

Annual Faculty Salary and Compensation Report, 2009-2010¹

Committee on Priorities and Resources Spring 2011

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 six 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 2010 report on faculty salaries and compensation has been prepared to take advantage of the latest AAUP data.

II. Background and Summary of Issues

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

¹ This report is submitted by the voting 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 Patricia Long, as well as Elizabeth Hart, 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.

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. In 2003, 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 a future CPR.

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 four 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. Three 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 until after FY2012 so that the College can meet the global budgetary goals set by the Advisory Budget Committee in June 2009. 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 stayed at the same ranking last year (6th on the list of 13 total). In the New Group, Amherst's Full Professor salary rank gained one position to 18th out of 31 total institutions (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* rose from 7th to 6th on the list of 13 institutions. Comparison with the New Group (Table 2B) show that Amherst's ranking rose from 19th to 18th (where Amherst had been in FY2007-08) on the list of 31 institutions. Summaries of Full Professor data are given below.

Full Professor Salary Rankings

<u>Year</u>	<u>Traditional Group (N=13)</u>	<u>New Group(N=31)</u>
2007-08	7	18
2008-09	6	19
2009-10	6	18

Full Professor Compensation Rankings

<u>Year</u>	<u>Traditional Group (N=13)</u>	<u>New Group (N=31)</u>
2007-08	6	18
2008-09	7	19
2009-10	6	18

B. Associate Professors

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

For *salary* in the last three years in the Traditional Group, Amherst remained at the 10th position. In the New Group, Amherst remained in 26th place (Tables 1A and 1B). For *compensation*, the corresponding ranking remained in 9th position in the Traditional Group. In the larger New Group, Amherst rose one position to 24th (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.

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)
2007-08	10	24
2008-09	10	26
2009-10	10	26

Associate Professor Compensation Rankings

Year	Traditional Group (N=13)	New Group (N=31)
2007-08	7	21
2008-09	9	25
2009-10	9	24

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.

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 dropped one position, to 18th (See Tables 1A and 1B). The *salary* increases awarded to Amherst's Assistant Professors were 1.1% in the past year.

In comparing *compensation* in the Traditional Group, Amherst's Assistant Professors dropped to 5th place. The comparison of *compensation* in the New Group shows that Amherst dropped three rankings to 16th 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)
2007-08	6	17
2008-09	6	17
2009-10	6	18

Assistant Professor Compensation Rankings

Year	Traditional Group (N=13)	New Group (N=31)
2007-08	4	12
2008-09	4	13
2009-10	5	16

V. 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.

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

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

more competitive. It is also examining a change in mortgage policy so as to make housing in the Amherst area more affordable for faculty members.

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.

In recent 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
2007-08	19	15	25	20	18	12
2008-09	19	17	26	21	17	11
2009-10	18	17	26	22	18	16

Our conclusions based upon these admittedly rough calculations are that:

- 1) Professional school salaries appear to have advanced in recent years 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.

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.

VII. 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.

Last academic year, most of our peer institutions implemented very modest salary adjustments. It appears that Amherst’s salary freeze at the associate and full professorial level did not significantly change the College’s rankings compared to either the Traditional or the New Groups. In terms of salary, the College retained exactly the same rankings in the Traditional Group. In comparison to the New Group, the College’s ranking rose or fell

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.

slightly depending on professorial rank and whether the comparison was with salary or overall compensation. As colleges and universities move on from the 2008 economic downturn, the CPR will closely monitor the situation to ensure that Amherst's salary and compensation rankings do not further decline in comparison with either the Traditional or the New Groups. Should Amherst's rankings decline, the CPR will strongly advocate for higher percentage increases so as to ensure that the College is headed toward the goal of rankings consistently above the median of both the Traditional and the New Groups.

Despite the 2008 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 Traditional and New Groups, allowing them to fluctuate between 102% and 105% of the median. The CPR urges future committees to track the situation to ensure that salaries do not fall further below the median for the New Group.

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE TRADITIONAL GROUP

Table 1A

RANK/ INSTITUTION	ACTUAL FY2007-08 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2008-09 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2009-10 SALARY DOLLARS	% INC
PROFESSORS						
Harvard	184.8	Harvard	192.6	Harvard	191.2	-0.4%
Yale	165.1	Yale	174.7	Yale	174.1	0.5%
Dartmouth	147.8	Dartmouth	154.5	Dartmouth	154.1	0.2%
Wellesley	139.1	Wellesley	145.5	U. Michigan	144.0	1.8%
U. Michigan	137.0	U. Michigan	142.1	Wellesley	142.9	0.1%
U. Virginia	132.7	AMHERST	135.2	AMHERST	135.3	0.0%
AMHERST	131.7	U. Virginia	133.4	U. Virginia	134.7	0.8%
Williams	126.4	Williams	132.7	Williams	130.5	0.1%
Wesleyan	124.5	Wesleyan	130.3	Wesleyan	129.4	0.1%
Smith	124.0	Smith	129.6	Smith	128.4	0.2%
Mount Holyoke	115.2	Mount Holyoke	120.1	Indiana U.	120.7	1.0%
Indiana U.	114.0	Indiana U.	118.4	Mount Holyoke	118.4	0.1%
UMass/Amherst	112.9	UMass/Amherst	117.1	UMass/Amherst	116.7	0.1%
ASSOCIATE PROFESSORS						
Harvard	106.1	Harvard	112.3	Harvard	116.9	7.3%
Dartmouth	100.0	Dartmouth	104.2	Dartmouth	104.7	1.4%
Wellesley	97.4	Yale	99.8	Yale	98.4	3.0%
Yale	91.3	Wellesley	98.6	Wellesley	97.2	1.0%
U. Virginia	91.0	U. Michigan	93.1	U. Michigan	94.3	1.9%
Williams	90.3	Williams	92.1	U. Virginia	92.7	1.1%
U. Michigan	89.1	U. Virginia	91.7	Williams	88.8	0.4%
UMass/Amherst	87.7	UMass/Amherst	89.7	Smith	88.3	0.5%
Smith	85.4	Smith	89.5	UMass/Amherst	88.1	1.4%
AMHERST	84.8	AMHERST	87.8	AMHERST	87.8	0.0%
Mount Holyoke	82.7	Mount Holyoke	85.1	Wesleyan	84.3	0.4%
Wesleyan	82.1	Wesleyan	85.1	Indiana U.	82.0	1.1%
Indiana U.	77.8	Indiana U.	81.6	Mount Holyoke	81.5	0.8%
ASSISTANT PROFESSORS						
Harvard	95.4	Harvard	101.4	Harvard	104.4	3.4%
Yale	81.6	Yale	86.0	Yale	85.6	1.8%
Dartmouth	79.7	Dartmouth	83.2	U. Michigan	83.1	2.2%
U. Michigan	79.3	U. Michigan	81.6	Dartmouth	83.0	1.5%
Wellesley	75.3	Wellesley	78.3	Wellesley	76.3	1.6%
AMHERST	74.5	AMHERST	77.4	AMHERST	75.5	1.1%
U. Virginia	74.5	Williams	75.8	U. Virginia	75.2	0.2%
Williams	73.1	U. Virginia	74.7	Williams	74.7	0.4%
Indiana U.	68.4	Indiana U.	71.1	Indiana U.	72.4	1.2%
Wesleyan	68.4	Wesleyan	70.7	Smith	69.8	1.0%
Smith	68.2	Smith	70.4	Wesleyan	69.2	1.1%
UMass/Amherst	66.8	Mount Holyoke	68.4	UMass/Amherst	68.6	1.4%
Mount Holyoke	65.5	UMass/Amherst	68.2	Mount Holyoke	68.4	1.6%

