

Committee on Priorities and Resources
Annual report 2022-23

The Committee on Priorities and Resources met weekly during the 2022-23 academic year. Through the year the committee received reports from different divisions and departments within the college, drafted the annual faculty salary report, and received and responded to a number of ad-hoc requests. The minutes of the meetings are available on the website of the Provost and Dean of the Faculty. Below are a few highlights from the year's discussions.

Budget and Finance:

Throughout the year, the committee engaged with multiple aspects of the budget—the overall budget climate, the FY 2024 budget approach (which included a discussion with President Elliot), and some specific budget decision such as discontinuing the go-to containers at Valentine Dining Hall. As Thomas Dwyer, Interim Chief Financial Officer, shared with the committee on multiple occasions, there have been both positive and negative variances in the budget and finance committee operating results in 2022. Positive variances included bank interest, new endowment gifts and lower than budget salaries. Negative ones included higher than budgeted non-salary expenses and Covid-related costs. However, compared to FY 2021, FY 2022 saw much more challenging developments. Inflation increased and persisted and was accompanied by a tight labor market, cost escalation, and negative investment returns. We understand that the projected FY 2024 and FY 2025 revenue growth may not keep pace with inflation, and existing commitments could outpace current financial resources. In a most difficult situation, reallocation of resources or identification of additional financial capacity may be required. The college is prioritizing important investments from the past decade, exercising caution, reallocating current resources, and remaining flexible as conditions changes. The committee also discussed the 15% non-compensation cuts designed to preserve budget capacity for salary and wage increases on July 1, 2023.

Annual Faculty Salary Report:

As usual, the committee undertook an Annual Faculty Salary Report. The college's current benchmark is for salaries to fall above the 75th percentile among twelve institutions constituting the Liberal Arts group. Put another way, the college is to strive to have the average salary fall in the top three schools. This year, the mean faculty salary is in the top three for full professors and assistant professors. The salary for associate professors falls in fourth but trails the third-place school by only about \$200. When viewed as a three-year rolling average, the college is meeting its benchmark with respect to salaries for assistant professors, is just at the acceptable level for full professors and is somewhat behind the benchmark for associate professors.

Salaries for female colleagues are lower than male colleagues at the rank of full professor. The magnitude of the gap had been declining for several years but widened somewhat this year. At the rank of associate professor, salaries for female colleagues are slightly higher

than for male colleagues. Salaries for female and male assistant professors appear to be the most consistently equivalent among the ranks.

The committee considered the possibility of adding a discussion of instructor and lecturer salaries to the report, which was also brought to the CPR's attention by other colleagues on campus. Unfortunately, the data that would allow us to do this in a meaningful way is not available. The AAUP does collect data about these salaries, but the definitions of the positions and the number of faculty in the positions vary so widely from school to school that comparisons would be largely uninformative.

Capital Projects:

The college is heading into an intense phase of work on campus for the Climate Action Plan (CAP), which started in March on the east side of campus. Some 25% of the central campus will be on the new heating system within a year. The other major projects include the new student center and the dining commons on the former Merrill site. Fundraising is underway for both. The abatement and interior demolition work in Merrill and McGuire has started in December and has continued through spring. The Merrill base structure will remain and be built up using massed timber for the new building. Work will continue until the fall of 2026.

The Lyceum project is on schedule to open in time for fall 2023. The project budget was grown to accommodate the cost escalation in materials. Some of the other projects include summer accessibility work, the pedestrian improvement project on South Pleasant Street, as well as campus signage and wayfinding. Capital fundraising, as Tom Davies shared with the CPR, is challenging when compared to the pledges to professorships and financial aid. Although progress has been made, there is still work to be done on this front.

The Textbook Taskforce:

The Textbook Taskforce led by Jack Cheney, Associate Provost and Associate Dean of the Faculty, and Ralph Johnson, Director of Procurement and Shared Services, notified the committee that the textbook provider options are being priced and analyzed, and a partial cost offset has been identified from financial aid. Ideas under consideration are a "brick and mortar" bookstore, a pop-up bookstore, or the use of mail delivery. Under the taskforce plan, students will receive textbooks on the first day of class at no cost. Textbooks will also be provided to Five-College students enrolled in Amherst College classes. At the end of the semester, students would be able to sell books back and keep the money. All of the program costs will be incorporated into the comprehensive fee. The Textbook Taskforce has also visited academic departments as well as the Association of Amherst Students (AAS). Mollie Hartenstein '23, one of the student members of the CPR, reported overwhelming support for the plan at the AAS meeting. If approved, the program will launch in the Fall of 2024.

Benefits:

As was noted in last year's annual report, two additional tiers were introduced to the college's health plan, a move welcomed by staff and faculty. Benefits have grown a little faster than salaries, although the medical premium changes at the college have been lower than other peer institutions. This year's enhancements of the plan design also include serving the New England region, which will allow healthcare benefits to faculty and staff living outside of Massachusetts. The grant-in-aid benefit has been increased to \$16,500.

The committee also discussed a proposal regarding the grant-in-aid benefit submitted by Professor John-Paul Baird to both the CPR and the Benefits Committee. This proposal – a revised version from last year's proposal – aims to address the problem resulting from the practice on the part of some institutions of higher education (of which Amherst College is one) of reducing (“displacing”) financial aid packages in line with the availability of external sources of funding such as grant-in-aid benefits. This displacement results in the grant-in-aid benefit transferring funds from Amherst College to other institutions without reducing the amount that employees are responsible to pay towards their children's higher education. The proposal suggests that the grant-in-aid benefit be disbursed to a college savings fund (“529”).

Chief Human Resources Officer Kate Harrington and Provost Catherine Epstein answered the committee members' questions about the tax implications of the suggested changes as the proposal raised concerns about tax liabilities. The members of the CPR observed that the proposal, if approved, would incur significant costs to the college. They were also not sure how much extra benefit the proposed changes would confer to a small percentage of employees who would actually be affected. The committee expressed reservations about the current proposal and thought it better to defer to the Benefits Committee, and particularly to Kate Harrington, to further discuss the proposal's financial implications.

Compliance:

The College's Compliance Program is relatively new, as is generally the case in a liberal arts setting. The program aims to build a structure that will help us meet our legal obligations and foster a campus-wide culture of compliance and ethical behavior. The Compliance Program is revising the staff handbook, has set up a whistleblower policy, and is doing internal compliance monitoring and periodic risk assessments. The three main areas of focus are safe and healthy work environment, fiscal responsibility, and data security and privacy. The head of Compliance, Amy Hunter, also brought the committee's attention to “Ethics Point,” a link on the College's website to submit complaint.

Merchandising:

The CPR invited Ralph Johnson to discuss the college's merchandising plans especially in the wake of A J Hastings closing down in downtown Amherst. Currently, an online store and a pop-

up mobile retail unit have been selling college merchandise. Plans are also underway to expand Schwemm's and Campus Print and Mail Center to help with merchandising. The college is in the second year of its 5-year agreement with Follette for supplying athletics gear.

Workday:

Workday was again on the agenda of the CPR this year. We learned that the BIG (Business Improvement Group) project has currently completed its "Phase II" rollout of Workday Student. Director of Financial Systems and Projects Katie Edwards visited the CPR and sought the committee's help in supporting consistent practices. She emphasized the importance of workforce planning, training and development, and further enhancements of digital infrastructure and ongoing improvements. The committee also learned that the project cost includes an annual licensing payment, supplemental staffing, and consultants, including both implementation partners and post-production support. It is expected that there will be a request in the capital budget process for the next 3-5-year period of developing the system. However, a number of glitches in Workday Student were identified by the faculty and student members of the CPR. Amherst College is learning from the process of institutions that have started using Workday earlier, including peers such as Smith and Wellesley Colleges.

Ad-Hoc Issues:

The committee addressed a number of ad-hoc requests from colleagues and committees across campus. On April 4, 2023, the members of the CPR discussed the proposal by the Film and Media Studies (FAMS) program to become a department, as forwarded to the committee by the Faculty Executive Committee. We found the FAMS proposal to be thorough and intellectually rigorous. The CPR acknowledged the contribution that FAMS makes to the curriculum of the college. However, it also expressed concern about the small size of the potential department. Additionally, the proposal did not provide evidence of demonstrable student interest in FAMS becoming a larger department, nor did it indicate whether such a shift would increase the number of majors. Most important, it was not clear to the committee that this proposal would be wise from a resource point of view. If approved, more resources (such as additional faculty, ADC hours, consolidated space for faculty offices, and a dedicated screening room) will be needed in the future. In light of the college-wide effort to constrain the budget in sustainable ways, the committee emphasized that the college should not commit to allocating additional resources to a department of this size and suggested that FAMS continue to serve the students in its current form.

The CPR also considered a faculty question about job postings for assistant coaches (casual) in Football, and how this reflects on the college mission and priorities. The highlighted positions are paid from annual giving (not endowed gifts) raised specifically for the team. Athletics does not independently fundraise, and, working with Advancement, there is a balance between gifts for Athletics and the college overall. It was further noted that fundraising for Athletics allows the college to spend on other priorities.

Submitted, May 19, 2023.

CPR members:

Nusrat S. Chowdhury (Chair)
Frederick Griffiths
Jonathan Obert
John Rager
Stacey Cooney
Emily Ziomek
Mollie Hartenstein '23
Yvette Kiptoo '23

Ex Officio members:

Thomas Dwyer
Mike Thomas
Kate Harrington
Ashley Mowatt Travis
Catherine Epstein

and Steven Hegarty, Recorder

Committee on Priorities and Resources
Annual report for 2021-22

The Committee on Priorities and Resources met weekly through the 2021-22 academic year, beginning on Zoom and transitioning to in-person meetings in April of 2022. Through the year we received reports from different divisions and departments within the College, drafted the annual Faculty Salary Report, and received a number of requests from student members for improvement of student living conditions and experiences. Full meeting minutes are available on the website of the Provost and Dean of the Faculty. Below are a few highlights from the year's discussions.

Annual Faculty Salary Report: the Annual Faculty Salary Report was finalized on April 5, 2022. The College's current benchmark is for salaries to fall above the 75th percentile among twelve institutions comprising the Liberal Arts group. The primary finding of this year's Report is that, when viewed as a three-year rolling average, the College is meeting its benchmark with respect to salaries for Assistant Professors, but falling just short of that benchmark for Associate and Full Professors. Salaries for Full Professors were consistently above the benchmark until roughly 2018, and have since that time remained just below the 75th percentile mark. Salaries for Associate Professors have been somewhat more volatile, falling below the 75th percentile for the past two years after several years well above it.

Salaries for female colleagues are slightly lower than male colleagues at the rank of Full Professor, but the magnitude of the gap has been declining for several years. At the rank of Associate Professor, salaries for female colleagues are slightly higher than for male colleagues, and again the magnitude of the gap has declined in recent years. Salaries for female and male assistant professors appear to be the most consistently equivalent across all ranks.

The Committee recommends that salaries for Associate and Full Professors be increased in order to meet the College's stated benchmarks. It is to be noted that fairly modest increases at these two ranks would accomplish this goal.

Endowment: Endowment returns for the last fiscal year were an historically high 52%. The College observes a smoothing curve on the distribution of revenues from the endowment, limiting the budgetary impact of any single year's change to protect against the effects of sharp declines in the value of the endowment; thus the gains of 2020-21 will be fully realizable only after three years, averaged against the endowment's subsequent performance. In response to the endowment's performance in 2020-21, President Martin joined the CPR in September to report on four budgetary initiatives from the administration. These are improvements to financial aid; increases in salary for lowest-paid staff, including the conversion of many casual to full-time benefited positions; increased numbers of student research fellowships and academic internships; and a larger than usual increase in employee salaries across the board.

