duke U.	128.0	Duke U.	133.6
Duke U.	123.4	Wellesley	127.6	U. CA-Berkeley	129.0
U. CA-Berkeley	115.0	U. CA-Berkeley	n.d.	Wellesley	127.2
Williams	113.5	Williams	118.3	Haverford	126.7
Washington U.	113.4	Pomona	117.6	Yale	125.4
U. CA-Los Angeles	111.7	U. CA-Los Angeles	n.d.	U. CA-Los Angeles	124.0
U. Virginia	111.4	Washington U.	117.6	Pomona	122.9
Pomona	109.8	Haverford	116.4	Smith	121.1
Brown U.	109.5	Swarthmore	115.7	Williams	120.9
Yale	109.4	U. Virginia	115.7	Swarthmore	120.1
Swarthmore	109.3	Yale	114.6	Washington U.	118.5
U. Michigan	108.4	U. NC-Chapel Hill	113.1	Bowdoin	118.3
Bowdoin	107.8	<u>AMHERST</u>	<u>112.6</u>	Brown U.	117.3
Haverford	107.7	U. Michigan	112.1	U. Michigan	116.9
<u>AMHERST</u>	<u>106.3</u>	Bowdoin	112.0	U. NC-Chapel Hill	116.8
U. NC-Chapel Hill	105.6	Brown U.	112.0	U. Virginia	116.5
UMass/Amherst	105.4	Smith	110.6	<u>AMHERST</u>	<u>116.0</u>
Mount Holyoke	104.9	Mount Holyoke	109.4	Mount Holyoke	115.2
Smith	103.4	UMass/Amherst	106.9	UMass/Amherst	110.5
Davidson	99.8	Wesleyan	103.0	Carleton	109.7
Carleton	98.9	Carleton	102.6	Wesleyan	106.2
Wesleyan	98.6	Davidson	102.4	Davidson	106.1
Indiana U.	96.7	Indiana U.	99.9	Indiana U.	105.3

COMPARISON OF COMPENSATION - AMHERST COLLEGE AND THE NEW GROUP

Table 2B

RANK/ INSTITUTION	ACTUAL FY2006-07 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2007-08 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2008-09 COMPENSATION
ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		ASSISTANT PROFESSORS	
U. Pennsylvania	121.2	U. Pennsylvania	141.7	U. Pennsylvania	135.7
Stanford U.	116.2	MIT	122.7	Stanford U.	126.7
MIT	115.1	Stanford U.	119	Harvard	124.9
Harvard	112.4	Northwestern U.	116.4	MIT	124.3
Northwestern U.	111.1	Harvard	116.0	Northwestern U.	123.6
U. CA-Berkeley	101.7	U. CA-Berkeley	n.d.	Duke U.	111.8
Columbia U.	n.d.	Columbia U.	107.9	Columbia U.	110.9
Duke U.	100.9	Duke U.	107	U. CA-Berkeley	110.5
Princeton U.	98.4	Yale	101.9	U. CA-Los Angeles	108.4
U. CA-Los Angeles	96.6	U. CA-Los Angeles	n.d.	Yale	107.5
<u>AMHERST</u>	<u>96.4</u>	Princeton U.	101.8	Princeton U.	107.5
Yale	96.0	U. Michigan	100.7	Dartmouth	105.3
Wellesley	95.8	<u>AMHERST</u>	<u>99.9</u>	<u>AMHERST</u>	<u>104.7</u>
Dartmouth	95.7	Dartmouth	99.6	Haverford	104.0
U. Michigan	94.9	Wellesley	99.1	U. Michigan	103.5
Brown U.	94.8	Haverford	97.7	U. NC-Chapel Hill	102.4
Washington U.	92.1	Williams	96.6	Washington U.	100.4
Williams	92.0	U. NC-Chapel Hill	96.5	Wellesley	100.3
U. Virginia	91.3	U. Virginia	95.7	Williams	100.0
U. NC-Chapel Hill	89.4	Brown U.	95.6	Pomona	99.7
Bowdoin	88.7	Washington U.	94.9	Brown U.	98.5
Swarthmore	88.6	Pomona	93.1	U. Virginia	95.5
Haverford	88.4	Swarthmore	92.5	Swarthmore	95.2
Carleton	87.5	Bowdoin	89.5	Smith	93.3
Mount Holyoke	85.4	Carleton	88.3	Bowdoin	92.8
Smith	84.7	Mount Holyoke	87.4	Carleton	91.7
Indiana U.	83.7	Indiana U.	86.8	Indiana U.	90.9
Pomona	82.9	Smith	86.7	Mount Holyoke	90.2
Wesleyan	81.6	Wesleyan	85.0	Wesleyan	88.8
UMass/Amherst	80.0	UMass/Amherst	80.7	UMass/Amherst	83.3
Davidson	76.1	Davidson	76.3	Davidson	77.3