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE NEW GROUP

Table 1B

RANK/ INSTITUTION	ACTUAL FY2007-08 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2008-09 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2009-10 SALARY DOLLARS	% INC
PROFESSORS		PROFESSORS		PROFESSORS		
Harvard	184.8	Harvard	192.6	Harvard	191.2	-0.4%
Stanford U.	173.7	Stanford U.	181.9	Columbia U.	188.6	1.8%
Princeton U.	172.2	Princeton U.	180.3	Stanford U.	181.4	-0.4%
Yale	165.1	Columbia U.	175.2	Princeton U.	181.0	0.4%
U. Pennsylvania	163.2	Yale	174.7	Yale	174.1	0.5%
Columbia U.	162.5	U. Pennsylvania	169.4	U. Pennsylvania	170.1	1.5%
Northwestern U.	153.6	Northwestern U.	161.8	Northwestern U.	166.3	2.1%
Duke U.	152.6	Duke U.	161.2	MIT	161.0	0.6%
MIT	151.6	MIT	160.3	Duke U.	160.8	0.2%
Washington U.	150.8	Washington U.	159.3	Washington U.	160.7	n.d.
Dartmouth	147.8	Dartmouth	154.5	Dartmouth	154.1	0.2%
Brown U.	139.9	Brown U.	146.4	UCal -LA	148.0	n.d.
Wellesley	139.1	Wellesley	145.5	Brown U.	145.8	0.7%
UNC-Chapel Hill	138.5	UCal -LA	144.5	UCal - Berkeley	145.8	n.d.
U. Michigan	137.0	UCal - Berkeley	143.5	U. Michigan	144.0	1.8%
UCal - Berkeley	n.d.	UNC-Chapel Hill	142.7	UNC-Chapel Hill	143.0	0.7%
U. Virginia	132.7	U. Michigan	142.1	Wellesley	142.9	0.1%
AMHERST	131.7	Pomona	135.3	AMHERST	135.3	0.0%
UCal -LA	n.d.	AMHERST	135.2	Pomona	134.7	0.3%
Pomona	129.1	U. Virginia	133.4	U. Virginia	134.7	0.8%
Swarthmore	126.5	Williams	132.7	Williams	130.5	0.1%
Williams	126.4	Wesleyan	130.3	Wesleyan	129.4	0.0%
Wesleyan	124.5	Swarthmore	129.6	Smith	128.4	0.2%
Smith	124.0	Smith	129.6	Bowdoin	127.8	0.0%
Bowdoin	122.6	Bowdoin	129.2	Swarthmore	127.2	0.0%
Mount Holyoke	115.2	Mount Holyoke	120.1	Indiana U.	120.7	1.0%
Indiana U.	114.0	Haverford	119.9	Mount Holyoke	118.4	0.1%
UMass/Amherst	112.9	Indiana U.	118.4	Haverford	118.4	0.0%
Haverford	111.8	UMass/Amherst	117.1	UMass/Amherst	116.7	0.1%
Carleton	108.7	Carleton	112.7	Carleton	114.5	0.1%
Davidson	108.1	Davidson	112.3	Davidson	112.5	0.0%
ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		
Stanford U.	122.2	Stanford U.	128.0	Stanford U.	124.4	1.7%
Princeton U.	107.5	Princeton U.	114.3	Columbia U.	117.0	4.6%
U. Pennsylvania	107.5	U. Pennsylvania	114.1	Harvard	116.9	7.3%
MIT	106.4	Harvard	112.3	Princeton U.	116.9	6.3%
Harvard	106.1	Columbia U.	112.2	MIT	111.0	3.7%
Duke U.	102.5	MIT	110.3	U. Pennsylvania	110.2	1.4%
Northwestern U.	100.5	Duke U.	107.3	Northwestern U.	106.9	3.6%
Dartmouth	100.0	Northwestern U.	105.3	Dartmouth	104.7	1.4%
Columbia U.	98.2	Dartmouth	104.2	Duke U.	102.6	1.4%
Wellesley	97.4	Yale	99.8	Yale	98.4	3.0%
Washington U.	96.4	Wellesley	98.6	UCal - Berkeley	98.2	n.d.
Pomona	93.3	Pomona	96.6	Wellesley	97.2	1.0%
Yale	91.3	Washington U.	96.5	Washington U.	97.1	n.d.
U. Virginia	91.0	UCal - Berkeley	96.1	Pomona	95.2	1.9%
UNC-Chapel Hill	90.9	UNC-Chapel Hill	94.1	UCal -LA	95.2	n.d.
Williams	90.3	U. Michigan	93.1	U. Michigan	94.3	1.9%
U. Michigan	89.1	Williams	92.1	U. Virginia	92.7	1.1%
Swarthmore	88.4	UCal -LA	92.1	UNC-Chapel Hill	92.6	0.5%
Brown U.	88.0	Brown U.	91.9	Haverford	92.1	0.6%
UMass/Amherst	87.7	U. Virginia	91.7	Brown U.	91.9	1.4%
UCal - Berkeley	n.d.	Swarthmore	90.8	Swarthmore	89.9	0.1%
Bowdoin	86.4	Haverford	90.6	Bowdoin	89.3	0.1%
Smith	85.4	Bowdoin	90.2	Williams	88.8	0.4%
AMHERST	84.8	UMass/Amherst	89.7	Smith	88.3	0.5%
UCal -LA	n.d.	Smith	89.5	UMass/Amherst	88.1	1.4%
Davidson	83.0	AMHERST	87.8	AMHERST	87.8	0.0%
Mount Holyoke	82.7	Mount Holyoke	85.1	Wesleyan	84.3	0.4%
Haverford	82.6	Wesleyan	85.1	Indiana U.	82.0	1.1%
Wesleyan	82.1	Davidson	85.0	Davidson	82.0	0.0%
Indiana U.	77.8	Indiana U.	81.6	Mount Holyoke	81.5	0.8%
Carleton	77.4	Carleton	81.2	Carleton	80.0	2.0%

n.d. = no data

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE NEW GROUP

Table 1B

RANK/ INSTITUTION	ACTUAL FY2007-08 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2008-09 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2009-10 SALARY DOLLARS	% INC
ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		
U. Pennsylvania	95.9	Harvard	101.4	Harvard	104.4	3.4%
Harvard	95.4	Stanford U.	100.8	U. Pennsylvania	102.3	1.5%
Stanford U.	94.3	U. Pennsylvania	98.0	MIT	100.6	1.5%
MIT	93.3	MIT	97.5	Stanford U.	100.5	2.1%
Northwestern U.	87.9	Northwestern U.	93.5	Northwestern U.	95.3	3.7%
Duke U.	87.3	Duke U.	91.6	Columbia U.	92.3	0.4%
Yale	81.6	Columbia U.	89.2	Duke U.	89.8	0.6%
Princeton U.	81.2	Yale	86.0	Princeton U.	87.7	7.9%
Columbia U.	80.5	Princeton U.	85.8	Yale	85.6	1.8%
Washington U.	80.0	Washington U.	85.0	Washington U.	85.4	n.d.
Dartmouth	79.7	Dartmouth	83.2	UCal - Berkeley	84.8	n.d.
U. Michigan	79.3	UNC-Chapel Hill	82.0	U. Michigan	83.1	2.2%
UNC-Chapel Hill	76.9	U. Michigan	81.6	Dartmouth	83.0	1.5%
UCal - Berkeley	n.d.	UCal - Berkeley	81.3	UCal -LA	81.7	n.d.
Wellesley	75.3	UCal -LA	79.6	UNC-Chapel Hill	80.8	0.6%
Brown U.	74.9	Wellesley	78.3	Brown U.	78.5	0.9%
<u>AMHERST</u>	<u>74.5</u>	<u>AMHERST</u>	<u>77.4</u>	Wellesley	76.3	1.6%
U. Virginia	74.5	Brown U.	76.8	<u>AMHERST</u>	<u>75.5</u>	<u>1.1%</u>
Williams	73.1	Williams	75.8	U. Virginia	75.2	0.2%
UCal -LA	n.d.	Pomona	75.1	Williams	74.7	0.4%
Pomona	71.0	U. Virginia	74.7	Pomona	72.6	2.5%
Swarthmore	70.1	Haverford	73.7	Indiana U.	72.4	1.2%
Bowdoin	69.3	Swarthmore	72.2	Haverford	71.9	0.9%
Indiana U.	68.4	Bowdoin	71.5	Swarthmore	71.0	0.0%
Wesleyan	68.4	Indiana U.	71.1	Bowdoin	69.8	0.8%
Smith	68.2	Wesleyan	70.7	Smith	69.8	1.0%
Haverford	67.7	Smith	70.4	Wesleyan	69.2	1.1%
UMass/Amherst	66.8	Carleton	68.6	Carleton	68.9	2.1%
Carleton	66.4	Mount Holyoke	68.4	UMass/Amherst	68.6	1.4%
Mount Holyoke	65.5	UMass/Amherst	68.2	Mount Holyoke	68.4	1.6%
Davidson	61.7	Davidson	62.4	Davidson	59.7	0.0%

COMPARISON OF COMPENSATION - AMHERST COLLEGE AND THE TRADITIONAL GROUP

Table 2A

RANK/ INSTITUTION	ACTUAL FY2007-08 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2008-09 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2009-10 COMPENSATION
PROFESSORS					
Harvard	227.2	Harvard	238.1	Harvard	239.9
Yale	199.0	Yale	210.4	Yale	211.3
Dartmouth	188.4	Dartmouth	198.5	Dartmouth	198.8
Wellesley	178.0	Wellesley	180.9	Wellesley	185.3
U. Michigan	165.7	U. Michigan	171.8	U. Michigan	175.6
<u>AMHERST</u>	<u>164.1</u>	Williams	170.7	<u>AMHERST</u>	<u>169.8</u>
Williams	163.5	<u>AMHERST</u>	<u>169.7</u>	Smith	169.8
U. Virginia	163.4	Smith	167.3	Williams	169.5
Smith	157.1	U. Virginia	164.3	U. Virginia	166.8
Wesleyan	153.4	Wesleyan	161.5	Wesleyan	160.8
Mount Holyoke	146.1	Mount Holyoke	154.0	Indiana U.	153.4
Indiana U.	143.8	Indiana U.	149.5	Mount Holyoke	150.8
UMass/Amherst	136.2	UMass/Amherst	142.8	UMass/Amherst	141.1
ASSOCIATE PROFESSORS					
Dartmouth	129.9	Harvard	137.4	Harvard	150.7
Harvard	128.8	Dartmouth	136.3	Dartmouth	137.7
Wellesley	127.6	Wellesley	127.2	Wellesley	128.3
Williams	118.3	Yale	125.4	Yale	125.5
U. Virginia	115.7	Smith	121.1	Smith	120.4
Yale	114.6	Williams	120.9	U. Michigan	119.7
<u>AMHERST</u>	<u>112.6</u>	U. Michigan	116.9	U. Virginia	118.2
U. Michigan	112.1	U. Virginia	116.5	Williams	117.5
Smith	110.6	<u>AMHERST</u>	<u>116.0</u>	<u>AMHERST</u>	<u>116.1</u>
Mount Holyoke	109.4	Mount Holyoke	115.2	Mount Holyoke	109.1
UMass/Amherst	106.9	UMass/Amherst	110.5	UMass/Amherst	107.4
Wesleyan	103.0	Wesleyan	106.2	Indiana U.	106.8
Indiana U.	99.9	Indiana U.	105.3	Wesleyan	105.8
ASSISTANT PROFESSORS					
Harvard	116.0	Harvard	124.9	Harvard	133.6
Yale	101.9	Yale	107.5	Yale	110.2
U. Michigan	100.7	Dartmouth	105.3	U. Michigan	106.6
<u>AMHERST</u>	<u>99.9</u>	<u>AMHERST</u>	<u>104.7</u>	Dartmouth	105.7
Dartmouth	99.6	U. Michigan	103.5	<u>AMHERST</u>	<u>100.5</u>
Wellesley	99.1	Wellesley	100.3	Wellesley	99.7
Williams	96.6	Williams	100.0	Williams	98.8
U. Virginia	95.7	U. Virginia	95.5	U. Virginia	96.6
Mount Holyoke	87.4	Smith	93.3	Indiana U.	93.9
Indiana U.	86.8	Indiana U.	90.9	Smith	92.7
Smith	86.7	Mount Holyoke	90.2	Mount Holyoke	90.1
Wesleyan	85.0	Wesleyan	88.8	Wesleyan	87.1
UMass/Amherst	80.7	UMass/Amherst	83.3	UMass/Amherst	83.0