In spite of the endowment's positive return for the previous year, budgetary increases have left the College with a gap of just over \$8M for the next budget cycle. The Board of Trustees is

considering a supplemental endowment distribution of \$7M for the year, which would leave a gap of just over \$1M to be closed through reductions to proposed additions to next year's budget.

Student requests: Students brought a number of quality-of-life matters to the Committee's attention in November. The crowded condition of the College, particularly in the Fall, caused significant difficulties for students, and additional space for living, study, and recreation is highly desired. In addition the high temperatures at the beginning of the academic year were challenging for many students, since most dorms are not climate controlled. Students requested access to air conditioners or fans, but with the understanding that climate control across the whole residential footprint of the College is not possible. Among additional requests were higher quality mattresses, improved access to art supplies and makerspaces, more timely repairs and regular maintenance in dorms, and improved options for off-campus living. The Committee forwarded these requests to the relevant departments within the College, and reported back on some items in April.

Admissions and Financial Aid: The College anticipates matriculating a normal sized class of approximately 470 students in the Fall of 2023, evenly balanced between male and female students and with 49% domestic students of color. In a change from the past several years, we have been able to make offers to wait-listed students this year. The College may face a difficult admissions environment within the next several years if, as anticipated, the U.S. Supreme Court rules against race-conscious admissions policies within higher education. Such a ruling would impose significant barriers to the College's aspiration to extend the benefits of higher education to historically under-represented populations.

Facilities: Both the Lyceum (197 South Pleasant St.) and the forthcoming Student Center projects are proceeding, although both labor and material costs have increased significantly over the past two years. Increasing costs also impact the College's Climate Action Plan, which is currently in the schematic design phase; there have also been technical developments over the past few years, such as increased efficiencies in air sourced heat pumps, and these two factors have prompted some revisions to the details of the Plan's implementation. The College remains on track to be carbon neutral by 2030.

Throughout the tenure of Jim Brassord as Chief of Campus Operations, the College has largely avoided the use of deferred maintenance as a budgetary device. With Jim's retirement the Committee regards the continuation of this practice as an important matter of policy. Both Jim and Tom Dwyer expressed the desire to see the College's annual capital budget increase substantially in order to keep ahead of anticipated regular capital expenditures, including those related to the new Student Center.

The Committee discussed the loss of Lewis-Sebring as a gathering space for faculty and staff, and expressed the desire for the re-establishment of some such space in the future. The current design of the Student Center designates a seating area for faculty and staff, but not a dedicated food preparation service. The Committee expressed initial support for a proposal by Alex George to establish a Faculty and Staff Commons, though specifics would need to be determined.

The Committee expressed its appreciation to Jim Brassord for his years of service to the College, and wished him well in retirement.

Human Resources: The College has this year experienced a historically high number of vacant positions, and attracting viable candidates to Amherst has been challenging; peer institutions are also experiencing this problem, and on the whole Amherst College is suffering less from labor shortages than many of our peers. Initiatives underway to improve hiring and retention include salary increases, retention bonuses, and exploration of remote work options, with a pilot remote work program running this year.

Medical insurance premiums will increase by an average of 2.5% for the next fiscal year. The College has added two tiers to its medical insurance offerings: in addition to the Individual and Family options, employees can now enroll in an Individual-plus-Spouse/Partner tier or an Individual-plus-Dependent(s) tier. Employees moving from the current Family tier to one of the new tiers will likely see decreased premiums; others will see increases.

The Committee also discussed a proposal regarding the grant-in-aid benefit submitted by John-Paul Baird to both the CPR and the Benefits Committee. The proposal aims to address the problem resulting from the practice on the part of some institutions of higher education (of which Amherst College is one) of reducing (“displacing”) financial aid packages in line with the availability of external sources of funding such as grant-in-aid benefits. This results in the grant-in-aid benefit transferring funds from Amherst College to other institutions without reducing the amount that employees are responsible to pay towards their children’s higher education. The proposal is that the grant-in-aid benefit be disbursed to a college savings fund (“529”), which vehicle is generally displaced only in part, rather than as a fully displaceable direct grant. The Benefits Committee is currently evaluating the proposal and plans to respond during the 2022-23 academic year. The CPR expressed its provisional support for the proposal and will follow up with the Benefits Committee next year.

Information Technology: The IT department has experienced significant strains over the past two years, due primarily to two factors: staffing issues caused by both a significant number of retirements and the overall skilled labor shortage on the one hand, and supply chain issues on the other. Supply chain issues have particularly impacted the availability of printing services for students and employees.

Cybersecurity is a growing concern in the higher education sector, with numerous high-profile ransomware cases occurring over the past several years. One consequence is that the cost of cybersecurity insurance will be increasing exponentially over the next two years.

Workday: The implementation of Workday has been challenging. With core systems now in place, staff are focusing on the incorporation of historical data into the system and to tuning the operation of the system to the needs of the campus community. The difficulty of importing historical data in particular is primarily responsible for the one-semester delay in the

implementation of Workday Student, and one consequence of this process is that the need for a more robust system for archiving electronic records has become evident.

The Committee discussed the significant amount of time that is required for faculty and, in particular, department chairs to make effective use of Workday, inquiring into the extent to which the implementation of Workday has reduced the amount of time that faculty are able to devote to teaching and research. The Committee welcomed the introduction of delegation to the system, making it possible, for example, for Academic Department Co-ordinators to execute Workday tasks on behalf of faculty. The Committee anticipates that discussions concerning the balance between the benefits of Workday's data centralization and stability and its costs in faculty time and administrative support will be ongoing.

Submitted, May 25, 2022:

CPR members:

Peter Charron
Nusrat Chowdhury
Andrew Dole (chair)
Mollie Hartenstein '23
Allie Ho '24
Jill Miller
Jaden Richards '25
Monica Ringer
Emily Ziomek

Ex Officio members:

Chris Casey
Tom Dwyer
Catherine Epstein
Jae Yun Ham '22
Kate Harrington
Biddy Martin
Ashley Mowatt Travis

and Steven Hegarty, Recorder

Annual Faculty Salary Report, 2020-2021¹

Committee on Priorities and Resources

April 5, 2022

I. Purpose of this Report

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 compensation at Amherst with those at designated peer institutions. Over this period the list of institutions used for the purposes of comparison has seen two substantive revisions and one minor adjustment (see below). The comparative data on average salaries by rank (Full, Associate, and Assistant Professors) are provided by the American Association of University Professors (AAUP) and are prepared for the CPR by the Amherst Office of Institutional Research Office.

In this report, the CPR compares unadjusted salaries, salaries normalized across years, and salaries adjusted for cost of living differences among a select group of liberal arts institutions, including Amherst College, for the years 2004-2021.³ In addition, the committee summarizes salary comparisons within the college organized by gender, rank, and divisions at the college. And finally, the committee provides historical (2012-2021) data on average salaries (by rank) for each of three comparison groups (*Liberal Arts group, Traditional group, New group*).

II. Background

Since the 1970s the CPR has compared faculty salaries at Amherst College with peer institutions. A *Traditional group* including twelve research universities and liberal arts colleges plus Amherst was used for many years. In 2003, the Board of Trustees and the administration asked the CPR to create a *New group* to better define salary benchmarks that the faculty saw as comparable.⁴ This group included the original twelve institutions from the traditional group plus eighteen additional institutions. In 2016, the CPR adopted a *Liberal Arts group* of 12 peers, including Amherst, for faculty salary benchmarking, choosing those institutions regarded as peer elite

¹ This report is submitted by the voting members of the Committee on Priorities and Resources (CPR) including Profs. Nusrat Chowdhury, Andrew Dole (chair), Jill Miller, and Monica Ringer; Staff representatives Emily Ziomek and Peter Charron; and Student members Allie Ho '24 and Jaden Richards '25. The committee thanks Mariana Gerena Melia and Jesse Barba in the Institutional Research office for compiling data included in this report. We thank *ex officio* CPR members Chris Casey, Thomas Dwyer, Catherine Epstein, Jae Yun Ham '22, Kate Harrington, and Ashley Travis for comments and discussion, and also thank Steven Hegarty, recorder, for his administrative labors.

² Recent reports and [minutes from CPR meetings](#) are available on the Office of the Provost and Dean of the Faculty's website.

³ As described below, since 2016 the CPR's mandate has been to compare salaries within the Liberal Arts Group, but in fact the institutions included in its data did not conform to this list prior to 2019-20. See the explanation provided in Section II.

⁴ The process resulting in the *New Group* is described in the CPR's Amherst College Institutional Comparison Group Report of 2005.

liberal arts colleges and without prior consideration of salary levels. Institutions included in each of these named groups are listed in Table 1.

Table 1. Institutions included in named groups for comparison in salary reports completed by the Committee on Priorities and Resources.

<i>Traditional group</i>	<i>New group</i>	<i>Liberal Arts group</i>
Amherst	Amherst	Amherst
Dartmouth	Bowdoin	Bowdoin
Harvard	Brown Univ.	Carleton
Indiana Univ.	Carleton	Davidson
Mount Holyoke	Columbia Univ.	Haverford
Smith	Dartmouth	Middlebury
UMass/Amherst	Davidson	Pomona
Univ. Michigan	Duke Univ.	Smith
Univ. Virginia	Harvard	Swarthmore
Wellesley	Haverford	Vassar
Wesleyan	Indiana Univ.	Wellesley
Williams	MIT	Williams
Yale	Mount Holyoke	
	Northwestern Univ.	
	Pomona	
	Princeton Univ.	
	Smith	
	Stanford Univ.	
	Swarthmore	
	UMass/Amherst	
	Univ. California/Berkeley	
	Univ. California/LA	
	Univ. Michigan	
	Univ. North Carolina/Chapel Hill	
	Univ. Pennsylvania	
	Univ. Virginia	
	Washington Univ.	
	Wellesley	
	Wesleyan	
	Williams	
	Yale	

For several years following 2016, data provided to the CPR did not conform to the Liberal Arts group, omitting Middlebury and Wellesley and including Wesleyan and Mount Holyoke. This was corrected beginning with data for 2019-20. As a result the list of institutions against which this report compares Amherst College changes between 2018-19 and 2019-20 (Appendix 1).

The CPR is now focused on salary comparisons with the *Liberal Arts group* and, as recommended by the CPR in Spring 2016, uses the benchmarking system set in place by the 2015-2016 CPR that presents salaries (by rank) in a quartile system, including unadjusted salary data and normalized salary data.

Data Resources and Limitations:

The committee relies on salary data compiled by the AAUP (American Association of University Professors). These tend to be crude measures of the total compensation, which include some, but not all, benefits in various degrees across institutions, and do not reflect regional or geographical differences in the cost of living. Moreover, salary information for Amherst faculty and that compiled by the AAUP includes only tenure-line faculty who are full-time instructors; faculty with partial administrative roles or with reduced teaching loads due to phased retirement or other factors are not included in the AAUP report.

Within the salary data there are several potential sources of bias. One is an absence of information regarding the demographic balance within ranks. The AAUP does not report salary by years-in-rank or years-in-service; thus, an institution with many long-serving full professors will have a larger average salary at the full professor rank as compared to an institution with proportionally more recently promoted full professors. In 1997-98 the Amherst administration conducted a confidential time-in-rank and salary survey and concluded that demographic differences did not have a significant effect on Amherst's rankings as compared to the *Traditional group*. However, in recent years the college has experienced significant faculty turnover and changed its peer comparison group, leaving unclear how differences in years-in-rank might affect comparisons of Amherst with peer institutions. The CPR has the ability to track changes in average years-in-rank at Amherst across time, but does not have the ability to compare this information with comparable data from peer institutions.