TABLE 3A
PROFESSIONAL SCHOOL ADJUSTMENTS NEW GROUP

	2007-2008				2008-2009		
	Salary	Prof.	Adjusted		Salary	Prof.	Adjusted
	Dollars	School			Dollars	School	
AAUP	Adjustment	Salary	AAUP	Adjustment	Salary		
PROFESSORS				PROFESSORS			
Princeton U.	172.2	0	172.2	Princeton U.	180.3	0	180.3
Harvard	184.8	10	166.3	Harvard	192.6	10	173.3
Stanford U.	173.7	5	165.0	Stanford U.	181.9	5	172.8
Yale	165.1	10	148.6	Columbia U.	175.2	10	157.7
U. Pennsylvania	163.2	10	146.9	Yale	174.7	10	157.2
Columbia U.	162.5	10	146.3	Duke U.	161.2	5	153.1
Duke U.	152.6	5	145.0	U. Pennsylvania	169.4	10	152.5
Brown U.	139.9	0	139.9	Brown U.	146.4	0	146.4
Wellesley	139.1	0	139.1	Northwestern U.	161.8	10	145.6
Northwestern U.	153.6	10	138.2	Wellesley	145.5	0	145.5
MIT	151.6	10	136.4	MIT	160.3	10	144.3
Washington U.	150.8	10	135.7	Washington U.	159.3	10	143.4
UCal - LA	N/A	5	N/A*	Dartmouth	154.5	10	139.1
Dartmouth	147.8	10	133.0	UCal - LA	144.5	5	137.3
<u>AMHERST</u>	<u>131.7</u>	<u>0</u>	<u>131.7</u>	UCal - Berkeley	143.5	5	136.3
<i>UCal - Berkeley</i>	N/A	5	N/A*	Pomona	135.3	0	135.3
<i>U. Michigan</i>	<i>137.0</i>	5	<i>130.2</i>	<u>AMHERST</u>	<u>135.2</u>	<u>0</u>	<u>135.2</u>
Pomona	129.1	0	129.1	<i>U. Michigan</i>	<i>142.1</i>	5	<i>135.0</i>
Swarthmore	126.5	0	126.5	Williams	132.7	0	132.7
Williams	126.4	0	126.4	Wesleyan	130.3	0	130.3
<i>U. Virginia</i>	<i>132.7</i>	5	<i>126.1</i>	Swarthmore	129.6	0	129.6
<i>UNC-Chapel Hill</i>	<i>138.5</i>	10	<i>124.7</i>	Smith	129.6	0	129.6
Wesleyan	124.5	0	124.5	Bowdoin	129.2	0	129.2
Smith	124.0	0	124.0	<i>UNC-Chapel Hill</i>	<i>142.7</i>	10	<i>128.4</i>
Bowdoin	122.6	0	122.6	U. Virginia	133.4	5	126.7
Mount Holyoke	115.2	0	115.2	Mount Holyoke	120.1	0	120.1
UMass/Amherst	112.9	0	112.9	Haverford	119.9	0	119.9
Haverford	111.8	0	111.8	UMass/Amherst	117.1	0	117.1
Carleton	108.7	0	108.7	Carleton	112.7	0	112.7
Indiana U.	114.0	5	108.3	Indiana U.	118.4	5	112.5
Davidson	108.1	0	108.1	Davidson	112.3	0	112.3
Median	137.0	5.0	130.2	Median	142.7	5.0	135.3
Mean	138.6	4.0	132.5	Mean	144.9	4.0	138.4

TABLE 3B
PROFESSIONAL SCHOOL ADJUSTMENTS NEW GROUP

	2007-2008			2008-2009			
	Salary	Prof.	Adjusted	Salary	Prof.	Adjusted	
	Dollars	School		Dollars	School		
	AAUP	Adjustment	Salary	AAUP	Adjustment	Salary	
ASSOCIATE PROFESSORS				ASSOCIATE PROFESSORS			
Stanford U.	122.2	15	103.9	Stanford U.	128.0	15	108.8
Princeton U.	107.5	5	102.1	Princeton U.	114.3	5	108.6
Wellesley	97.4	0	97.4	MIT	110.3	10	99.3
MIT	106.4	10	95.8	Wellesley	98.6	0	98.6
Pomona	93.3	0	93.3	U. Pennsylvania	114.1	15	97.0
U. Pennsylvania	107.5	15	91.4	Pomona	96.6	0	96.6
Northwestern U.	100.5	10	90.5	UCal - Berkeley	96.1	0	96.1
Williams	90.3	0	90.3	Columbia U.	112.2	15	95.4
Dartmouth	100.0	10	90.0	Yale	99.8	5	94.8
UCal - Berkeley	N/A	0	N/A*	Northwestern U.	105.3	10	94.8
Swarthmore	88.4	0	88.4	Dartmouth	104.2	10	93.8
Brown U.	88.0	0	88.0	Williams	92.1	0	92.1
Duke U.	102.5	15	87.1	Brown U.	91.9	0	91.9
Washington U.	96.4	10	86.8	Duke U.	107.3	15	91.2
Yale	91.3	5	86.7	Swarthmore	90.8	0	90.8
U. Virginia	91.0	5	86.5	Haverford	90.6	0	90.6
Bowdoin	86.4	0	86.4	Bowdoin	90.2	0	90.2
Smith	85.4	0	85.4	Harvard	112.3	20	89.8
Harvard	106.1	20	84.9	Smith	89.5	0	89.5
<u>AMHERST</u>	<u>84.8</u>	<u>0</u>	<u>84.8</u>	U. Michigan	93.1	5	88.4
<i>U. Michigan</i>	<i>89.1</i>	<i>5</i>	<i>84.6</i>	<u>AMHERST</u>	<u>87.8</u>	<u>0</u>	<u>87.8</u>
<i>Columbia U.</i>	<i>98.2</i>	<i>15</i>	<i>83.5</i>	<i>UCal - LA</i>	<i>92.1</i>	<i>5</i>	<i>87.5</i>
<i>UCal - LA</i>	<i>N/A</i>	<i>5</i>	<i>N/A*</i>	<i>U. Virginia</i>	<i>91.7</i>	<i>5</i>	<i>87.1</i>
Davidson	83.0	0	83.0	<i>Washington U.</i>	<i>96.5</i>	<i>10</i>	<i>86.9</i>
Mount Holyoke	82.7	0	82.7	Mount Holyoke	85.1	0	85.1
Haverford	82.6	0	82.6	Wesleyan	85.1	0	85.1
Wesleyan	82.1	0	82.1	Davidson	85.0	0	85.0
<i>UNC-Chapel Hill</i>	<i>90.9</i>	<i>10</i>	<i>81.8</i>	<i>UNC-Chapel Hill</i>	<i>94.1</i>	<i>10</i>	<i>84.7</i>
<i>UMass/Amherst</i>	<i>87.7</i>	<i>10</i>	<i>78.9</i>	Carleton	81.2	0	81.2
Carleton	77.4	0	77.4	<i>UMass/Amherst</i>	<i>89.7</i>	<i>10</i>	<i>80.7</i>
Indiana U.	77.8	5	73.9	Indiana U.	81.6	5	77.5
Median	90.9	5.0	86.5	Median	93.1	5.0	90.6
Mean	93.0	5.5	87.2	Mean	97.0	5.5	91.2