COMPARISON OF COMPENSATION - AMHERST COLLEGE AND THE NEW GROUP

Table 2B

RANK/ INSTITUTION	ACTUAL FY2007-08 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2008-09 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2009-10 COMPENSATION
PROFESSORS		PROFESSORS		PROFESSORS	
Harvard	227.2	Harvard	238.1	Harvard	239.9
Stanford U.	212.6	Stanford U.	223.3	Stanford U.	223.6
U. Pennsylvania	210.3	U. Pennsylvania	219.6	Columbia U.	221.8
Princeton U.	209.6	Princeton U.	219.1	Princeton U.	220.8
Yale	199.0	Columbia U.	212.6	U. Pennsylvania	215.2
Columbia U.	196.7	Yale	210.4	Yale	211.3
Northwestern U.	195.1	Northwestern U.	205.1	Northwestern U.	210.7
MIT	191.4	Duke U.	198.7	MIT	200.0
Dartmouth	188.4	Dartmouth	198.5	Duke U.	199.9
Duke U.	188.3	MIT	198.0	Dartmouth	198.8
Washington U.	184.2	Washington U.	196.0	Washington U.	198.2
Wellesley	178.0	Brown U.	193.9	UCal - LA	195.2
Brown U.	174.8	UCal - LA	189.8	UCal - Berkeley	192.4
UCal - LA	n.d.	UCal - Berkeley	188.5	Wellesley	185.3
UCal - Berkeley	n.d.	Wellesley	180.9	Brown U.	182.8
UNC-Chapel Hill	167.5	UNC-Chapel Hill	172.6	U. Michigan	175.6
U. Michigan	165.7	U. Michigan	171.8	UNC-Chapel Hill	173.2
AMHERST	164.1	Williams	170.7	AMHERST	169.8
Williams	163.5	AMHERST	169.7	Smith	169.8
U. Virginia	163.4	Pomona	168.3	Pomona	169.6
Swarthmore	161.5	Smith	167.3	Williams	169.5
Pomona	160.7	Bowdoin	167.0	U. Virginia	166.8
Bowdoin	157.9	Swarthmore	165.1	Bowdoin	165.6
Smith	157.1	U. Virginia	164.3	Swarthmore	162.7
Haverford	153.6	Wesleyan	161.5	Wesleyan	160.8
Wesleyan	153.4	Haverford	161.4	Haverford	156.1
Mount Holyoke	146.1	Mount Holyoke	154.0	Indiana U.	153.4
Indiana U.	143.8	Indiana U.	149.5	Mount Holyoke	150.8
Carleton	141.1	Carleton	147.4	Carleton	149.5
UMass/Amherst	136.2	UMass/Amherst	142.8	Davidson	146.9
Davidson	133.4	Davidson	138.9	UMass/Amherst	141.1
ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS	
Stanford U.	157.0	Stanford U.	165.3	Stanford U.	163.3
U. Pennsylvania	145.7	U. Pennsylvania	154.6	Columbia U.	152.0
MIT	138.5	Columbia U.	143.9	Harvard	150.7
Princeton U.	133.3	Princeton U.	141.8	U. Pennsylvania	147.7
Northwestern U.	132.5	MIT	139.8	Princeton U.	145.4
Dartmouth	129.9	Northwestern U.	138.6	MIT	141.4
Columbia U.	129.4	Harvard	137.4	Northwestern U.	140.7
Harvard	128.8	Dartmouth	136.3	Dartmouth	137.7
Duke U.	128.0	Duke U.	133.6	UCal - Berkeley	132.7
Wellesley	127.6	UCal - Berkeley	129.0	UCal - LA	128.9
Williams	118.3	Wellesley	127.2	Duke U.	128.9
Pomona	117.6	Haverford	126.7	Wellesley	128.3
Washington U.	117.6	Yale	125.4	Haverford	126.5
Haverford	116.4	UCal - LA	124.0	Yale	125.5
Swarthmore	115.7	Pomona	122.9	Pomona	121.3
U. Virginia	115.7	Smith	121.1	Smith	120.4
UCal - Berkeley	n.d.	Williams	120.9	Washington U.	120.1
Yale	114.6	Swarthmore	120.1	U. Michigan	119.7
UNC-Chapel Hill	113.1	Washington U.	118.5	U. Virginia	118.2
AMHERST	112.6	Bowdoin	118.3	Swarthmore	118.1
U. Michigan	112.1	Brown U.	117.3	Bowdoin	117.7
Bowdoin	112.0	U. Michigan	116.9	Williams	117.5
Brown U.	112.0	UNC-Chapel Hill	116.8	Brown U.	116.7
UCal - LA	n.d.	U. Virginia	116.5	AMHERST	116.1
Smith	110.6	AMHERST	116.0	UNC-Chapel Hill	115.4
Mount Holyoke	109.4	Mount Holyoke	115.2	Mount Holyoke	109.1
UMass/Amherst	106.9	UMass/Amherst	110.5	Carleton	107.8
Wesleyan	103.0	Carleton	109.7	UMass/Amherst	107.4
Carleton	102.6	Wesleyan	106.2	Indiana U.	106.8
Davidson	102.4	Davidson	106.1	Wesleyan	105.8
Indiana U.	99.9	Indiana U.	105.3	Davidson	102.2

n.d. = no data

COMPARISON OF COMPENSATION - AMHERST COLLEGE AND THE NEW GROUP

Table 2B

RANK/ INSTITUTION	ACTUAL FY2007-08 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2008-09 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2009-10 COMPENSATION
ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		ASSISTANT PROFESSORS	
U. Pennsylvania	141.7	U. Pennsylvania	135.7	U. Pennsylvania	138.6
MIT	122.7	Stanford U.	126.7	Harvard	133.6
Stanford U.	119	Harvard	124.9	MIT	128.5
Northwestern U.	116.4	MIT	124.3	Stanford U.	127.0
Harvard	116.0	Northwestern U.	123.6	Northwestern U.	126.0
Columbia U.	107.9	Duke U.	111.8	Columbia U.	119.8
Duke U.	107	Columbia U.	110.9	UCal - Berkeley	115.8
Yale	101.9	UCal - Berkeley	110.5	UCal - LA	112.0
Princeton U.	101.8	UCal - LA	108.4	Duke U.	111.2
UCal - Berkeley	n.d.	Yale	107.5	Princeton U.	110.5
U. Michigan	100.7	Princeton U.	107.5	Yale	110.2
<u>AMHERST</u>	<u>99.9</u>	Dartmouth	105.3	U. Michigan	106.6
Dartmouth	99.6	<u>AMHERST</u>	<u>104.7</u>	Dartmouth	105.7
Wellesley	99.1	Haverford	104.0	Washington U.	101.9
Haverford	97.7	U. Michigan	103.5	UNC-Chapel Hill	101.3
UCal - LA	n.d.	UNC-Chapel Hill	102.4	<u>AMHERST</u>	<u>100.5</u>
Williams	96.6	Washington U.	100.4	Brown U.	100.3
UNC-Chapel Hill	96.5	Wellesley	100.3	Wellesley	99.7
U. Virginia	95.7	Williams	100.0	Williams	98.8
Brown U.	95.6	Pomona	99.7	Haverford	98.7
Washington U.	94.9	Brown U.	98.5	U. Virginia	96.6
Pomona	93.1	U. Virginia	95.5	Pomona	94.7
Swarthmore	92.5	Swarthmore	95.2	Indiana U.	93.9
Bowdoin	89.5	Smith	93.3	Swarthmore	93.6
Carleton	88.3	Bowdoin	92.8	Bowdoin	92.9
Mount Holyoke	87.4	Carleton	91.7	Smith	92.7
Indiana U.	86.8	Indiana U.	90.9	Carleton	90.1
Smith	86.7	Mount Holyoke	90.2	Mount Holyoke	90.1
Wesleyan	85.0	Wesleyan	88.8	Wesleyan	87.1
UMass/Amherst	80.7	UMass/Amherst	83.3	UMass/Amherst	83.0
Davidson	76.3	Davidson	77.3	Davidson	76.5