A second potential source of bias comes from the inclusion of professional school faculty salaries in the AAUP data, which contributes to salaries in the both the *Traditional* and *New* groups. Salaries at professional schools (business, law, medicine, etc.) are usually higher than salaries at liberal arts institutions due to market competition given opportunities available to professionals in those fields outside of academia. By focusing on comparisons to the *Liberal Arts* group, bias associated with professional schools is alleviated.

A final potential source of bias in salary and compensation includes regional variation in the cost of living. To address cost of living variation, previous committees have adjusted for cost of living differences among institutions in the *Liberal Arts group* using the local living wage estimates published at <http://livingwage.mit.edu>. However this data has at least two significant limitations which have led the CPR to discontinue this adjustment.

The first limitation is that the data used compares the cost of living at the county level, while living costs near the institution may differ substantially from the surrounding county. For example, Pomona is located in the broadly expensive Los Angeles County, and housing costs near Pomona are 66% of the county-wide average (www.census.gov). In contrast, in the town of Amherst, surrounded as it is by a more rural environment, housing costs are 126% of the county average. As a consequence, the COLA salary of Amherst is inflated relative to, for example, Pomona.

The second limitation is that the cost of living calculator adjusts historical salary data (i.e., from 10-15 years prior) using COLA data for the current year, rather than adjusting salaries for each year with that year's historical COLA data. This result does not convey accurate comparative cost-of-living information over time.

III. Benchmarks

Past Benchmarks and History

Historically the Amherst College Board of Trustees has sought to raise faculty salaries to meet stated goals. As noted in the 2004-05 CPR Salary Report, in 1958 the Trustees issued a policy statement that Amherst faculty salaries should be “*as high as those in any other college in the country.*” In 1970, this policy was updated to indicate that faculty compensation should be “*at a level no lower than that of other institutions of the highest quality.*” Nevertheless, in the 1970s faculty salaries dropped significantly on a relative basis. This resulted in much discussion and a resolution by the Board in 1979 that by 1982 faculty salaries should be increased to regain Amherst’s 1968 relative competitive position, which in 1968 corresponded to 3rd in the *Traditional group* (see the [2004-05 CPR Salary Report](#) for details and caveats).

The benchmark targeted to be reached by 1982 was not achieved, and by the mid-1990s Amherst faculty salaries had once again lost relative ground. This resulted in a 1998 commitment to close the gaps for associate and full professors in particular. Then, in 2003, the administration and Board of Trustees asked the CPR to set a benchmark for a ranking within the *New Group* that Amherst should try to reach and maintain. 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 salaries, salaries of Amherst professors have tended to rest below both the median and the average of the *Traditional group*, which includes research universities and institutions with professional schools.

Current Benchmarks

The figures and tables in this report focus on the *Liberal Arts group* of twelve colleges as the comparison group (Figures 1-9; Appendix 1).

In Figures 1-9 in this report (see Figure 1 for depiction), the dark gray band borders the 1st and 3rd quartiles (25th and 75th percentiles, respectively), while the minimum and maximum values are bound by the light gray band. The median (circles) marks the split between the upper six and the lower six salaries from the comparison of twelve institutions. The upper light gray band marks the top three salaries; dark gray band includes the middle six salaries; lower light gray band marks the bottom three salaries. The plotted Amherst values (dashed lines, triangles) represent the mean (average) salary values in each faculty rank.

The current benchmark is to remain in the top light gray band or above the 75th percentile (i.e., in the top three institutions) among the twelve institutions comprising the Liberal Arts group (Table 1).

IV. Historic quartile analyses: Comparison with the Liberal Arts Group

Historic quartile analyses can be used to determine if Amherst is achieving its stated benchmark of exceeding the 75th percentile in terms of faculty salaries in comparison to the *Liberal Arts group*. Three analyses are presented including (A) the raw salary data (by rank) across the comparison group, and (B) normalized salary data to remove the effect of increasing salaries through time.

Note: impact of the COVID-19 pandemic on salaries

Given budgetary pressures associated with the COVID-19 pandemic, Amherst College instituted salary freezes in 2020-2021. However, faculty members who were promoted in rank starting in July 2020 did receive promotional increases such that their salaries remain in line with the general faculty salary structure. Many (or most) of our peer institutions also instituted salary freezes.

(A) Untransformed and unadjusted data

The historic quartile analysis shows a comparison of faculty salaries among the *Liberal Arts group*. The following graphs display salary (in thousands of dollars) as absolute numbers without transformation or modification for full professors (Figure 1), associate professors (Figure 2), and assistant professors (Figure 3).