TABLE 3C
PROFESSIONAL SCHOOL ADJUSTMENTS NEW GROUP

	2007-2008			2008-2009			
	Salary	Prof.	Adjusted	Salary	Prof.	Adjusted	
	Dollars	School		Dollars	School		
	AAUP	Adjustment	Salary	AAUP	Adjustment	Salary	
ASSISTANT PROFESSORS				ASSISTANT PROFESSORS			
MIT	93.3	10	84.0	MIT	97.5	10	87.8
Stanford U.	94.3	15	80.2	Stanford U.	100.8	15	85.7
Yale	81.6	5	77.5	Yale	86.0	5	81.7
Princeton U.	81.2	5	77.1	Princeton U.	85.8	5	81.5
U. Pennsylvania	95.9	20	76.7	Harvard	101.4	20	81.1
Harvard	95.4	20	76.3	Dartmouth	83.2	5	79.0
Dartmouth	79.7	5	75.7	U. Pennsylvania	98.0	20	78.4
Wellesley	75.3	0	75.3	Wellesley	78.3	0	78.3
U. Michigan	79.3	5	75.3	Duke U.	91.6	15	77.9
UCal - Berkeley	N/A	5	N/A*	U. Michigan	81.6	5	77.5
Brown U.	74.9	0	74.9	<u>AMHERST</u>	<u>77.4</u>	<u>0</u>	<u>77.4</u>
<u>AMHERST</u>	<u>74.5</u>	<u>0</u>	<u>74.5</u>	<i>UCal - Berkeley</i>	<i>81.3</i>	<i>5</i>	<i>77.2</i>
<i>Duke U.</i>	<i>87.3</i>	<i>15</i>	<i>74.2</i>	Brown U.	76.8	0	76.8
Williams	73.1	0	73.1	<i>Washington U.</i>	<i>85.0</i>	<i>10</i>	<i>76.5</i>
<i>Washington U.</i>	<i>80.0</i>	<i>10</i>	<i>72.0</i>	Williams	75.8	0	75.8
<i>UCal - LA</i>	<i>N/A</i>	<i>5</i>	<i>N/A*</i>	<i>UCal - LA</i>	<i>79.6</i>	<i>5</i>	<i>75.6</i>
Pomona	71.0	0	71.0	Pomona	75.1	0	75.1
U. Virginia	74.5	5	70.8	<i>Northwestern U.</i>	<i>93.5</i>	<i>20</i>	<i>74.8</i>
<i>Northwestern U.</i>	<i>87.9</i>	<i>20</i>	<i>70.3</i>	<i>UNC-Chapel Hill</i>	<i>82.0</i>	<i>10</i>	<i>73.8</i>
Swarthmore	70.1	0	70.1	Haverford	73.7	0	73.7
Bowdoin	69.3	0	69.3	Swarthmore	72.2	0	72.2
<i>UNC-Chapel Hill</i>	<i>76.9</i>	<i>10</i>	<i>69.2</i>	Bowdoin	71.5	0	71.5
Wesleyan	68.4	0	68.4	<i>Columbia U.</i>	<i>89.2</i>	<i>20</i>	<i>71.4</i>
Smith	68.2	0	68.2	U. Virginia	74.7	5	71.0
Haverford	67.7	0	67.7	Wesleyan	70.7	0	70.7
UMass/Amherst	66.8	0	66.8	Smith	70.4	0	70.4
Carleton	66.4	0	66.4	Carleton	68.6	0	68.6
Mount Holyoke	65.5	0	65.5	Mount Holyoke	68.4	0	68.4
Indiana U.	68.4	5	65.0	UMass/Amherst	68.2	0	68.2
<i>Columbia U.</i>	<i>80.5</i>	<i>20</i>	<i>64.4</i>	Indiana U.	71.1	5	67.5
Davidson	61.7	0	61.7	Davidson	62.4	0	62.4
Median	74.9	5.0	71.0	Median	78.3	5.0	75.6
Mean	76.9	5.8	71.8	Mean	80.4	5.8	75.1