n.d. = no data

TABLE 3A
PROFESSIONAL SCHOOL ADJUSTMENTS NEW GROUP

	2008-2009				2009-2010		
	Salary	Prof.	Adjusted		Salary	Prof.	Adjusted
	Dollars	School			Dollars	School	
AAUP	Adjustment	Salary	AAUP	Adjustment	Salary		
PROFESSORS				PROFESSORS			
Princeton U.	180.3	0	180.3	Princeton U.	181.0	0	181.0
Harvard	192.6	10	173.3	Stanford U.	181.4	5	172.3
Stanford U.	181.9	5	172.8	Harvard	191.2	10	172.1
Columbia U.	175.2	10	157.7	Columbia U.	188.6	10	169.7
Yale	174.7	10	157.2	Yale	174.1	10	156.7
Duke U.	161.2	5	153.1	U. Pennsylvania	170.1	10	153.1
U. Pennsylvania	169.4	10	152.5	Duke U.	160.8	5	152.8
Brown U.	146.4	0	146.4	Northwestern U.	166.3	10	149.7
Northwestern U.	161.8	10	145.6	Brown U.	145.8	0	145.8
Wellesley	145.5	0	145.5	MIT	161.0	10	144.9
MIT	160.3	10	144.3	Washington U.	160.7	10	144.6
Washington U.	159.3	10	143.4	Wellesley	142.9	0	142.9
Dartmouth	154.5	10	139.1	UCal - LA	148.0	5	140.6
UCal - LA	144.5	5	137.3	Dartmouth	154.1	10	138.7
UCal - Berkeley	143.5	5	136.3	UCal - Berkeley	145.8	5	138.5
Pomona	135.3	0	135.3	U. Michigan	144.0	5	136.8
AMHERST	135.2	0	135.2	AMHERST	135.3	0	135.3
<i>U. Michigan</i>	<i>142.1</i>	<i>5</i>	<i>135.0</i>	Pomona	134.7	0	134.7
Williams	132.7	0	132.7	Williams	130.5	0	130.5
Wesleyan	130.3	0	130.3	Wesleyan	129.4	0	129.4
Swarthmore	129.6	0	129.6	<i>UNC-Chapel Hill</i>	<i>143.0</i>	<i>10</i>	<i>128.7</i>
Smith	129.6	0	129.6	Smith	128.4	0	128.4
Bowdoin	129.2	0	129.2	U. Virginia	134.7	5	128.0
<i>UNC-Chapel Hill</i>	<i>142.7</i>	<i>10</i>	<i>128.4</i>	Bowdoin	127.8	0	127.8
U. Virginia	133.4	5	126.7	Swarthmore	127.2	0	127.2
Mount Holyoke	120.1	0	120.1	Mount Holyoke	118.4	0	118.4
Haverford	119.9	0	119.9	Haverford	118.4	0	118.4
UMass/Amherst	117.1	0	117.1	UMass/Amherst	116.7	0	116.7
Carleton	112.7	0	112.7	Indiana U.	120.7	5	114.7
Indiana U.	118.4	5	112.5	Carleton	114.5	0	114.5
Davidson	112.3	0	112.3	Davidson	112.5	0	112.5
Median	142.7	5.0	135.3	Median	143.0	5.0	136.8
Mean	144.9	4.0	138.4	Mean	145.4	4.0	138.9

TABLE 3B
PROFESSIONAL SCHOOL ADJUSTMENTS NEW GROUP

	2008-2009			2009-2010			
	Salary	Prof.	Adjusted	Salary	Prof.	Adjusted	
	Dollars	School		Dollars	School		
	AAUP	Adjustment	Salary	AAUP	Adjustment	Salary	
ASSOCIATE PROFESSORS				ASSOCIATE PROFESSORS			
Stanford U.	128.0	15	108.8	Princeton U.	116.9	5	111.1
Princeton U.	114.3	5	108.6	Stanford U.	124.4	15	105.7
MIT	110.3	10	99.3	MIT	111.0	10	99.9
Wellesley	98.6	0	98.6	Columbia U.	117.0	15	99.5
U. Pennsylvania	114.1	15	97.0	UCal - Berkeley	98.2	0	98.2
Pomona	96.6	0	96.6	Wellesley	97.2	0	97.2
UCal - Berkeley	96.1	0	96.1	Northwestern U.	106.9	10	96.2
Columbia U.	112.2	15	95.4	Pomona	95.2	0	95.2
Yale	99.8	5	94.8	Dartmouth	104.7	10	94.2
Northwestern U.	105.3	10	94.8	U. Pennsylvania	110.2	15	93.7
Dartmouth	104.2	10	93.8	Harvard	116.9	20	93.5
Williams	92.1	0	92.1	Yale	98.4	5	93.5
Brown U.	91.9	0	91.9	Haverford	92.1	0	92.1
Duke U.	107.3	15	91.2	Brown U.	91.9	0	91.9
Swarthmore	90.8	0	90.8	UCal - LA	95.2	5	90.4
Haverford	90.6	0	90.6	Swarthmore	89.9	0	89.9
Bowdoin	90.2	0	90.2	U. Michigan	94.3	5	89.6
Harvard	112.3	20	89.8	Bowdoin	89.3	0	89.3
Smith	89.5	0	89.5	Williams	88.8	0	88.8
U. Michigan	93.1	5	88.4	Smith	88.3	0	88.3
AMHERST	87.8	0	87.8	U. Virginia	92.7	5	88.1
<i>UCal - LA</i>	<i>92.1</i>	<i>5</i>	<i>87.5</i>	AMHERST	87.8	0	87.8
<i>U. Virginia</i>	<i>91.7</i>	<i>5</i>	<i>87.1</i>	<i>Washington U.</i>	<i>97.1</i>	<i>10</i>	<i>87.4</i>
<i>Washington U.</i>	<i>96.5</i>	<i>10</i>	<i>86.9</i>	<i>Duke U.</i>	<i>102.6</i>	<i>15</i>	<i>87.2</i>
Mount Holyoke	85.1	0	85.1	Wesleyan	84.3	0	84.3
Wesleyan	85.1	0	85.1	<i>UNC-Chapel Hill</i>	<i>92.6</i>	<i>10</i>	<i>83.3</i>
Davidson	85.0	0	85.0	Davidson	82.0	0	82.0
<i>UNC-Chapel Hill</i>	<i>94.1</i>	<i>10</i>	<i>84.7</i>	Mount Holyoke	81.5	0	81.5
Carleton	81.2	0	81.2	Carleton	80.0	0	80.0
<i>UMass/Amherst</i>	<i>89.7</i>	<i>10</i>	<i>80.7</i>	<i>UMass/Amherst</i>	<i>88.1</i>	<i>10</i>	<i>79.3</i>
Indiana U.	81.6	5	77.5	Indiana U.	82.0	5	77.9
Median	93.1	5.0	90.6	Median	94.3	5.0	89.9
Mean	97.0	5.5	91.2	Mean	96.7	5.5	90.9

TABLE 3C
PROFESSIONAL SCHOOL ADJUSTMENTS NEW GROUP

	2008-2009			2009-2010			
	Salary	Prof.	Adjusted	Salary	Prof.	Adjusted	
	Dollars	School		Dollars	School		
	AAUP	Adjustment	Salary	AAUP	Adjustment	Salary	
ASSISTANT PROFESSORS				ASSISTANT PROFESSORS			
MIT	97.5	10	87.8	MIT	100.6	10	90.5
Stanford U.	100.8	15	85.7	Stanford U.	100.5	15	85.4
Yale	86.0	5	81.7	Harvard	104.4	20	83.5
Princeton U.	85.8	5	81.5	Princeton U.	87.7	5	83.3
Harvard	101.4	20	81.1	U. Pennsylvania	102.3	20	81.8
Dartmouth	83.2	5	79.0	Yale	85.6	5	81.3
U. Pennsylvania	98.0	20	78.4	UCal - Berkeley	84.8	5	80.6
Wellesley	78.3	0	78.3	U. Michigan	83.1	5	78.9
Duke U.	91.6	15	77.9	Dartmouth	83.0	5	78.9
U. Michigan	81.6	5	77.5	Brown U.	78.5	0	78.5
AMHERST	77.4	0	77.4	UCal - LA	81.7	5	77.6
<i>UCal - Berkeley</i>	<i>81.3</i>	<i>5</i>	<i>77.2</i>	Washington U.	85.4	10	76.9
Brown U.	76.8	0	76.8	Duke U.	89.8	15	76.3
<i>Washington U.</i>	<i>85.0</i>	<i>10</i>	<i>76.5</i>	Wellesley	76.3	0	76.3
Williams	75.8	0	75.8	Northwestern U.	95.3	20	76.2
<i>UCal - LA</i>	<i>79.6</i>	<i>5</i>	<i>75.6</i>	AMHERST	75.5	0	75.5
Pomona	75.1	0	75.1	Williams	74.7	0	74.7
<i>Northwestern U.</i>	<i>93.5</i>	<i>20</i>	<i>74.8</i>	<i>Columbia U.</i>	<i>92.3</i>	<i>20</i>	<i>73.8</i>
<i>UNC-Chapel Hill</i>	<i>82.0</i>	<i>10</i>	<i>73.8</i>	<i>UNC-Chapel Hill</i>	<i>80.8</i>	<i>10</i>	<i>72.7</i>
Haverford	73.7	0	73.7	Pomona	72.6	0	72.6
Swarthmore	72.2	0	72.2	Haverford	71.9	0	71.9
Bowdoin	71.5	0	71.5	U. Virginia	75.2	5	71.4
<i>Columbia U.</i>	<i>89.2</i>	<i>20</i>	<i>71.4</i>	Swarthmore	71.0	0	71.0
U. Virginia	74.7	5	71.0	Bowdoin	69.8	0	69.8
Wesleyan	70.7	0	70.7	Smith	69.8	0	69.8
Smith	70.4	0	70.4	Wesleyan	69.2	0	69.2
Carleton	68.6	0	68.6	Carleton	68.9	0	68.9
Mount Holyoke	68.4	0	68.4	Indiana U.	72.4	5	68.8
UMass/Amherst	68.2	0	68.2	UMass/Amherst	68.6	0	68.6
Indiana U.	71.1	5	67.5	Mount Holyoke	68.4	0	68.4
Davidson	62.4	0	62.4	Davidson	59.7	0	59.7
Median	78.3	5.0	75.6	Median	78.5	5.0	75.5
Mean	80.4	5.8	75.1	Mean	80.6	5.8	75.3

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.