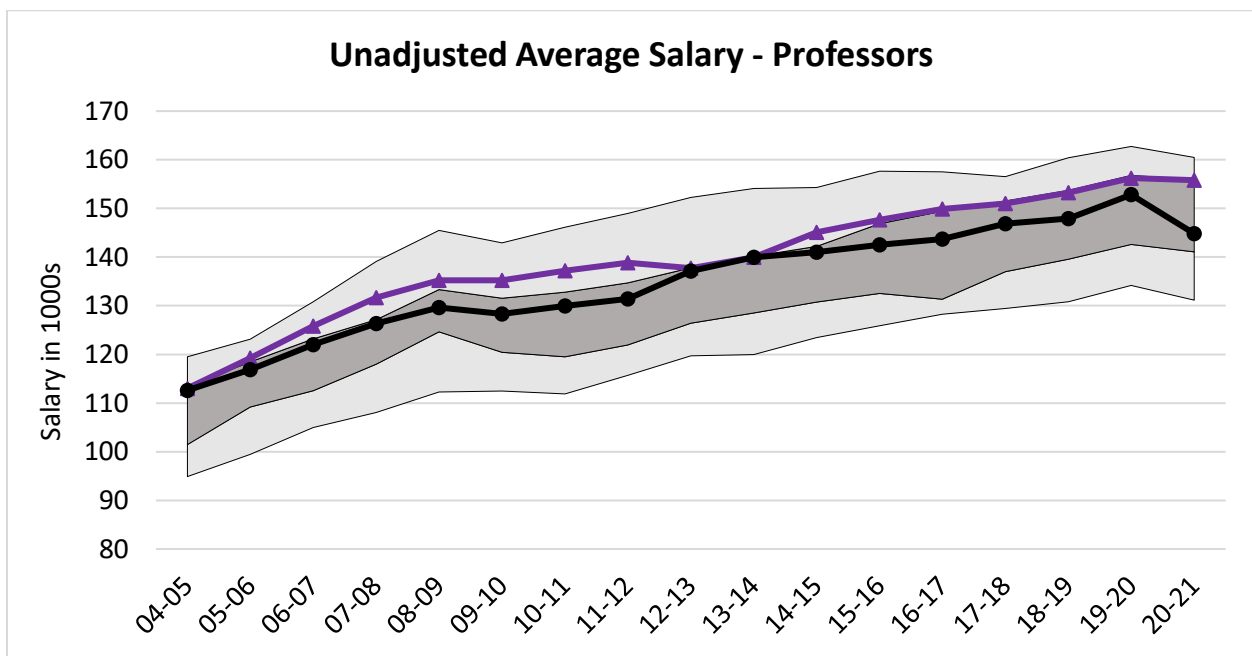


Fig. 1: Unadjusted Average Salary for Full Professors, 2004-2021

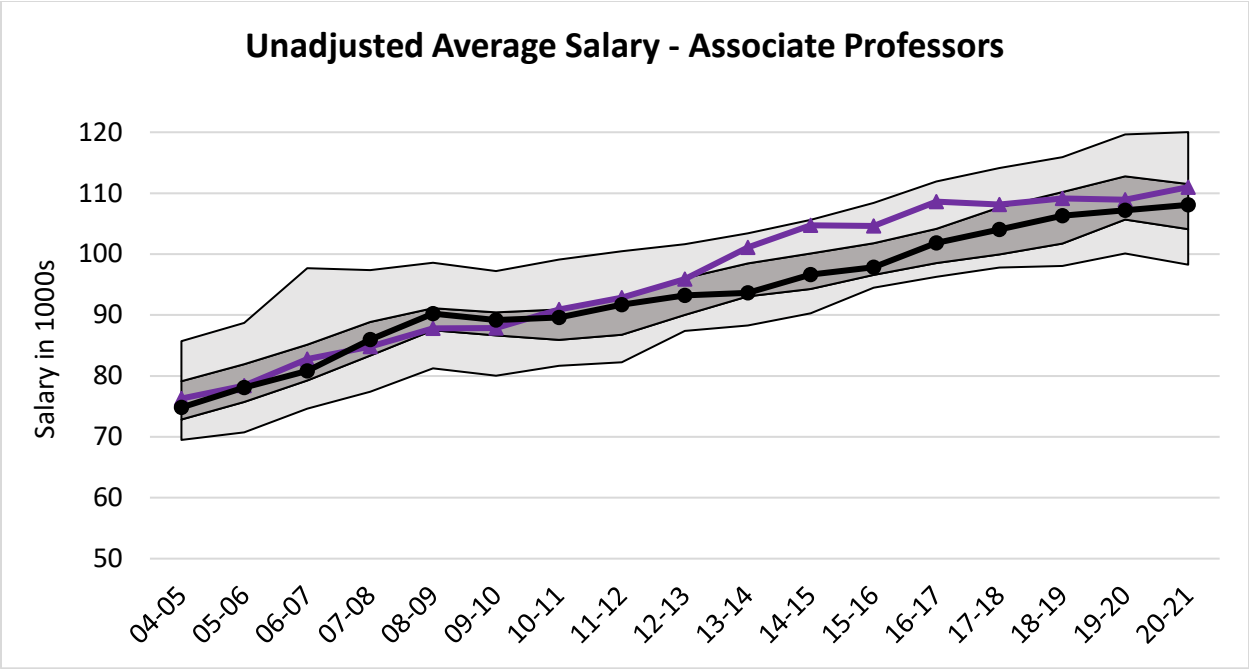


Fig. 2: Unadjusted Average Salary for Associate Professors, 2004-2021

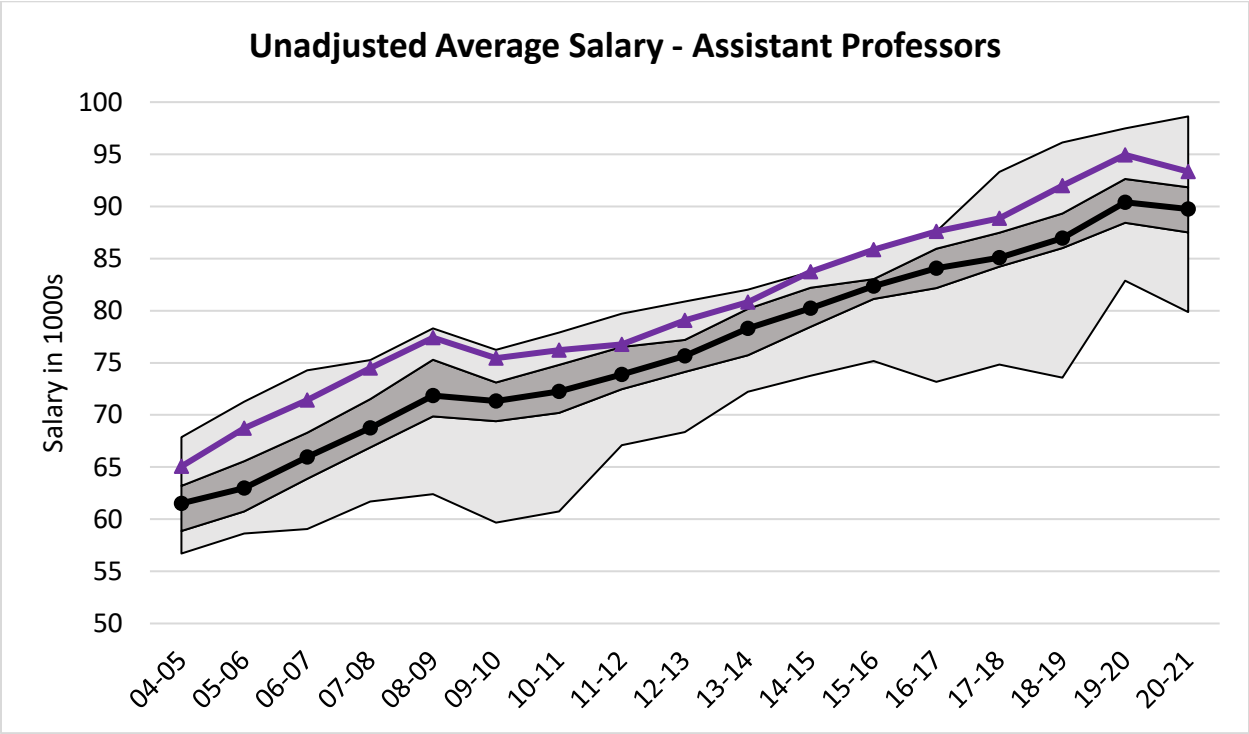


Fig. 3: Unadjusted Average Salary for Assistant Professors, 2004-2021

(B) Normalized data

To facilitate comparison of salary data over time, salaries were normalized by dividing each salary by the group median for that time point. A three-year running average was applied first to smooth out single year fluctuations to better observe long-term trends. Data are plotted as the percent of the group median.

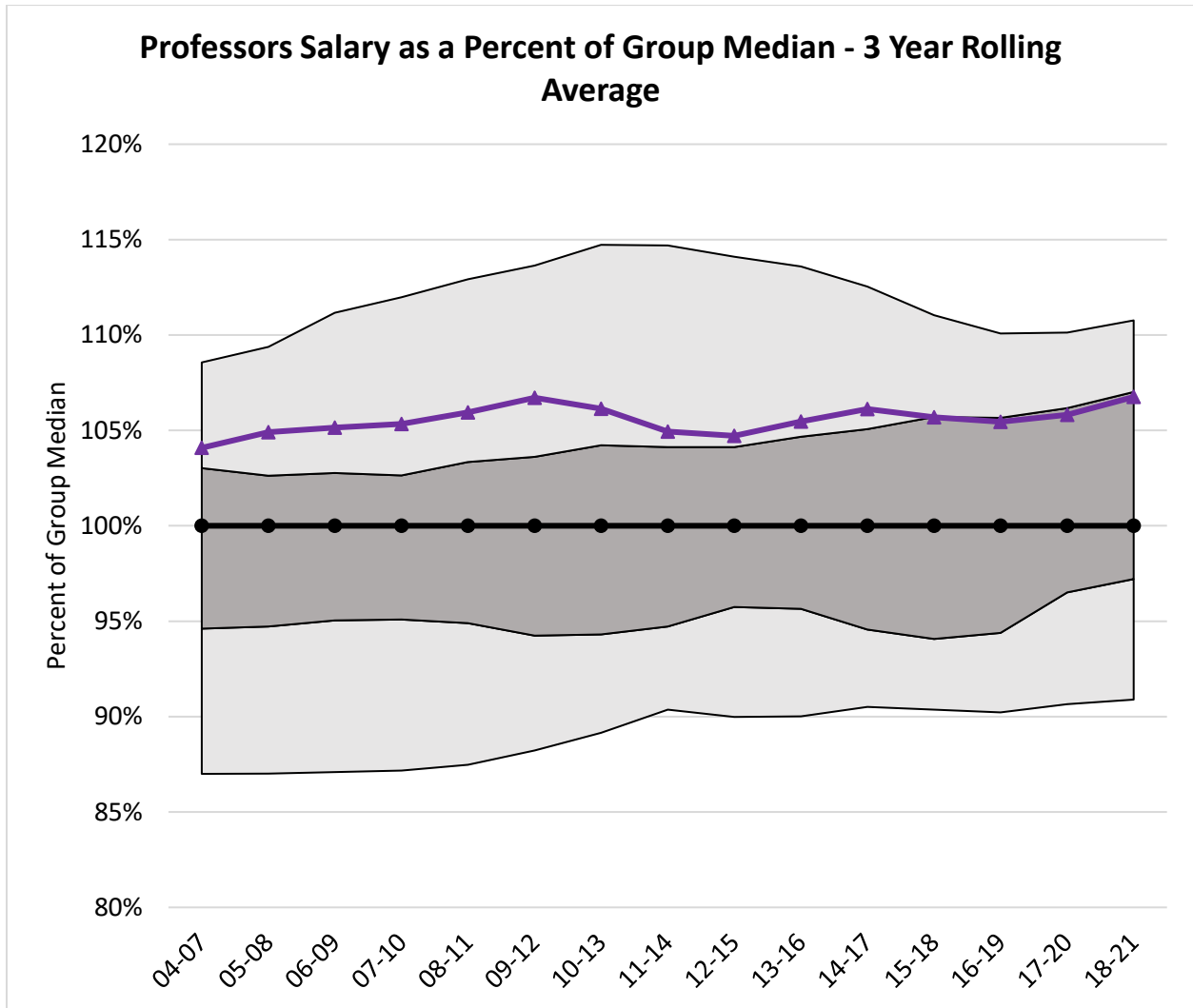


Fig. 4: Normalized Salary plotted as the percentage of the median for full professors at Amherst College; three-year averages from 2004-2021 are shown.

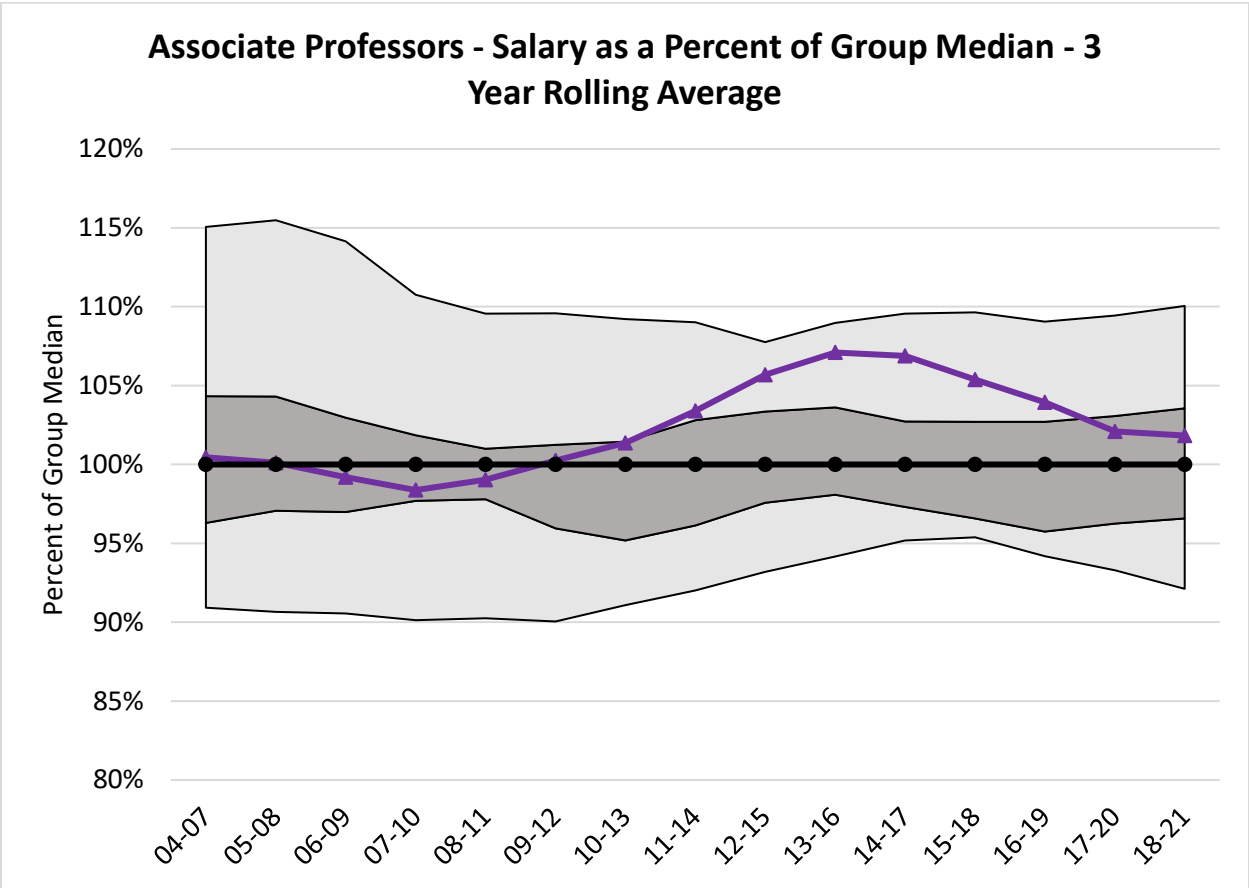


Fig. 5: Normalized Salary plotted as the percentage of the median for associate professors at Amherst College; three-year averages from 2004-2021 are shown.