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

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

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

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

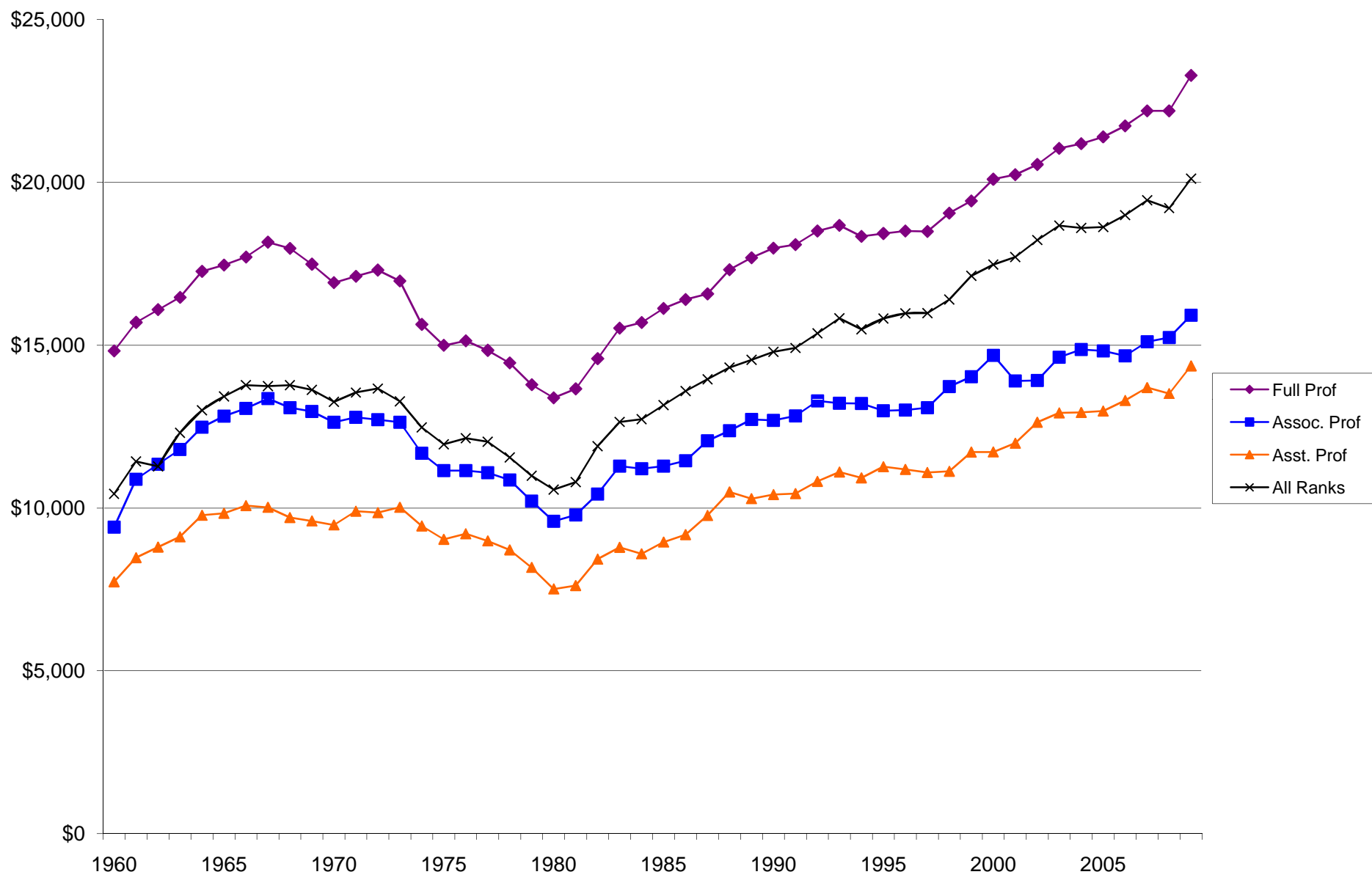


CHART A2
Real Salary (net of inflation), 1960 Dollars
Amherst College

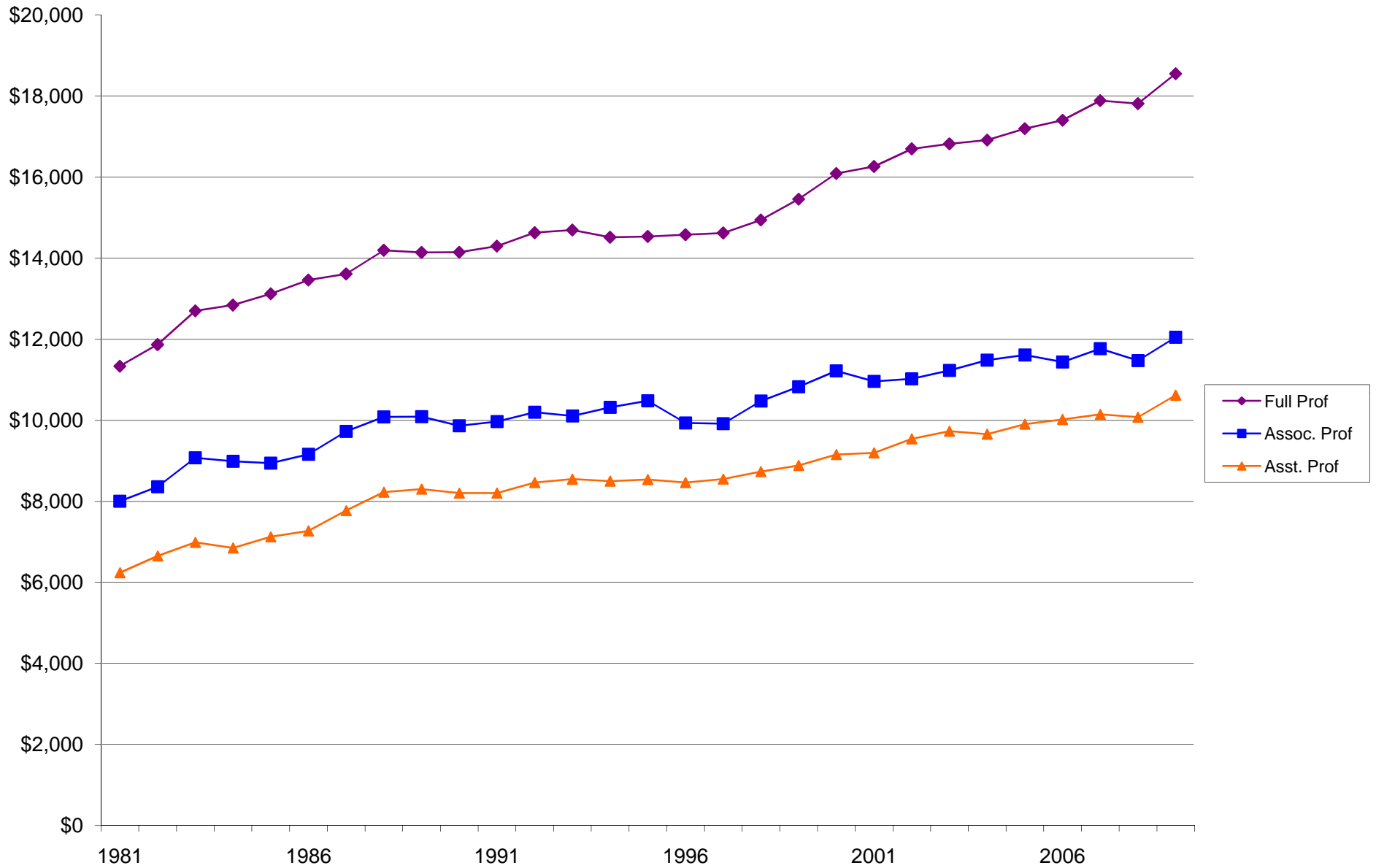


CHART B1
Full Professor Average Salary
Traditional Group (\$1000s)