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

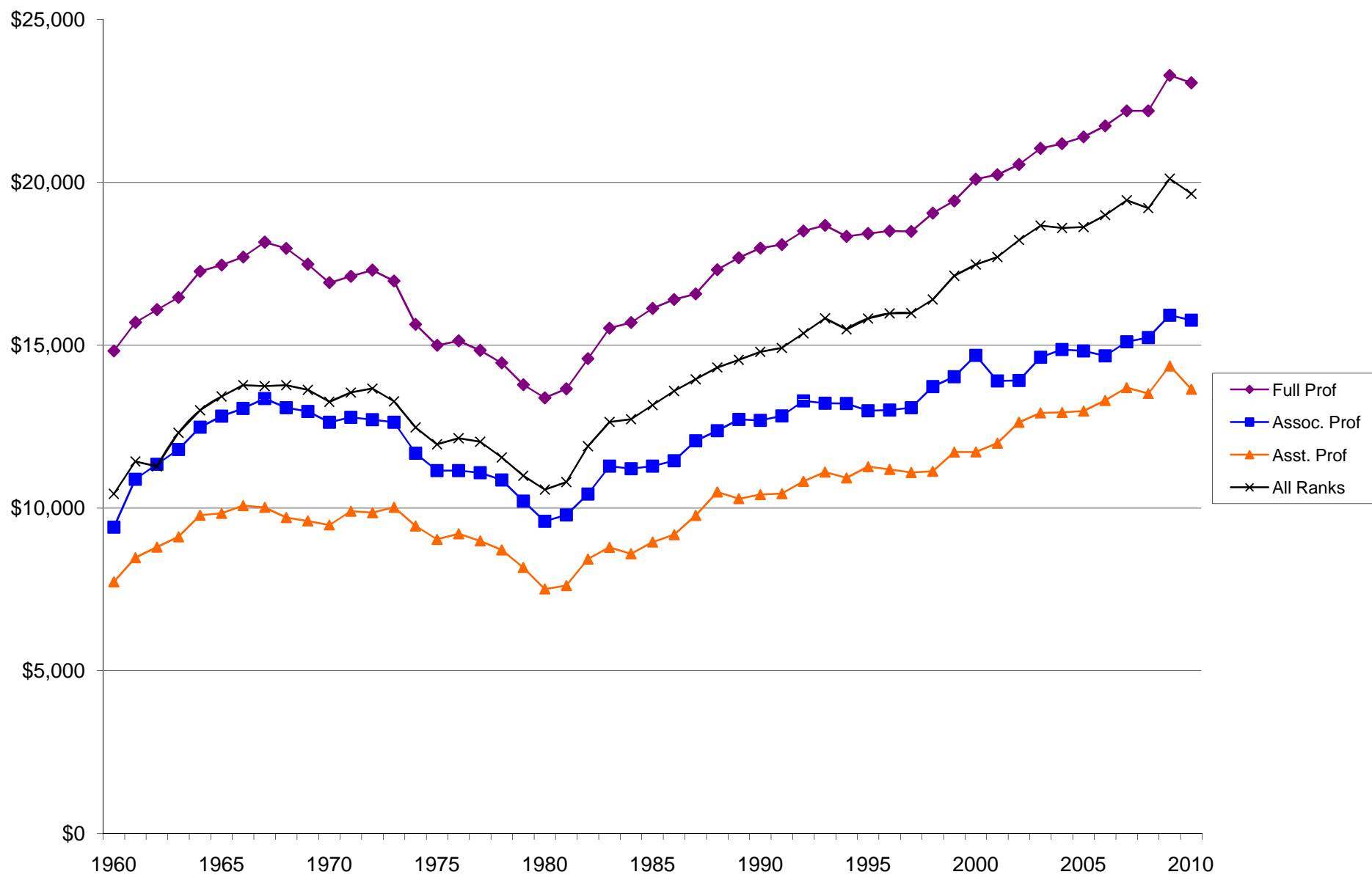


CHART A2
Real Salary (net of inflation), 1960 Dollars
Amherst College

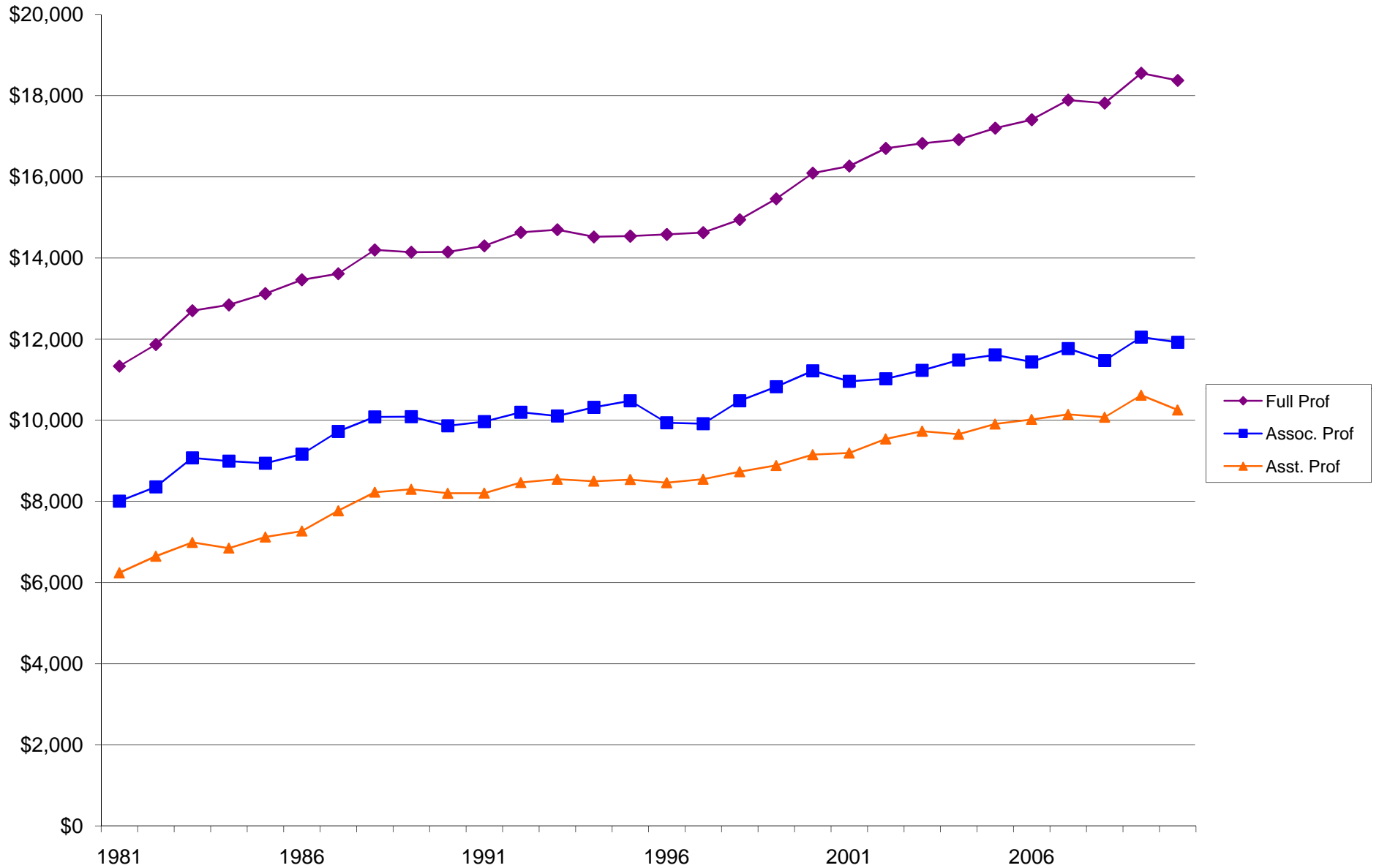


CHART B1
Full Professor Average Salary
Traditional Group (\$1000s)