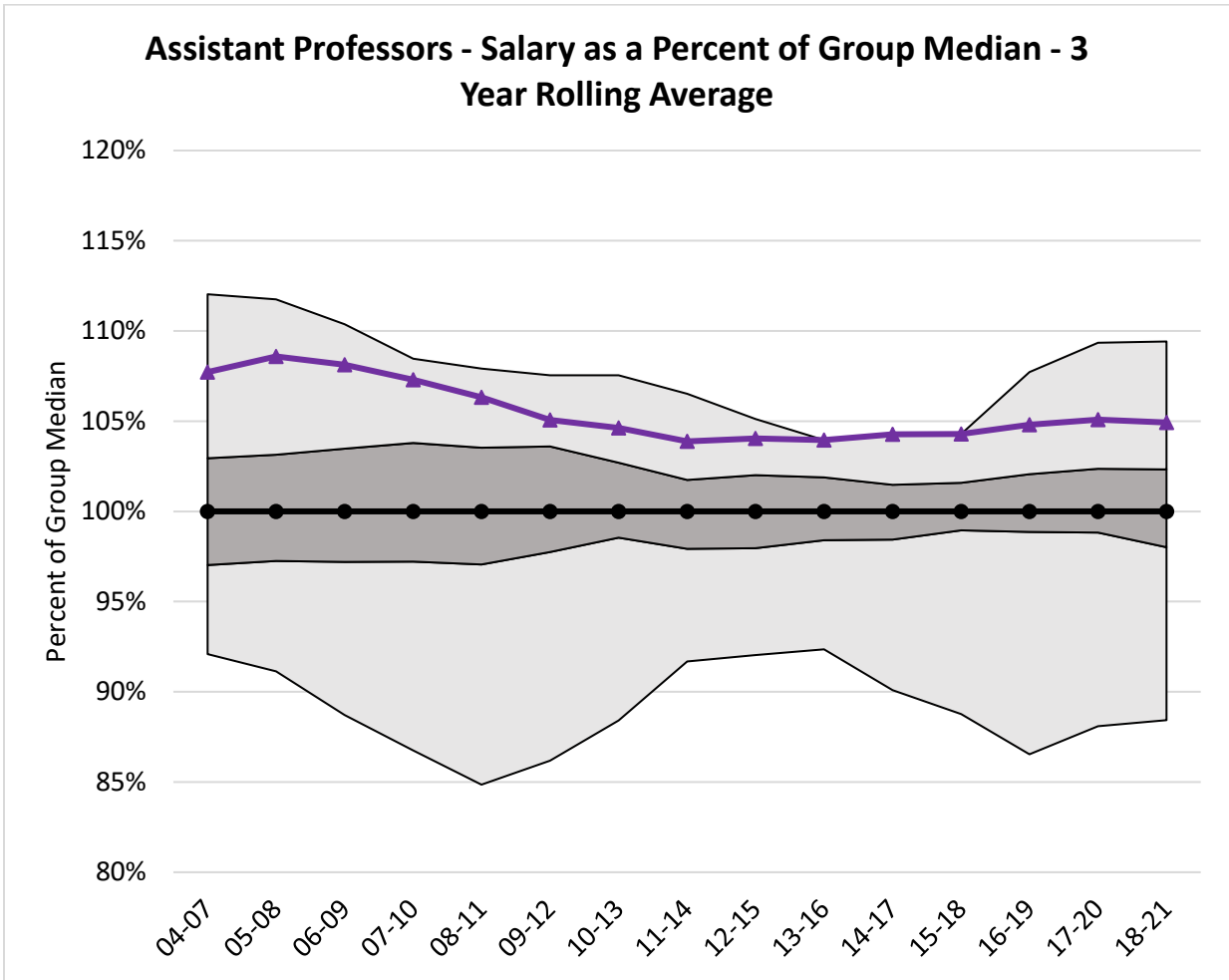


Fig. 6: Normalized Salary plotted as the percentage of the median for assistant professors at Amherst College; three-year averages from 2004-2021 are shown.

V. Summary of Salary Comparisons with the *Liberal Arts group*

If the benchmark is to maintain Amherst's salaries among the top three institutions (i.e., in the top quarter) among peer institutions (i.e., within the top light gray band) in order to remain competitive, then with respect to the normalized data, Amherst is in the acceptable range for assistant professors (Figure 6) but is lagging behind peers for associate and full professors. In particular, the full professor salary average has fallen below the benchmark for the past four years (Figure 4) and there has been a five-year decline for the associate professor salary average, which has now fallen below the benchmark for two years (Figure 5).

As usual, we caution faculty members not to read these mean (average) data for comparison with their individual increases because the mean data as reported by the AAUP include salary increases at the time of promotion or tenure in the more junior ranks, thus overstating the actual salary increases for most members of the assistant and associate professor groups. We also reiterate that overall trends are more significant than single-year or single-category movements that may be due to demographic variations in rank that result from hiring, promotion and retirement.

For reference, Appendix 1 includes average salary information (in thousands of dollars) for a comparison group of twelve colleges beginning in 2012, conforming to the Liberal Arts group after 2018-19.

Full Professors

For the 2019-2020 academic year, the median salary for full professors at Amherst was \$152,400 and the mean salary (\$155,800) was 4th among the twelve liberal arts peer institutions (Appendix 1). This places Amherst below the targeted 75th percentile benchmark of \$156,000 for professors at that rank. Looking across time at the normalized data, salaries for full professors at Amherst were above the benchmark from 2007 to 2017 but have fallen below this target in recent years (Figure 4).

Noting the two-year failure to meet the benchmark for full professors, the CPR's annual faculty salary report for 2018-19 suggested a possible explanation. Full professors span a wider range of salary level, from newly promoted faculty to those working at the college for several decades; and series of retiring senior faculty, replaced by new promotions to full professor, may have contributed to a drop in the full professor average salary. In that report, a graph of average number of years in rank showed that in 2018 Amherst reached a minimum point for the average years-in-rank for full professors. As anticipated in that report, average years-in-rank have been increasing over the past three years (Appendix 5). Over this same period the mean salary has more or less maintained its position just below the College's stated benchmark, tracking an increase in mean salaries for the Liberal Arts group but not meaningfully gaining ground (Figure 4). It seems unlikely that a continued increase in the average years in rank for full professors will, by itself, bring salaries for colleagues of that rank into line with the benchmark.

Associate Professors

For the 2019-2020 academic year, the median salary for associate professors at Amherst was \$104,400 and the mean salary (\$111,000) was 5th among the twelve liberal arts peer institutions (Appendix 1), and below the targeted 75th percentile benchmark of \$111,500 for professors at that rank. Looking over time at the normalized data, salaries for associate professors at Amherst were above the benchmark and peaked in 2016/2017 but have been declining since that time (Figure 5).

An explanation in terms of average year-in-rank does not seem to be available to explain the relative decline in associate professor salaries over the past five years. The associate professor category is small and there tends to be fairly rapid promotion out of this rank. Over the last decade, promotion from associate to full professor at Amherst in most cases occurred six years post-tenure, contributing to a lower percentage of total faculty at the associate rank at Amherst. Moreover, the rapid promotion (relative to many peer institutions) 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. However, these promotion practices at Amherst and elsewhere are not new, and thus do not explain the several-year decline observed for this group, which coincides with a trend of increasing number of years-in-rank (Appendix 5).

A second possible explanation has to do with the disciplinary volatility of the associate professor rank at Amherst College. Since colleagues tend to spend relatively few years in this rank, aggregated salary data for associate professors will be highly responsive to salary differences across disciplinary divisions. Specifically, a small number of promotions into our out of the rank for colleagues from higher- or lower-salaried divisions will significantly influence the aggregated data. The CPR considerer but declined the option of requesting more detailed data about relative salaries for associate professors across different divisions in order to further investigate this potential explanation.

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 comparatively few tenured professors are actively on the job market in any given year and thus receiving competitive offers.

For the 2020-21 academic year, the Amherst assistant professor median salary was \$89,800 and the mean salary (\$93,300) ranked 3rd among peer institutions (Appendix 1). Over time, Amherst has consistently maintained its high ranking for the assistant professor rank. The normalized data (Figure 6) demonstrate that the assistant professor median salary has remained above the 75th percentile benchmark consistently. Looking back to previous CPR reports, we note that this trend of exceeding the benchmark for assistant professor salaries has held as far back as 2002/2003.

VI. Salary Comparisons within Amherst College

In light of national conversations about inequalities between disciplines and by gender, the CPR began to present Amherst salaries by discipline and gender in 2013-14. The following comparisons of salary data within Amherst do not include faculty in administrative positions, for which there were nine in 2019-20. The traditional groupings for departments and programs into major divisions (Humanities; Physical & Life Sciences; Social Sciences) is included in Appendix 4. We include median salary values in each category in the summary tables below as an alternative measure that is less sensitive to outliers than the mean.

Table 2. Amherst faculty salaries by rank and discipline from 2018-2021.

Amherst College Faculty Salaries 2020-21					
		No. of Persons	Mean	Median	
Humanities	Professor	46	155,457	154,450	95
	Associate	19	110,823	105,000	
	Assistant	30	87,180	87,600	
Social Sciences	Professor	18	153,050	151,750	37
	Associate	6	117,783	115,750	
	Assistant	13	102,962	92,500	
Physical and Life Sciences	Professor	23	158,326	151,300	55
	Associate	9	106,800	101,900	
	Assistant	23	95,904	89,400	
All*		187	125,565	118,500	

Amherst College Faculty Salaries 2019-20					
		No. of Persons	Mean	Median	
Humanities	Professor	43	157,098	155,900	90
	Associate	17	108,243	108,200	
	Assistant	30	89,500	89,800	
Social Sciences	Professor	19	152,368	150,100	36
	Associate	5	115,000	100,100	
	Assistant	12	107,133	113,300	
Physical and Life Sciences	Professor	23	157,830	151,300	49
	Associate	9	106,800	101,900	
	Assistant	17	95,929	89,400	
All*		175	127,189	119,700	

Amherst College Faculty Salaries 2018-19					
Discipline	Rank	No. of Persons	Mean	Median	
Humanities	Professor	44	154,770	152,000	91
	Associate	20	107,630	103,800	
	Assistant	27	88,755	88,600	
Social Sciences	Professor	19	147,642	145,700	34
	Associate	2	133,300	133,300	
	Assistant	13	98,800	91,000	
Physical and Life Sciences	Professor	23	154,883	147,000	46
	Associate	9	107,078	100,600	
	Assistant	14	91,900	87,350	
All*		171	125,893	120,000	

Table 3. Amherst faculty salaries by rank and gender from 2018-2021.

2020-21

Rank	Women			Men		
	Median	Average	Count	Median	Average	Count
Professor	\$150,100	\$151,252	39	\$153,450	\$159,554	48
Associate	\$105,000	\$111,012	17	\$103,700	\$110,961	17
Assistant	\$89,800	\$92,360	35	\$89,400	\$94,423	31
All	\$115,500	\$121,084	91	\$120,000	\$129,813	96

2019-20

Rank	Women			Men		
	Median	Average	Count	Median	Average	Count
Professor	\$148,100	\$150,424	37	\$156,050	\$160,721	48
Associate	\$103,000	\$108,813	15	\$105,950	\$109,008	16
Assistant	\$91,000	\$93,457	30	\$89,800	\$96,472	29
All	\$117,100	\$121,971	82	\$120,300	\$131,790	93

2018-
19

Rank	Female			Male		
	Median	Average	Count	Median	Average	Count
Professor	\$148,900	\$148,489	37	\$153,000	\$156,802	49
Associate	\$105,000	\$110,824	13	\$102,200	\$107,900	18
Assistant	\$89,000	\$92,106	30	\$88,300	\$91,842	24
All	\$119,000	\$121,225	80	\$123,600	\$129,997	91

Both the median and mean full professor salaries have consistently been higher for male than for female colleagues, but in 2020-21 the gap between the two has declined relative to recent years (Table 3). For associate professors, median and mean salaries have been higher for female than for male colleagues since 2014, but salaries within this group have recently been converging. The median and mean salaries for female and male assistant professors appear to be the most consistently equivalent across all ranks.

Previous reports have pursued possible explanations of the gender gap in salaries for full professors in terms of differences in average years-in-rank. Across all divisions, the average years-in-rank of male and female colleagues do not differ significantly; but there are more significant differences at the level of major divisions, with average years-in-rank for female colleagues higher within the Humanities and lower within the Social Sciences and STEM fields (Table 4).

Table 4. Average years-in-rank for Professors by Division and Gender.

Average Years-in-Rank for Full-Time Professors by Division and Gender, 2021		
Division	2021	
	Female	Male
Humanities	15.18	14.57
Science and Math	12.75	14.06
Social Sciences	14.40	16.20
Total	14.50	14.72

The committee believes that these are important data to monitor, and we recommend that the Office of Institutional Research continue to provide the CPR with such data moving forward.

VII. Additional Salary Information

Comparison with the Traditional and New groups

In addition to comparisons with the *Liberal Arts group*, the average salaries (by rank) are also provided for comparisons of Amherst to other peer institution groupings, including average salaries (in thousands of dollars) from 2012-2021 for the *Traditional Group* (Appendix 2) and the *New group* (Appendix 3).

How Salaries Are Set

Each year, the administration with the approval of the Board of Trustees, establishes a “pool” for faculty salary increases. This pool represents a percentage of the total salary budget for the teaching staff⁵. The amount of this percentage increase, previously in the 3% to 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, with corrections made in years when the pool is larger or smaller than normal, to ensure equity among cohorts promoted in different years. A similar pool is established for staff and administrators.