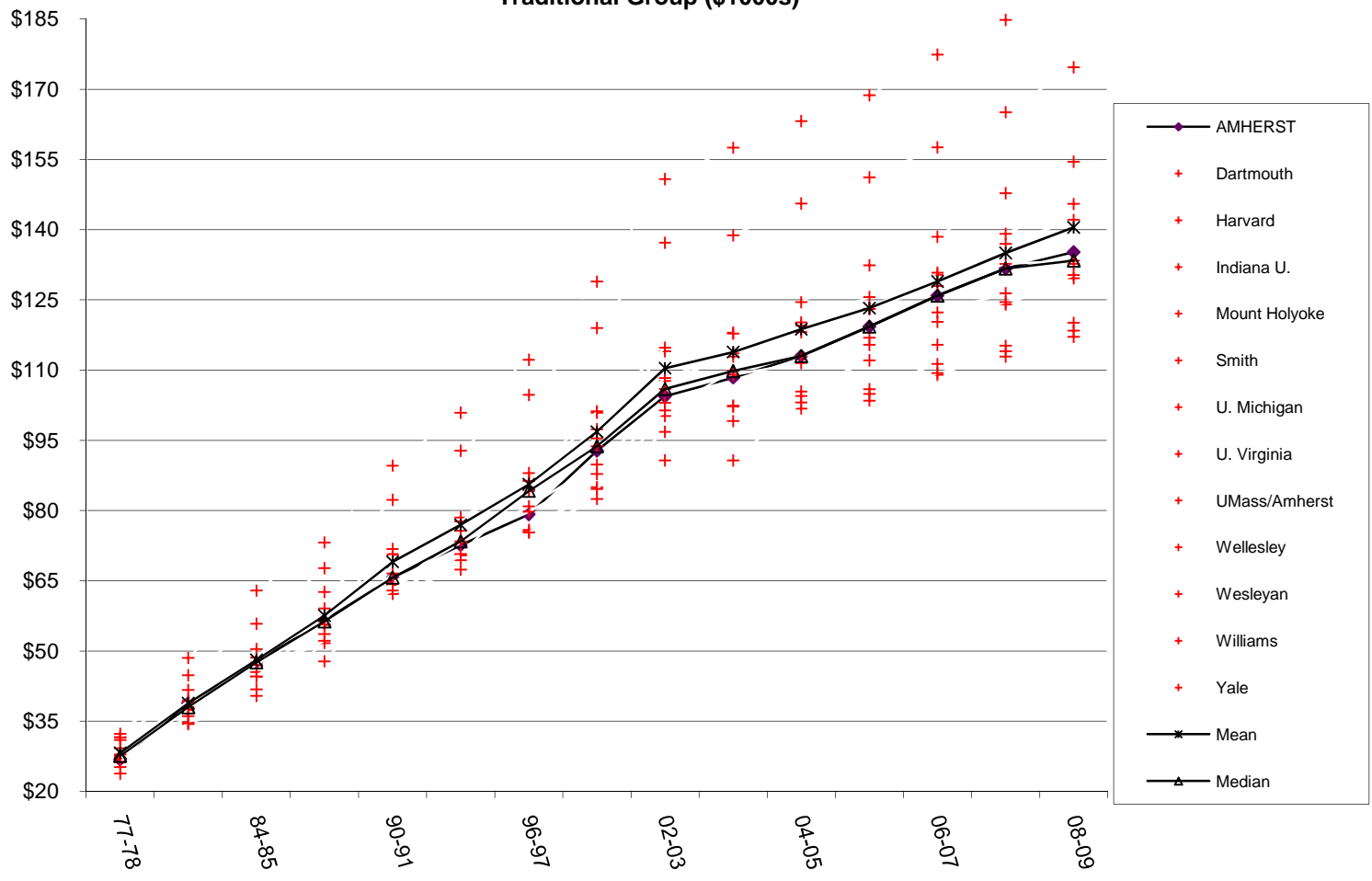


CHART B2
Associate Professor Average Salary
Traditional Group (\$1000s)