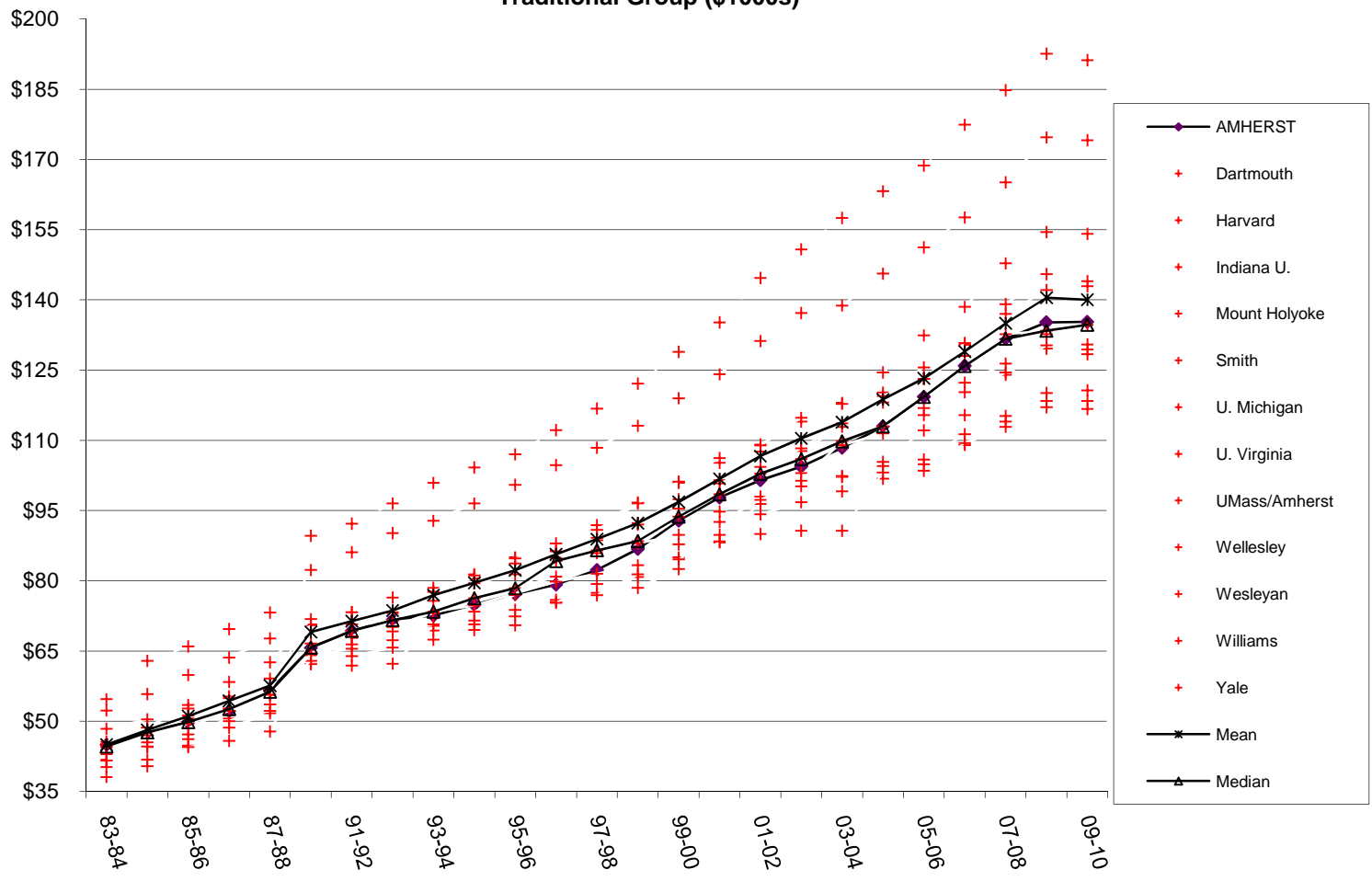


CHART B2
Associate Professor Average Salary
Traditional Group (\$1000s)

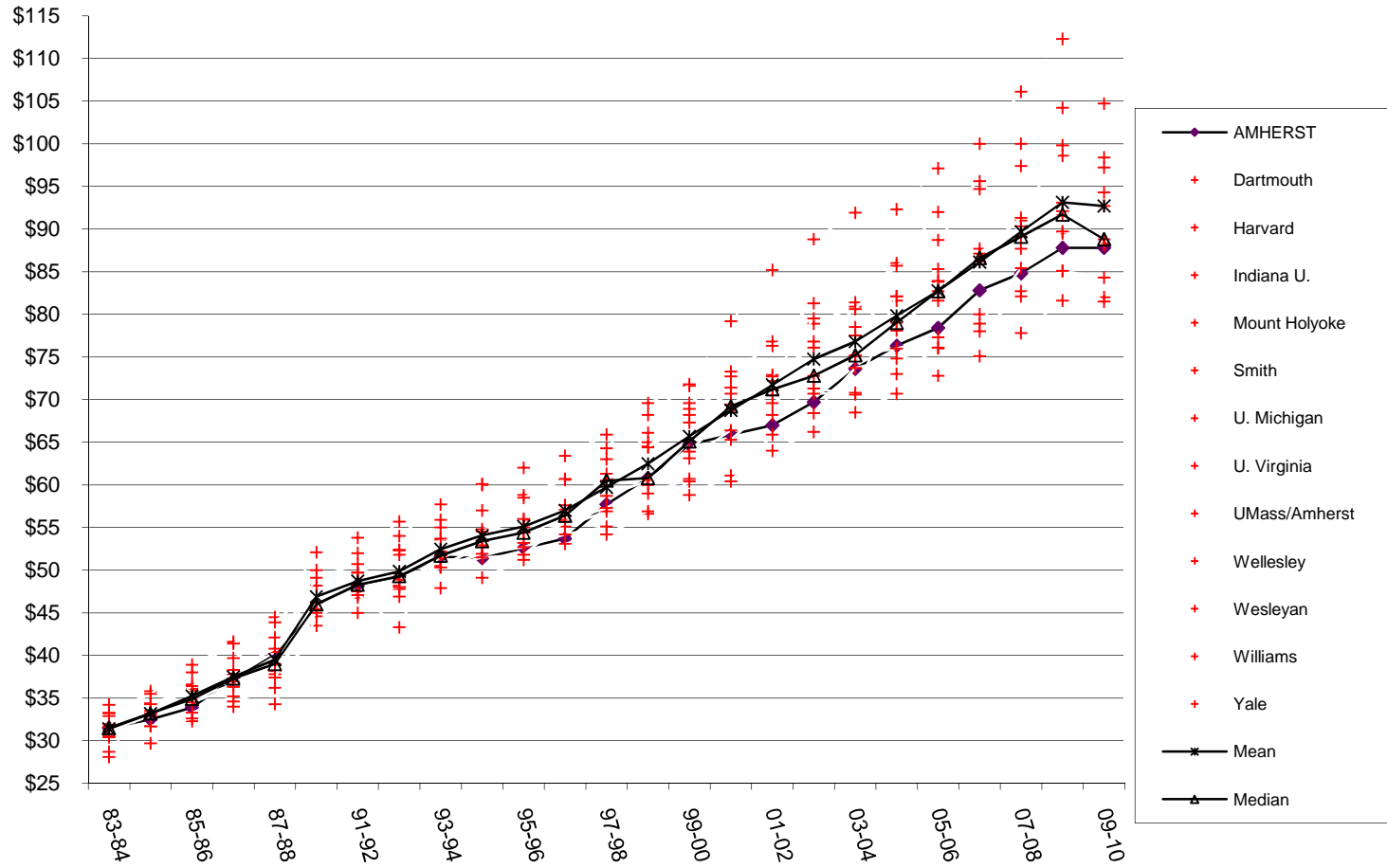


CHART B3
Assistant Professor Average Salary
Traditional Group (\$1000s)