Members of the Faculty have noted that salary notices are often not provided until only a few weeks or days before the new salary takes effect (July 1st). This has much to do with the timing of Board of Trustee meetings. Waiting as late as possible to finalize the pool often allows the administration to make positive adjustments to salaries as the budget plays itself out at the end of the fiscal year.

IX. Conclusions

This year the CPR evaluated salary data across a comparison group of twelve liberal arts colleges as recommended by the 2015-2016 CPR. We compared data normalized in a quartile system by rank and adjusted for cost of living variation across institutions in different parts of the country. In the present cycle, we appear to be exceeding the 75th percentile benchmark criterion (i.e., among the top three institutions in the *Liberal Arts group*) for assistant professors (Figure 6), but are below the benchmark for associate (Figure 5) and full (Figure 4) professors. We also reviewed median and mean salaries by discipline (Humanities, Social Sciences, and Physical and Life Sciences; Table 2) and by gender (Table 3) from 2018 to 2021 and agree that these data continue to be provided by the Office of Institutional Research and monitored by the CPR.

⁵Teaching staff includes tenured and tenure-track faculty, coaches, lecturers and visitors.

APPENDIX 1: Amherst Salaries in comparison to the Liberal Arts Group

RANK/ INSTITUTION	ACTUAL FY2012-13 MEAN SALARY \$	% INC	RANK/ INSTITUTION	ACTUAL FY2013-14 MEAN SALARY \$	% INC	RANK/ INSTITUTION	FY2014-15 MEAN SALARY	RANK/ INSTITUTION	FY2015-16 MEAN SALARY	RANK/ INSTITUTION	FY2016-17 MEAN SALARY
PROFESSORS			PROFESSORS			PROFESSORS		PROFESSORS		PROFESSORS	
Wellesley Coll	152.2	3.6%	Wellesley Coll	154.1	2.4	Wellesley Coll	154.3	Wellesley Coll	157.6	Wellesley Coll	157.5
Pomona Coll	142.8	3.7%	Pomona Coll	145.9	2.7	Pomona Coll	148.6	Pomona Coll	150.4	Pomona Coll	154.9
Swarthmore Coll	137.8	5.1%	Swarthmore Coll	140.7	3.3	Amherst Coll	145.4	Amherst Coll	147.7	Amherst Coll	149.6
Amherst Coll	137.7	4.2%	Amherst Coll	140.0	4.2	Wesleyan U	141.5	Swarthmore Coll	146.6	Wesleyan U	149.4
Williams Coll	137.1	3.0%	Williams Coll	140.0	2.9	Williams Coll	141.2	Wesleyan U	145.8	Swarthmore Coll	149.3
Wesleyan U	133.6	4.1%	Wesleyan U	136.3	4.4	Swarthmore Coll	141.0	Williams Coll	142.5	Williams Coll	143.7
Smith Coll	132.7	3.6%	Bowdoin Coll	135.1	3.6	Bowdoin Coll	137.3	Smith Coll	138.5	Bowdoin Coll	142.5
Bowdoin Coll	131.2	3.8%	Smith Coll	134.9	3.2	Smith Coll	136.2	Bowdoin Coll	136.4	Smith Coll	141.4
Davidson Coll	120.0	4.8%	Davidson Coll	124.6	4.0	Vassar Coll	131.2	Vassar Coll	133.8	Vassar Coll	135.6
Haverford Coll	119.8	2.7%	Carleton Coll	121.6	3.7	Davidson Coll	128.2	Carleton Coll	128.6	Carleton Coll	131.9
Carleton Coll	119.7	2.8%	Haverford Coll	120.0	2.3	Carleton Coll	125.4	Davidson Coll	128.4	Davidson Coll	129.7
Mount Holyoke Coll	117.1	2.0%	Mount Holyoke Coll	117.7	2.2	Haverford Coll	123.5	Haverford Coll	125.9	Haverford Coll	128.3
						Mount Holyoke Coll	118.7	Mount Holyoke Coll	115.7	Mount Holyoke Coll	122.4
AC Median	132.8		AC Median	137.5		AC Median	140.0	AC Median	144.2	AC Median	144.6
Group Median	133.2		Group Median	135.7		Group Median	137.3	Group Median	138.5	Group Median	142.5
Group Mean	131.8		Group Mean	134.2		Group Mean	136.3	Group Mean	138.5	Group Mean	141.3
ASSOCIATE PROFESSORS			ASSOCIATE PROFESSORS			ASSOCIATE		ASSOCIATE		ASSOCIATE	
Wellesley Coll	101.6	3.6%	Wellesley Coll	103.4	4.1	Pomona Coll	105.6	Pomona Coll	108.4	Pomona Coll	111.9
Pomona Coll	99.5	4.3%	Pomona Coll	101.9	3.2	Amherst Coll	104.7	Amherst Coll	106.4	Amherst Coll	108.6
Swarthmore Coll	96.6	5.2%	Amherst Coll	101.1	7.8	Wellesley Coll	102.4	Wellesley Coll	102.1	Swarthmore Coll	104.4
Amherst Coll	95.8	5.6%	Swarthmore Coll	97.6	3.1	Bowdoin Coll	99.3	Bowdoin Coll	101.7	Bowdoin Coll	104.1
Bowdoin Coll	94.9	3.9%	Bowdoin Coll	96.9	4.3	Swarthmore Coll	98.6	Swarthmore Coll	100.6	Wesleyan U	103.4
Haverford Coll	93.2	2.7%	Haverford Coll	93.5	2.5	Wesleyan U	97.7	Wesleyan U	100.4	Wellesley Coll	102.5
Smith Coll	91.8	3.8%	Smith Coll	93.3	3.6	Vassar Coll	97.3	Vassar Coll	99.0	Vassar Coll	102.4
Wesleyan U	90.2	6.2%	Wesleyan U	93.3	6.2	Haverford Coll	95.4	Williams Coll	97.9	Williams Coll	101.8
Williams Coll	90.1	3.8%	Williams Coll	92.5	4.2	Davidson Coll	94.9	Davidson Coll	97.4	Davidson Coll	100.6
Davidson Coll	89.3	5.2%	Davidson Coll	92.0	5.8	Williams Coll	94.4	Smith Coll	96.2	Carleton Coll	98.5
Carleton Coll	87.3	7.6%	Carleton Coll	88.3	3.6	Smith Coll	93.8	Haverford Coll	95.7	Smith Coll	98.2
Mount Holyoke Coll	84.3	3.2%	Mount Holyoke Coll	87.8	4.4	Carleton Coll	90.3	Carleton Coll	94.5	Haverford Coll	96.3
						Mount Holyoke Coll	90.0	Mount Holyoke Coll	92.3	Mount Holyoke Coll	95.8
AC Median	92.5		AC Median	100.0		AC Median	102.5	AC Median	98.9	AC Median	101.0
Group Median	92.5		Group Median	93.4		Group Median	97.3	Group Median	99.0	Group Median	102.4
Group Mean	92.9		Group Mean	95.1		Group Mean	97.3	Group Mean	99.3	Group Mean	102.2
ASSISTANT PROFESSORS			ASSISTANT PROFESSORS			ASSISTANT		ASSISTANT		ASSISTANT	
Wellesley Coll	80.8	3.9%	Wellesley Coll	82.0	3.7	Amherst Coll	83.7	Amherst Coll	85.9	Amherst Coll	87.6
Amherst Coll	79.0	5.3%	Amherst Coll	80.8	4.5	Wellesley Coll	83.2	Wesleyan U	85.0	Wesleyan U	86.9
Williams Coll	76.5	4.1%	Pomona Coll	80.0	6.9	Pomona Coll	82.8	Wellesley Coll	84.1	Pomona Coll	86.5
Smith Coll	76.4	3.4%	Wesleyan U	79.2	5.2	Vassar Coll	82.0	Pomona Coll	83.6	Wellesley Coll	85.7
Wesleyan U	76.3	6.7%	Swarthmore Coll	78.7	6.2	Wesleyan U	81.9	Vassar Coll	83.5	Bowdoin Coll	84.5
Swarthmore Coll	75.4	5.7%	Smith Coll	78.4	3.7	Bowdoin Coll	80.8	Bowdoin Coll	82.9	Vassar Coll	84.3
Pomona Coll	75.1	6.8%	Williams Coll	78.2	7.3	Williams Coll	80.0	Carleton Coll	82.6	Carleton Coll	83.9
Bowdoin Coll	74.3	3.8%	Bowdoin Coll	76.1	5.6	Smith Coll	79.4	Smith Coll	81.5	Smith Coll	83.8
Haverford Coll	73.7	3.6%	Carleton Coll	74.6	3.6	Swarthmore Coll	78.9	Williams Coll	81.4	Williams Coll	83.2
Carleton Coll	72.6	3.6%	Davidson Coll	73.5	8.3	Smith Coll	77.3	Swarthmore Coll	80.3	Swarthmore Coll	81.0
Davidson Coll	69.3	7.3%	Mount Holyoke Coll	73.2	3.2	Haverford Coll	74.7	Haverford Coll	76.7	Mount Holyoke Coll	78.9
Mount Holyoke Coll	67.8	6.3%	Haverford Coll	72.2	3.8	Mount Holyoke Coll	74.2	Davidson Coll	75.2	Haverford Coll	78.1
						Davidson Coll	73.3	Mount Holyoke Coll	74.5	Davidson Coll	73.2
AC Median	77.0		AC Median	79.0		AC Median	81.0	AC Median	83.5	AC Median	86.1
Group Median	75.3		Group Median	78.3		Group Median	80.0	Group Median	82.6	Group Median	83.9
Group Mean	74.8		Group Mean	77.2		Group Mean	79.4	Group Mean	81.3	Group Mean	82.9