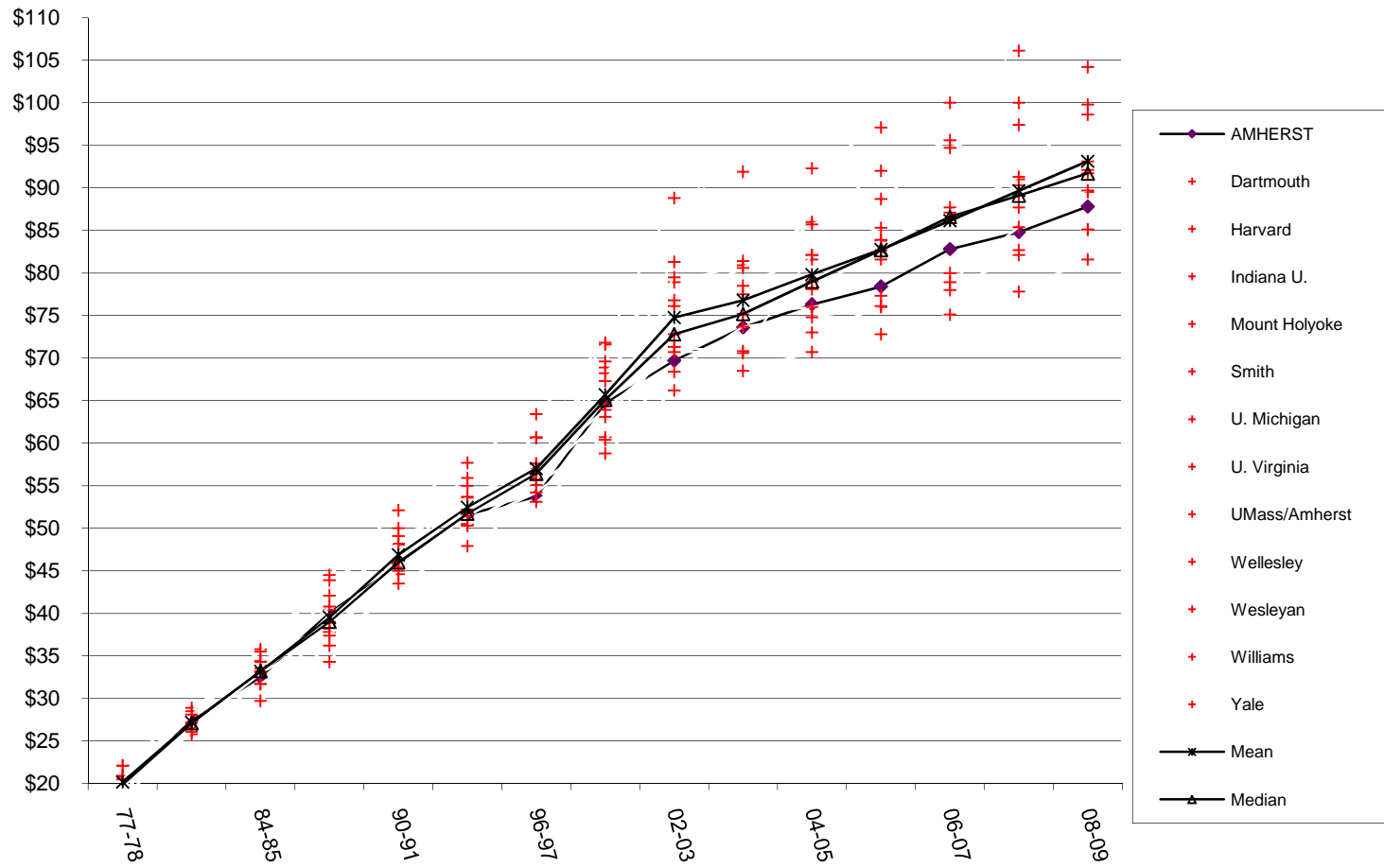


CHART C1
Full Professor Average Salary
New Group (\$1000s)

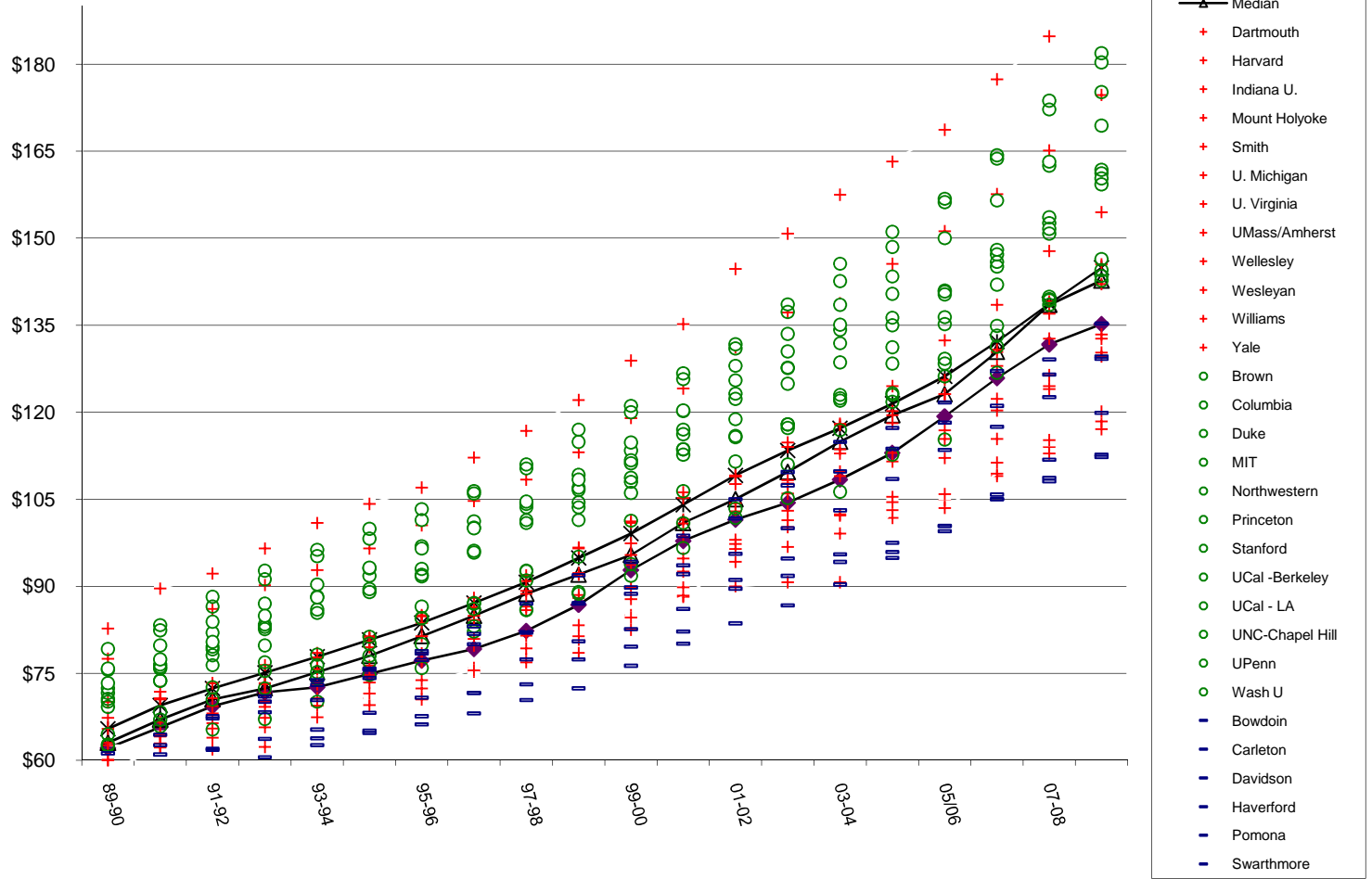


CHART C2
Associate Professor Average Salary
New Group (\$1000s)