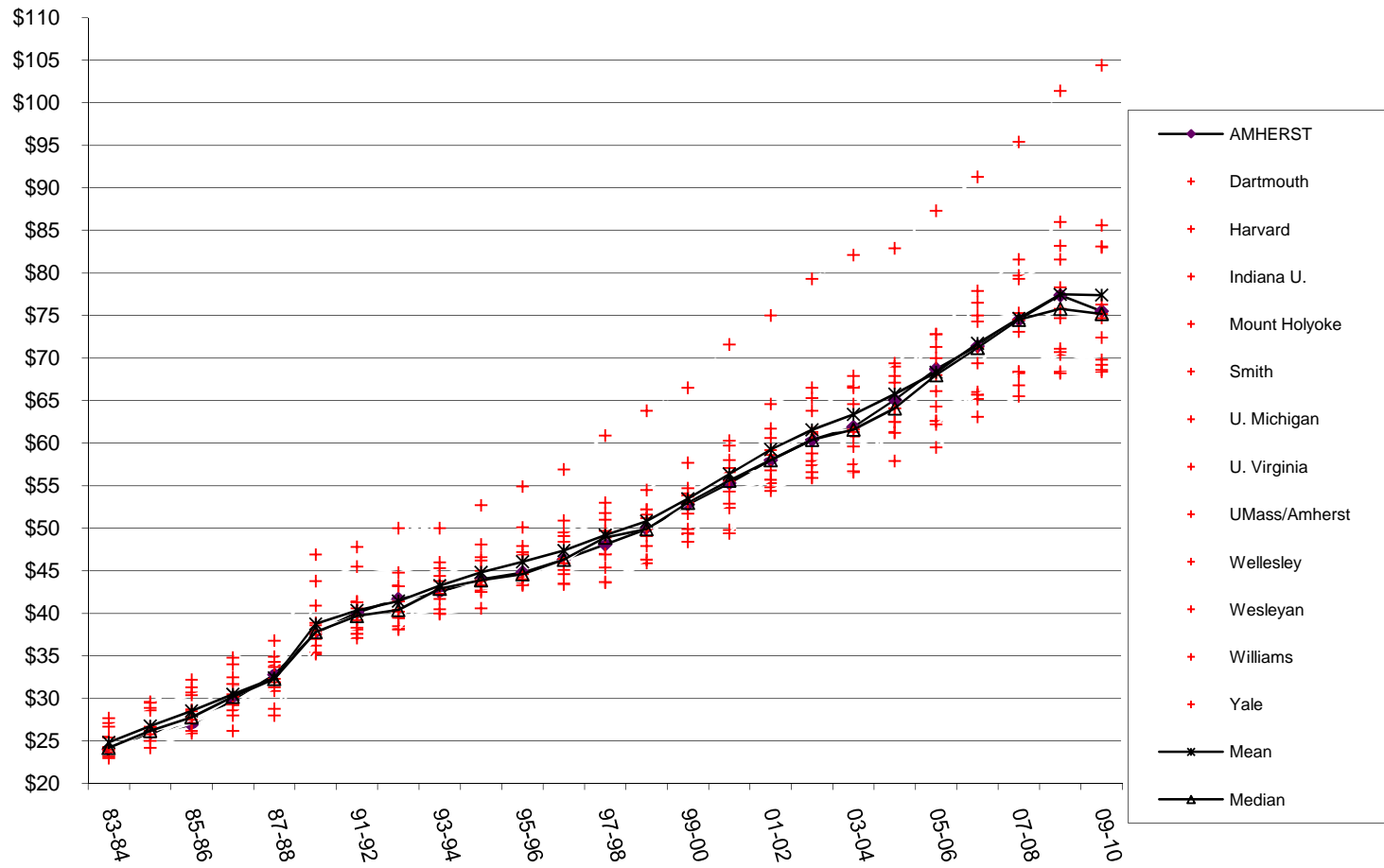


CHART C1
Full Professor Average Salary
New Group (\$1000s)

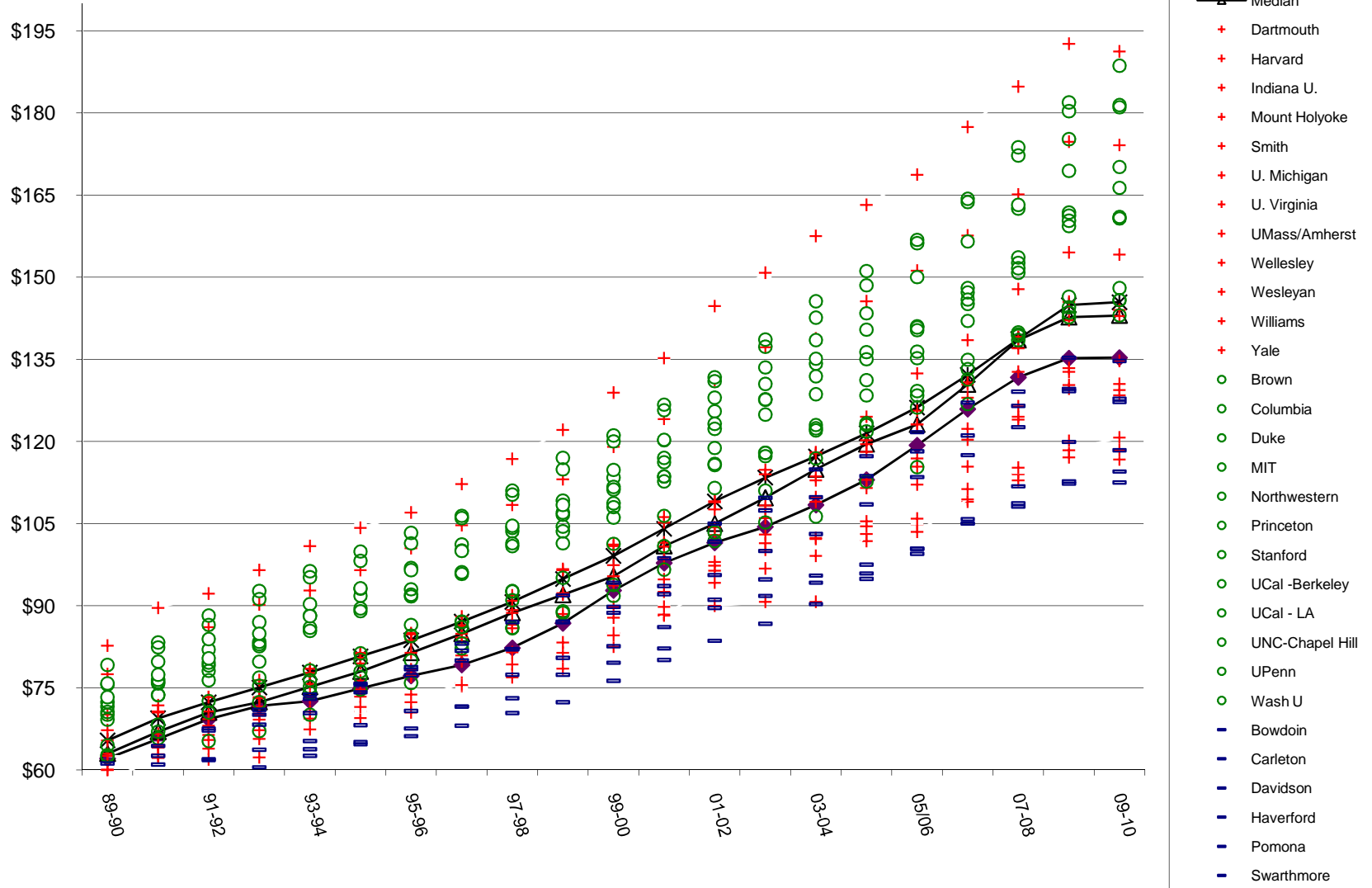


CHART C2
Associate Professor Average Salary
New Group (\$1000s)

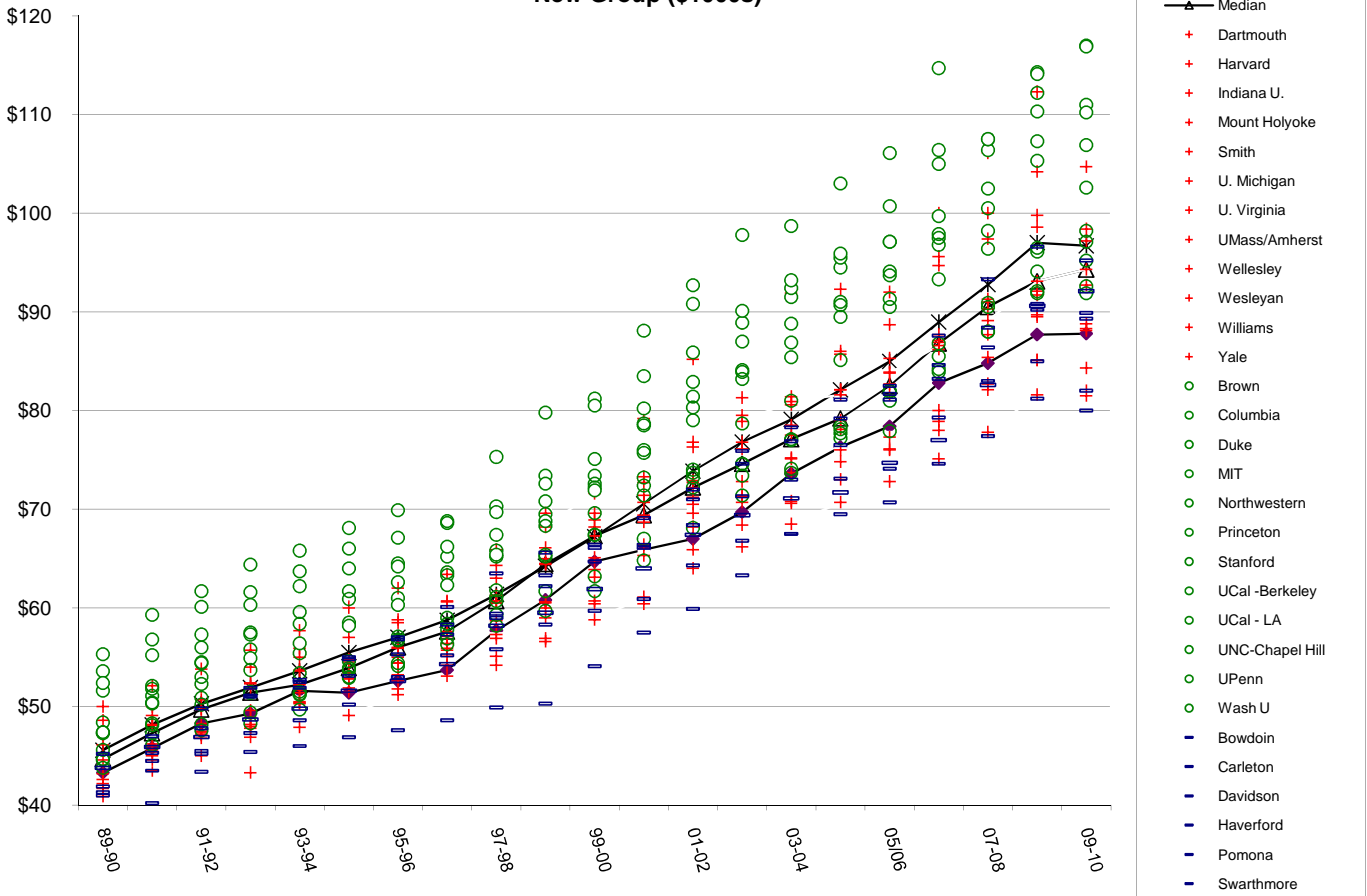


CHART C3
Assistant Professor Average Salary
New Group (\$1000's)