RANK/ INSTITUTION	FY2017-18 MEAN SALARY	RANK/ INSTITUTION	FY2018-19 MEAN SALARY	RANK/ INSTITUTION	FY2019-20 MEAN SALARY	RANK/ INSTITUTION	FY2020-21 MEAN SALARY
PROFESSORS		PROFESSORS		PROFESSORS		PROFESSORS	
Pomona Coll	156.5	Wellesley Coll	160.4	Wellesley Coll	162.7	Pomona Coll	160.5
Wellesley Coll	156.1	Pomona Coll	159.3	Pomona Coll	161.2	Wellesley Coll	159.6
Swarthmore Coll	153.1	Wesleyan U	155.8	Swarthmore Coll	158.4	Swarthmore Coll	156.3
Wesleyan U	152.6	Swarthmore Coll	155.2	Amherst Coll	156.2	Amherst Coll	155.8
Amherst Coll	151.0	Amherst Coll	153.2	Williams Coll	152.8	Williams Coll	149.9
Williams Coll	146.9	Bowdoin Coll	149.2	Bowdoin Coll	149.2	Bowdoin Coll	146.9
Bowdoin Coll	146.6	Williams Coll	147.9	Vassar Coll	143.7	Vassar Coll	142.8
Smith Coll	141.6	Smith Coll	141.3	Smith Coll	142.4	Smith Coll	142.1
Vassar Coll	137.4	Vassar Coll	140.0	Middlebury Coll	142.7	Carleton Coll	141.3
Carleton Coll	135.9	Carleton Coll	138.1	Carleton Coll	142.4	Middlebury Coll	140.4
Davidson Coll	130.4	Davidson Coll	133.4	Davidson Coll	135.5	Davidson Coll	134.7
Haverford Coll	129.5	Haverford Coll	130.8	Haverford Coll	134.2	Haverford Coll	131.2
Mount Holyoke Coll	125.3	Mount Holyoke Coll	130.7				
AC Median	146.8	AC Median	150.0	AC Median	152.4	AC Median	152.4
Group Median	146.6	Group Median	147.9	Group Median	146.4	Group Median	144.8
Group Mean	143.3	Group Mean	145.8	Group Mean	148.5	Group Mean	146.8
ASSOCIATE		ASSOCIATE		ASSOCIATE		ASSOCIATE	
Pomona Coll	114.1	Pomona Coll	115.9	Pomona Coll	119.6	Pomona Coll	120.0
Swarthmore Coll	108.7	Vassar Coll	110.4	Bowdoin Coll	114.1	Bowdoin Coll	113.7
Amherst Coll	108.4	Swarthmore Coll	110.2	Swarthmore Coll	112.9	Vassar Coll	111.5
Bowdoin Coll	107.5	Bowdoin Coll	110.2	Vassar Coll	112.7	Swarthmore Coll	111.5
Wesleyan U	106.5	Amherst Coll	109.1	Wellesley Coll	109.1	Amherst Coll	111.0
Vassar Coll	105.5	Wesleyan U	108.7	Amherst Coll	108.9	Wellesley Coll	109.0
Wellesley Coll	105.0	Wellesley Coll	107.6	Williams Coll	107.2	Carleton Coll	107.2
Williams Coll	104.0	Williams Coll	106.3	Carleton Coll	106.9	Williams Coll	106.0
Carleton Coll	101.2	Smith Coll	101.8	Middlebury Coll	106.0	Middlebury Coll	104.4
Haverford Coll	99.0	Carleton Coll	101.4	Smith Coll	104.6	Smith Coll	103.3
Davidson Coll	98.8	Haverford Coll	101.0	Davidson Coll	101.3	Haverford Coll	101.0
Smith Coll	97.8	Davidson Coll	98.0	Haverford Coll	100.1	Davidson Coll	98.2
Mount Holyoke Coll	97.1	Mount Holyoke Coll	96.7				
AC Median	101.6	AC Median	103.8	AC Median	103.7	AC Median	104.4
Group Median	105.0	Group Median	107.6	Group Median	108.0	Group Median	108.1
Group Mean	104.1	Group Mean	105.9	Group Mean	108.6	Group Mean	108.1
ASSISTANT		ASSISTANT		ASSISTANT		ASSISTANT	
Pomona Coll	93.3	Pomona Coll	96.1	Pomona Coll	97.5	Pomona Coll	98.6
Wesleyan U	89.9	Amherst Coll	92.0	Amherst Coll	94.9	Williams Coll	93.8
Amherst Coll	88.0	Wesleyan U	91.5	Williams Coll	93.3	Amherst Coll	93.1
Wellesley Coll	87.7	Wellesley Coll	90.3	Bowdoin Coll	92.4	Bowdoin Coll	91.4
Bowdoin Coll	87.4	Williams Coll	89.0	Wellesley Coll	91.0	Wellesley Coll	90.6
Williams Coll	85.4	Bowdoin Coll	88.6	Carleton Coll	90.4	Middlebury Coll	90.2
Vassar Coll	84.9	Vassar Coll	87.3	Middlebury Coll	90.4	Vassar Coll	89.3
Smith Coll	84.8	Carleton Coll	86.6	Vassar Coll	90.1	Carleton Coll	88.5
Swarthmore Coll	84.4	Smith Coll	86.6	Swarthmore Coll	88.5	Swarthmore Coll	87.7
Carleton Coll	83.7	Swarthmore Coll	85.5	Smith Coll	88.2	Smith Coll	87.0
Haverford Coll	80.9	Haverford Coll	83.2	Haverford Coll	85.4	Haverford Coll	85.0
Mount Holyoke Coll	79.0	Mount Holyoke Coll	79.8	Davidson Coll	82.9	Davidson Coll	79.9
Davidson Coll	74.8	Davidson Coll	73.6				
AC Median	87.4	AC Median	88.8	AC Median	90.7	AC Median	89.8
Group Median	84.9	Group Median	87.3	Group Median	90.4	Group Median	89.7
Group Mean	85.0	Group Mean	86.9	Group Mean	90.4	Group Mean	89.6

APPENDIX 2: Amherst salaries in comparison to the Traditional Group

RANK/ INSTITUTION	ACTUAL FY2012-13 SALARY DOLLARS	% INC	RANK/ INSTITUTION	ACTUAL FY2013-14 SALARY DOLLARS	% INC	RANK/ INSTITUTION	FY2014-15 SALARY	% INC	RANK/ INSTITUTION	FY2015-16 SALARY	% INC	RANK/ INSTITUTION	FY2016-17 SALARY	% INC
PROFESSORS			PROFESSORS			PROFESSORS			PROFESSORS			PROFESSORS		
Harvard U	2030.36%		Harvard U	2071.32		Harvard U	2135.36		Harvard U	2202.35		Harvard U	2277.34	
Yale U	1862.35%		Yale U	1922.32		Yale U	1984.30		Yale U	2035.31		Yale U	2095.32	
Dartmouth Coll	1674.43%		Dartmouth Coll	1740.46		Dartmouth Coll	1786.32		Dartmouth Coll	1844.31		Dartmouth Coll	1892.29	
Wellesley Coll	1522.36%		U Michigan-Ann Arbor	1569.36		U Michigan-Ann Arbor	1609.31		U Virginia	1649.47		U Virginia	1724.46	
U Michigan-Ann	1486.35%		Wellesley Coll	1541.24		U Virginia	1569.50		U Michigan-Ann Arbor	1648.32		U Michigan-Ann Arbor	1688.22	
U Virginia	1431.37%		U Virginia	1508.65		Wellesley Coll	1543.18		Wellesley Coll	1576.27		Wellesley Coll	1575.22	
Amherst Coll	1377.43%		Amherst Coll	1408.42		Amherst Coll	1451.48		Amherst Coll	1477.32		U Massachusetts-Amherst	1502.36	
Williams Coll	1371.30%		Williams Coll	1400.29		Wesleyan U	1415.47		Wesleyan U	1458.42		Amherst Coll	1429.42	
U Massachusetts-Amherst	1336.41%		U Massachusetts-Amherst	1369.51		Williams Coll	1412.31		U Massachusetts-Amherst	1452.60		Wesleyan U	1494.41	
Smith Coll	1327.30%		Wesleyan U	1363.44		U Massachusetts-Amherst	1392.19		Williams Coll	1425.33		Williams Coll	1437.33	
Indiana U-Bloom	1319.26%		Smith Coll	1349.32		Smith Coll	1362.35		Indiana U-Bloomington	1388.21		Smith Coll	1414.29	
U Massachusetts-	1310.72%		Indiana U-Bloomington	1326.24		Indiana U-Bloomington	1350.25		Smith Coll	1385.35		Indiana U-Bloomington	1400.14	
Mount Holyoke C	1171.20%		Mount Holyoke Coll	1177.22		Mount Holyoke Coll	1187.26		Mount Holyoke Coll	1157.22		Mount Holyoke Coll	1224.65	
AC Median	1328.		AC Median	1375.		AC Median	1400.		AC Median	1442.		AC Median	1446.	
Group Median	1377.		Group Median	1400.		Group Median	1451.		Group Median	1477.		Group Median	1503.	
Group Mean	1478.		Group Mean	1518.		Group Mean	1553.		Group Mean	1592.		Group Mean	1632.	
ASSOCIATE PROFESSORS			ASSOCIATE PROFESSORS			ASSOCIATE PROFESSORS			ASSOCIATE PROFESSORS			ASSOCIATE PROFESSORS		
Harvard U	1189.90%		Harvard U	1238.27		Harvard U	1281.35		Harvard U	1292.103		Yale U	1310.67	
Yale U	1130.75%		Yale U	1183.70		Yale U	1173.50		Yale U	1221.71		Harvard U	1274.39	
Dartmouth Coll	1115.50%		Dartmouth Coll	1130.55		Dartmouth Coll	1132.41		Dartmouth Coll	1165.40		Dartmouth Coll	1220.33	
Wellesley Coll	1016.36%		U Michigan-Ann Arbor	1039.36		U Michigan-Ann Arbor	1068.44		U Virginia	1113.55		U Virginia	1157.51	
U Michigan-Ann	1010.38%		Wellesley Coll	1034.41		U Virginia	1049.59		U Michigan-Ann Arbor	1092.33		U Michigan-Ann Arbor	1114.33	
Amherst Coll	958.56%		Amherst Coll	1014.78		Amherst Coll	1047.64		Amherst Coll	1046.54		Amherst Coll	1086.50	
U Massachusetts-	952.86%		U Virginia	995.79		Wellesley Coll	1024.24		U Massachusetts-Amherst	1040.72		U Massachusetts-Amherst	1071.48	
U Virginia	937.20%		U Massachusetts-Amherst	980.59		U Massachusetts-Amherst	988.34		Wellesley Coll	1021.35		Wellesley Coll	1035.45	
Smith Coll	918.38%		Smith Coll	933.36		Wesleyan U	977.62		Wesleyan U	1004.53		Wesleyan U	1025.44	
Wesleyan U	902.62%		Wesleyan U	933.62		Williams Coll	944.45		Williams Coll	979.54		Williams Coll	1018.47	
Williams Coll	901.38%		Williams Coll	925.42		Smith Coll	928.40		Smith Coll	962.45		Smith Coll	982.59	
Indiana U-Bloom	885.34%		Indiana U-Bloomington	907.33		Indiana U-Bloomington	924.37		Indiana U-Bloomington	941.40		Mount Holyoke Coll	958.49	
Mount Holyoke C	843.32%		Mount Holyoke Coll	878.44		Mount Holyoke Coll	900.51		Mount Holyoke Coll	923.51		Indiana U-Bloomington	957.34	
AC Median	935.		AC Median	1000.		AC Median	1025.		AC Median	1061.		AC Median	1071.	
Group Median	952.		Group Median	995.		Group Median	1024.		Group Median	1061.		Group Median	1093.	
Group Mean	981.		Group Mean	1015.		Group Mean	1034.		Group Mean	1061.		Group Mean	1093.	
ASSISTANT PROFESSORS			ASSISTANT PROFESSORS			ASSISTANT PROFESSORS			ASSISTANT PROFESSORS			ASSISTANT PROFESSORS		
Harvard U	1133.51%		Harvard U	1145.31		Harvard U	1133.32		Harvard U	1202.50		Harvard U	1237.33	
Yale U	941.49%		Yale U	959.45		Dartmouth Coll	1001.47		Yale U	1033.32		Yale U	1087.34	
Dartmouth Coll	894.54%		Dartmouth Coll	940.61		Yale U	996.37		Dartmouth Coll	1016.40		Dartmouth Coll	1024.44	
U Michigan-Ann	887.34%		U Michigan-Ann Arbor	896.33		U Michigan-Ann Arbor	914.33		U Virginia	949.46		Indiana U-Bloomington	963.33	
U Virginia	829.18%		U Virginia	870.62		U Virginia	906.50		U Michigan-Ann Arbor	922.31		U Virginia	960.46	
Wellesley Coll	808.39%		Indiana U-Bloomington	830.39		Indiana U-Bloomington	877.40		Indiana U-Bloomington	918.40		U Michigan-Ann Arbor	931.32	
Indiana U-Bloom	804.37%		Wellesley Coll	820.37		U Massachusetts-Amherst	854.39		Amherst Coll	858.25		U Massachusetts-Amherst	885.49	
Amherst Coll	792.54%		Amherst Coll	808.45		Amherst Coll	837.61		Amherst Coll	856.64		Amherst Coll	876.24	
U Massachusetts-	778.85%		U Massachusetts-Amherst	800.63		Wellesley Coll	832.29		Wesleyan U	850.48		Wesleyan U	869.52	
Williams Coll	765.41%		Wesleyan U	792.52		Wesleyan U	819.47		Wellesley Coll	841.37		Wellesley Coll	857.36	
Smith Coll	764.24%		Smith Coll	784.37		Williams Coll	800.52		Smith Coll	818.36		Smith Coll	838.45	
Wesleyan U	763.67%		Williams Coll	782.73		Smith Coll	794.38		Williams Coll	814.63		Williams Coll	832.74	
Mount Holyoke C	718.63%		Mount Holyoke Coll	732.32		Mount Holyoke Coll	742.24		Mount Holyoke Coll	745.42		Mount Holyoke Coll	789.78	
AC Median	770.		AC Median	790.		AC Median	810.		AC Median	835.		AC Median	861.	
Group Median	804.		Group Median	820.		Group Median	854.		Group Median	885.		Group Median	895.	
Group Mean	833.		Group Mean	858.		Group Mean	885.		Group Mean	909.		Group Mean	935.	