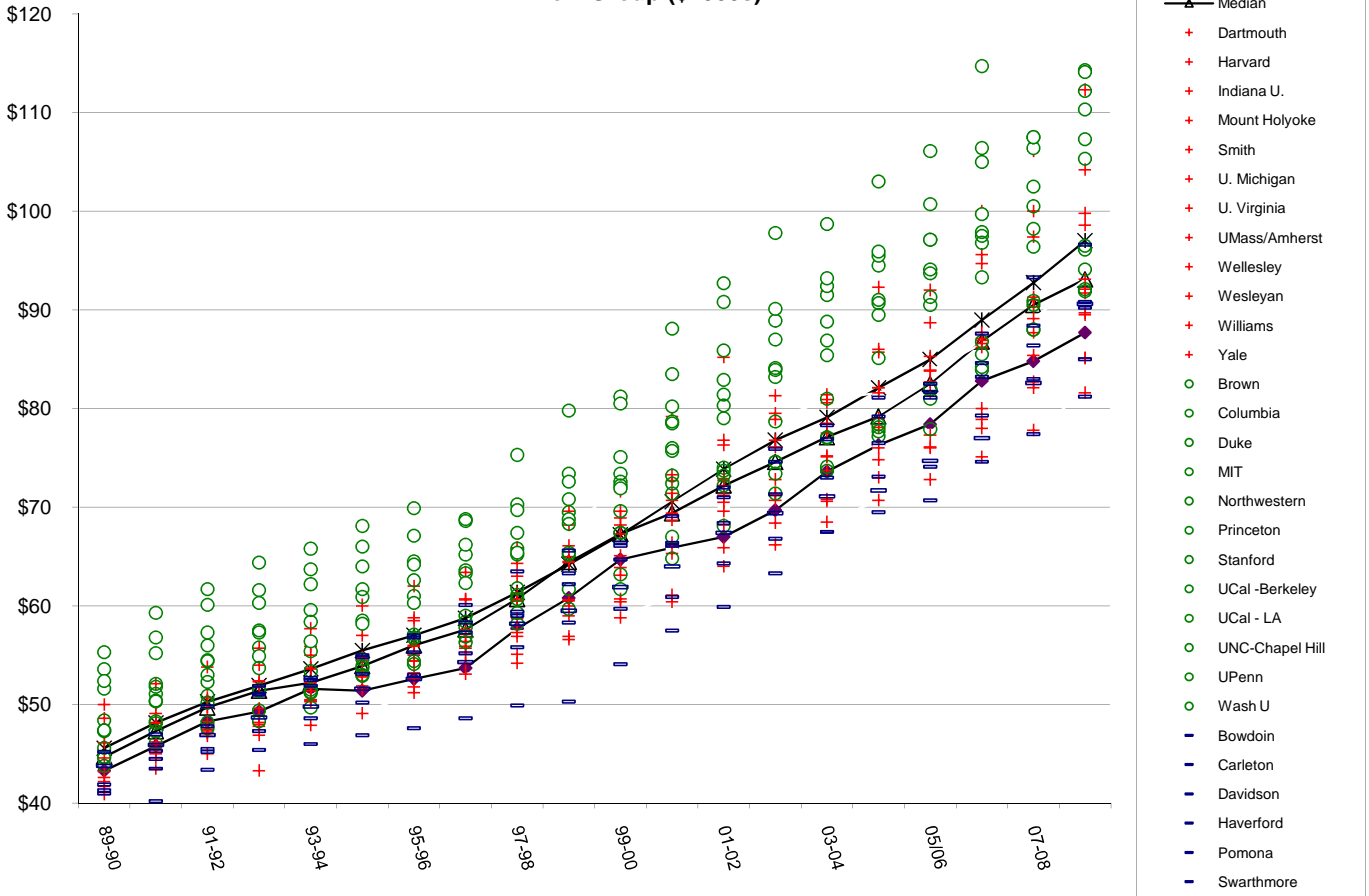


CHART C3
Assistant Professor Average Salary
New Group (\$1000's)