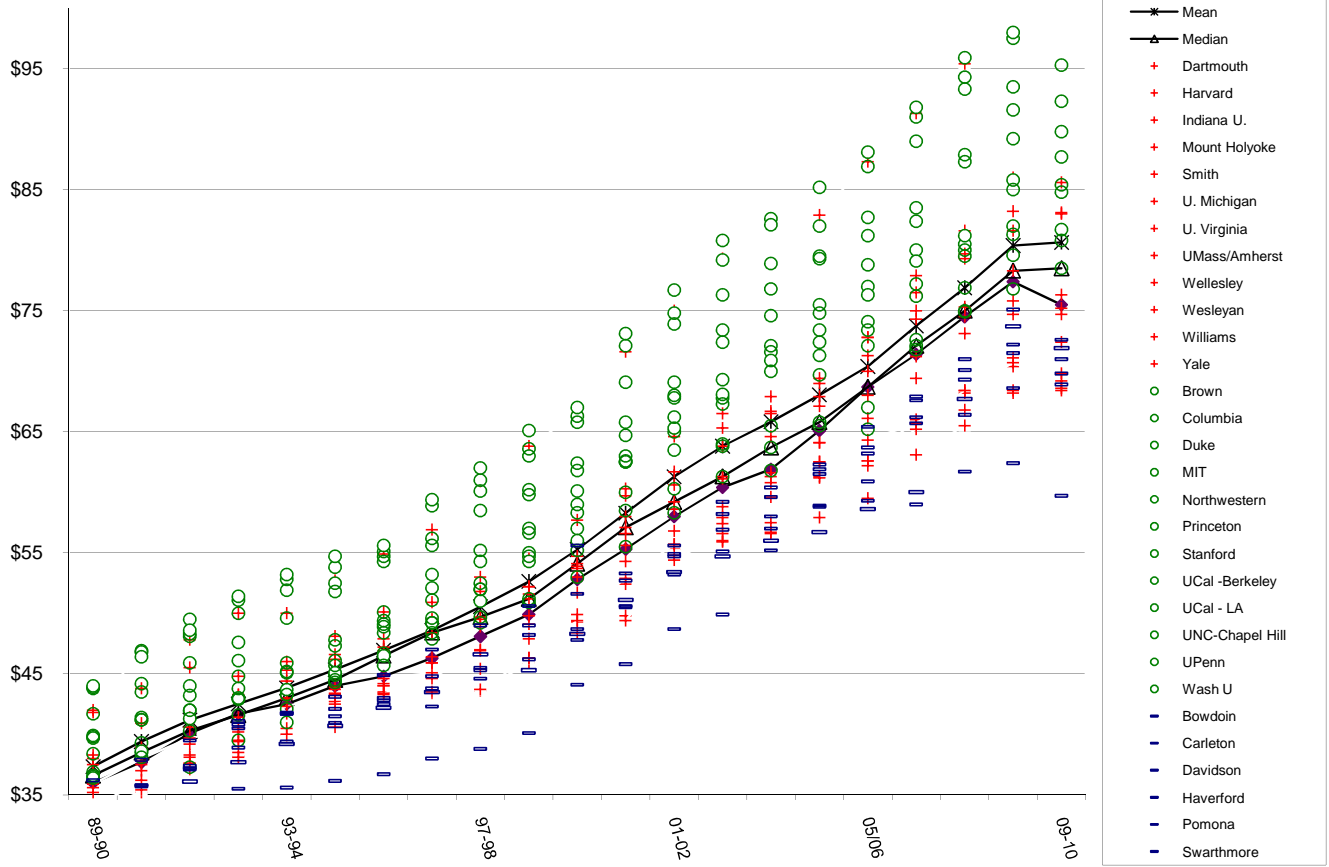


CHART D
Amherst Salary as % of
Traditional Group Median, by Rank

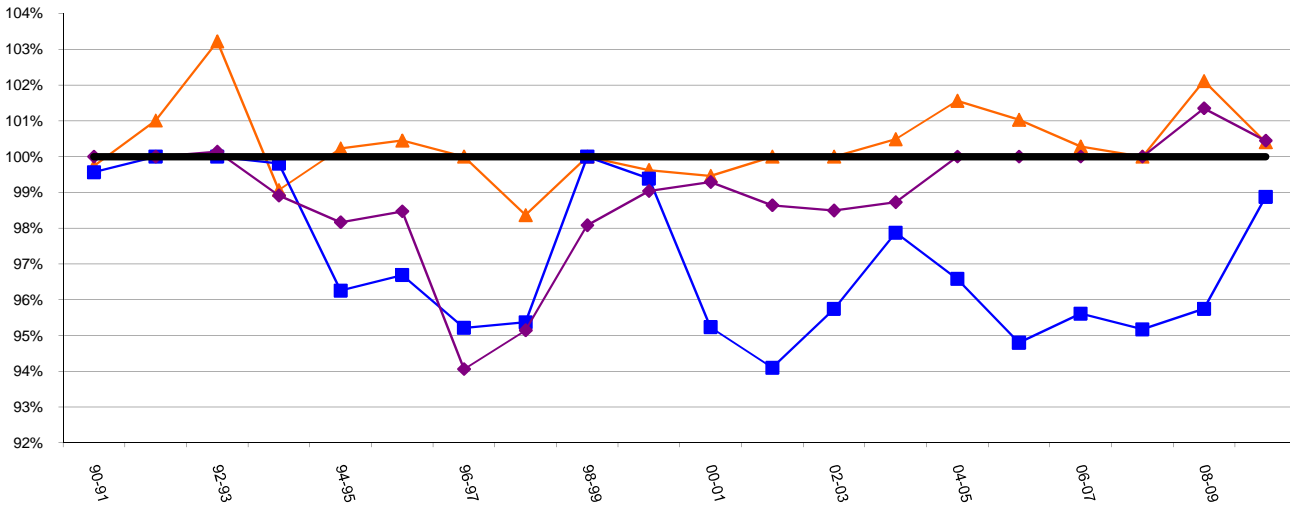
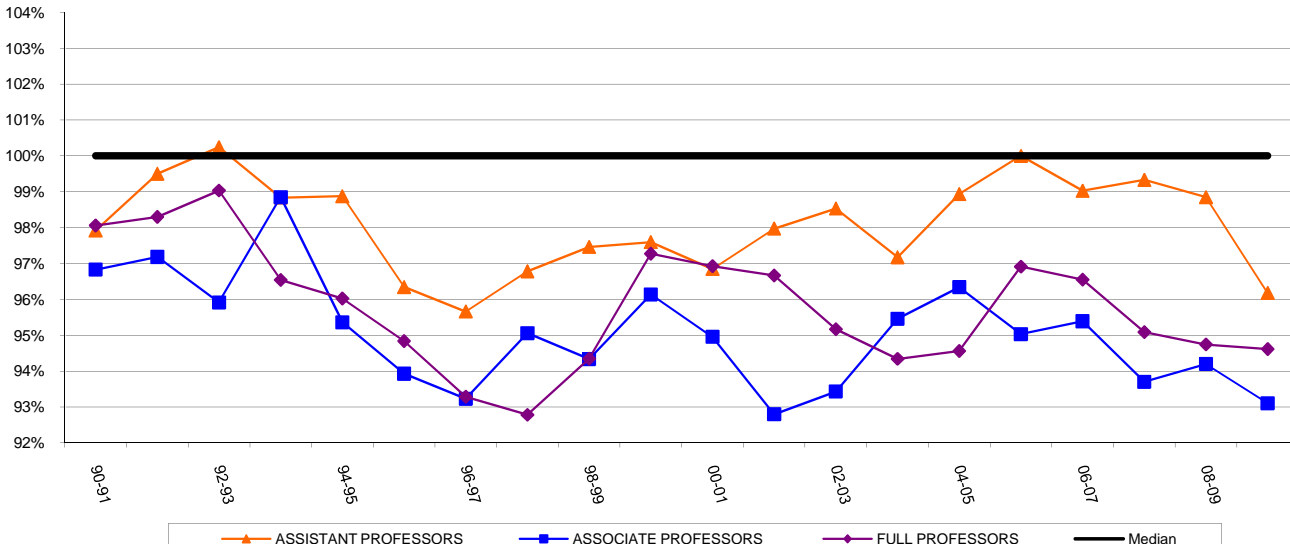


CHART E
Amherst Salary as % of
New Group Median, by Rank



▲ ASSISTANT PROFESSORS
 ■ ASSOCIATE PROFESSORS
 ◆ FULL PROFESSORS
 — Median