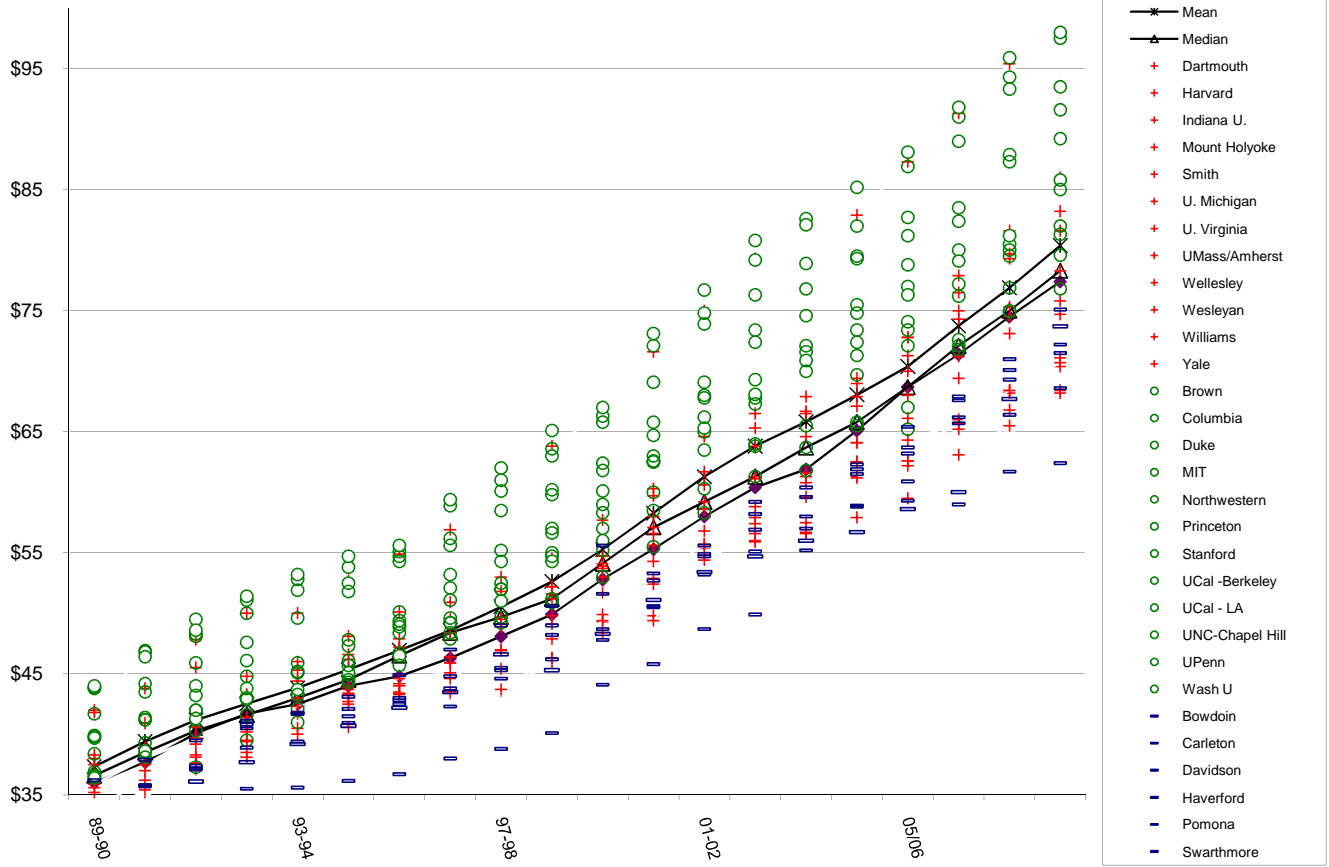


CHART D
Amherst Salary as % of
Traditional Group Median, by Rank

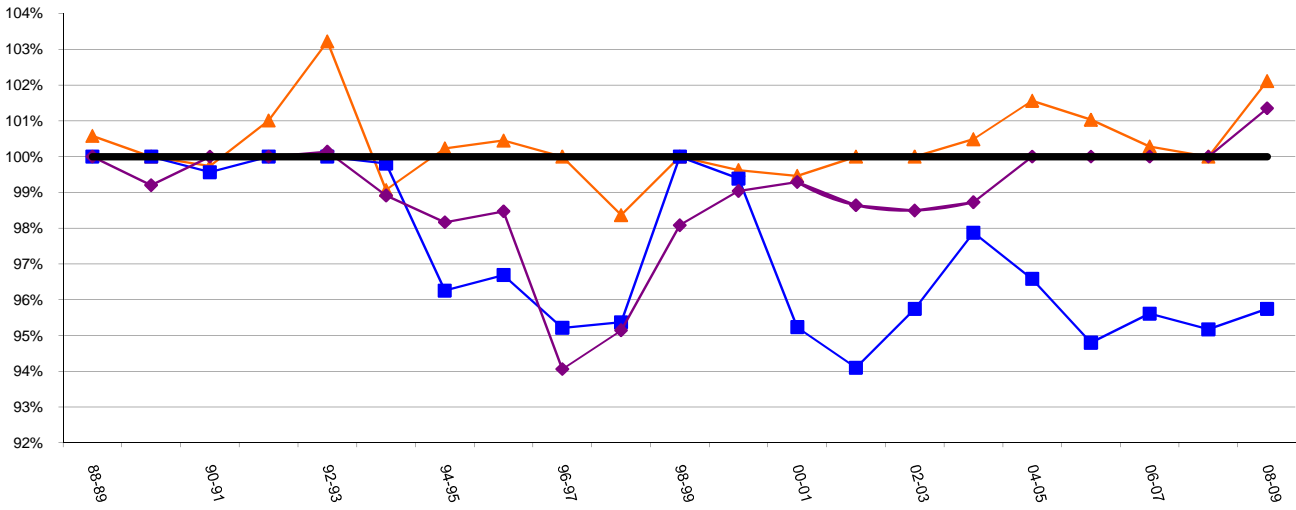
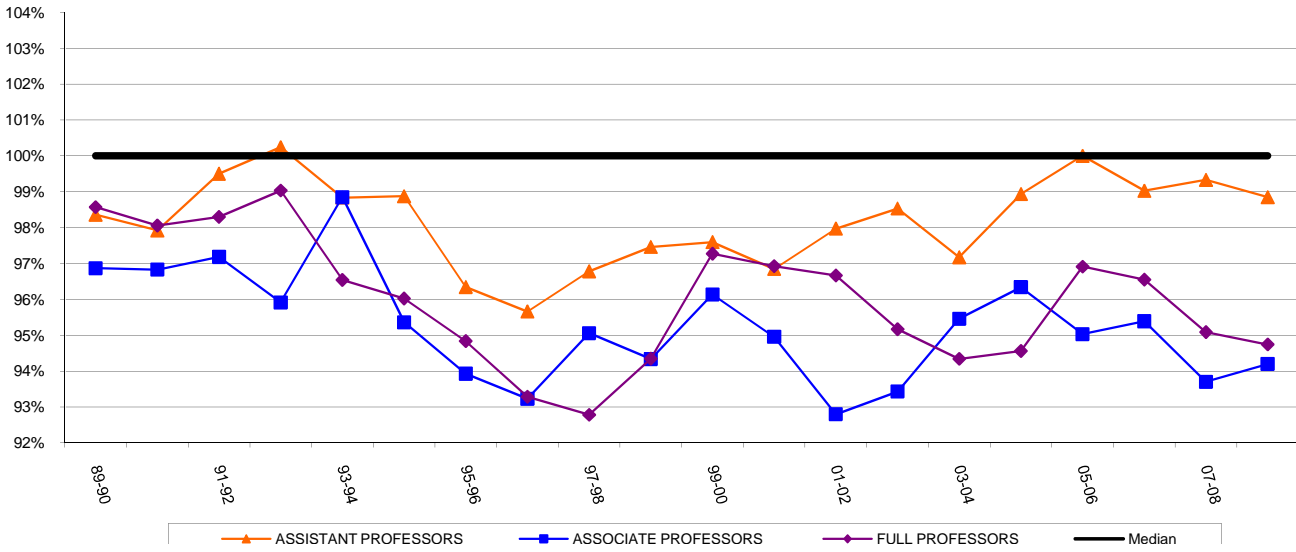


CHART E
Amherst Salary as % of
New Group Median, by Rank



▲ ASSISTANT PROFESSORS
 ■ ASSOCIATE PROFESSORS
 ◆ FULL PROFESSORS
 — Median