RANK/ INSTITUTION	FY2017-18 SALARY	RANK/ INSTITUTION	FY2018-19 SALARY	RANK/ INSTITUTION	FY2019-20 SALARY	RANK/ INSTITUTION	FY2020-21 SALARY
PROFESSORS		PROFESSORS		PROFESSORS		PROFESSORS	
Harvard U	245.8	Harvard U	244.3	Harvard U	253.9	Harvard U	254.9
Yale U	214.3	Yale U	230.9	Yale U	242.2	Yale U	234.1
Dartmouth Coll	196.6	Dartmouth Coll	207.8	Dartmouth Coll	216.3	Dartmouth Coll	212.2
U Virginia	177.3	U Virginia	182.6	U of Virginia-Main Campus	185.1	U of Virginia-Main Campus	187.7
U Michigan-Ann Arbor	170.2	U Michigan-Ann Arbor	175.0	U of Michigan-Ann Arbor	178.5	U of Michigan-Ann Arbor	177.1
Wellesley Coll	156.1	Wellesley Coll	160.4	Wellesley Coll	162.7	Wellesley Coll	159.6
U Massachusetts-Amherst	153.4	Wesleyan U	155.8	U of Massachusetts-Amherst	161.2	U of Massachusetts-Amherst	158.7
Wesleyan U	152.6	Amherst Coll	151.2	Wesleyan U	160.2	Wesleyan U	158.5
Amherst Coll	151.0	U Massachusetts-Amherst	152.3	Amherst Coll	156.2	Amherst Coll	155.8
Williams Coll	146.9	Williams Coll	147.9	Williams Coll	152.8	Williams Coll	149.9
Indiana U-Bloomington	142.2	Indiana U-Bloomington	142.1	Indiana U-Bloomington	143.5	Smith Coll	142.1
Smith Coll	141.6	Smith Coll	141.3	Smith Coll	143.4	Indiana U-Bloomington	141.8
Mount Holyoke Coll	125.3	Mount Holyoke Coll	130.7	Mount Holyoke Coll	132.7	Mount Holyoke Coll	131.6
AC Median	146.8	AC Median	150.	AC Median	152.4	AC Median	152.4
Group Median	153.4	Group Median	155.8	Group Median	161.2	Group Median	158.7
Group Mean	167.2	Group Mean	171.1	Group Mean	176.1	Group Mean	174.1
ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS	
Harvard U	151.7	Harvard U	144.6	Harvard U	150.8	Harvard U	153.6
Yale U	135.0	Dartmouth Coll	135.8	Yale U	145.7	Yale U	145.0
Dartmouth Coll	128.4	Yale U	134.4	Dartmouth Coll	137.0	Dartmouth Coll	136.4
U Virginia	118.7	U Virginia	120.8	U of Virginia-Main Campus	125.3	U of Virginia-Main Campus	122.2
U Michigan-Ann Arbor	113.2	U Michigan-Ann Arbor	115.8	U of Michigan-Ann Arbor	118.6	U of Michigan-Ann Arbor	118.0
U Massachusetts-Amherst	109.0	Amherst Coll	102.1	U of Massachusetts-Amherst	112.3	U of Massachusetts-Amherst	111.4
Amherst Coll	108.2	Wesleyan U	108.7	Wesleyan U	111.2	Wesleyan U	111.0
Wesleyan U	106.5	Wellesley Coll	107.6	Wellesley Coll	109.1	Amherst Coll	111.0
Wellesley Coll	105.0	U Massachusetts-Amherst	106.6	Amherst Coll	108.2	Wellesley Coll	109.0
Williams Coll	104.0	Williams Coll	106.3	Williams Coll	107.2	Williams Coll	106.0
Smith Coll	97.8	Smith Coll	101.8	Smith Coll	104.6	Smith Coll	103.3
Indiana U-Bloomington	97.3	Indiana U-Bloomington	98.3	Indiana U-Bloomington	102.0	Indiana U-Bloomington	102.9
Mount Holyoke Coll	97.1	Mount Holyoke Coll	96.7	Mount Holyoke Coll	97.8	Mount Holyoke Coll	96.7
AC Median	101.6	AC Median	103.8	AC Median	103.7	AC Median	104.4
Group Median	108.2	Group Median	108.7	Group Median	111.2	Group Median	111.0
Group Mean	113.2	Group Mean	114.3	Group Mean	117.7	Group Mean	117.4
ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		ASSISTANT PROFESSORS	
Harvard U	140.7	Harvard U	134.6	Harvard U	138.6	Harvard U	139.7
Yale U	109.6	Yale U	117.9	Yale U	120.3	Yale U	119.8
Dartmouth Coll	103.9	Dartmouth Coll	104.7	Dartmouth Coll	113.3	Dartmouth Coll	113.2
Indiana U-Bloomington	99.9	Indiana U-Bloomington	104.6	Indiana U-Bloomington	105.5	Indiana U-Bloomington	102.2
U Michigan-Ann Arbor	95.6	U Michigan-Ann Arbor	98.5	U of Michigan-Ann Arbor	100.8	U of Michigan-Ann Arbor	99.9
U Massachusetts-Amherst	91.2	U Virginia	93.5	U of Massachusetts-Amherst	97.1	U of Virginia-Main Campus	98.3
U Virginia	90.6	Amherst Coll	92.0	U of Virginia-Main Campus	97.1	U of Massachusetts-Amherst	96.0
Wesleyan U	89.9	Wesleyan U	91.5	Amherst Coll	94.0	Williams Coll	93.8
Amherst Coll	88.8	U Massachusetts-Amherst	91.4	Williams Coll	92.3	Amherst Coll	93.3
Wellesley Coll	87.7	Wellesley Coll	90.3	Wesleyan U	93.0	Wesleyan U	91.2
Williams Coll	85.4	Williams Coll	89.0	Wellesley Coll	91.0	Wellesley Coll	90.6
Smith Coll	84.8	Smith Coll	86.6	Smith Coll	88.2	Smith Coll	87.0
Mount Holyoke Coll	79.0	Mount Holyoke Coll	79.8	Mount Holyoke Coll	79.9	Mount Holyoke Coll	80.0
AC Median	87.4	AC Median	88.8	AC Median	90.7	AC Median	89.8
Group Median	90.6	Group Median	92.0	Group Median	97.1	Group Median	96.0
Group Mean	95.9	Group Mean	98.0	Group Mean	101.0	Group Mean	100.4

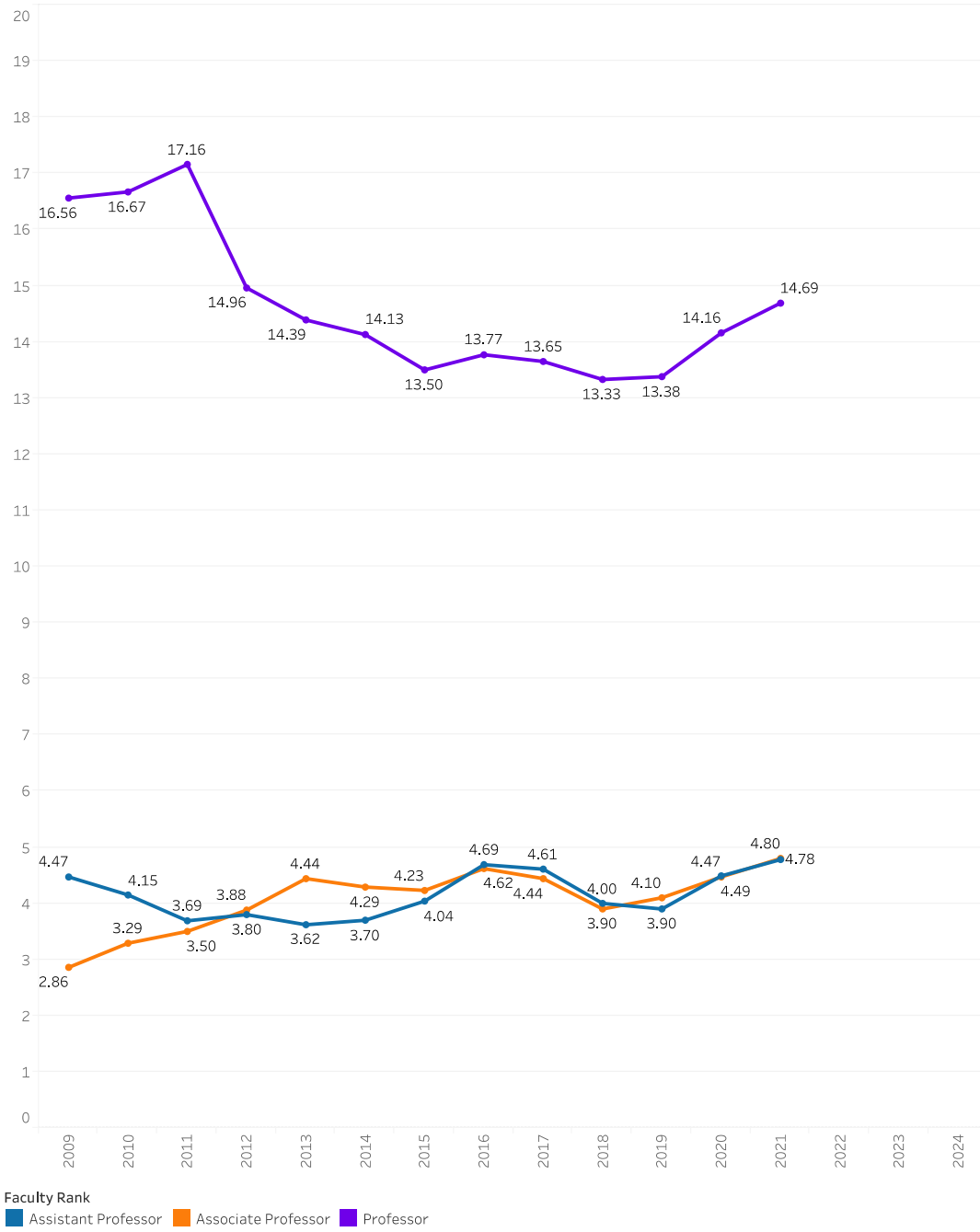
RANK/ INSTITUTION	FY2017-18 SALARY	RANK/ INSTITUTION	FY2018-19 SALARY	RANK/ INSTITUTION	FY2019-20 SALARY	RANK/ INSTITUTION	FY2020-21 SALARY
PROFESSORS							
Columbia U	251.3	Columbia U	259.7	Columbia U in the City of New York	274.7	Columbia U in the City of New York	280.8
Stanford U	246.2	Stanford U	256.1	Stanford U	261.9	Stanford U	260.1
Harvard U	245.8	Princeton U	248.0	Princeton U	255.0	Princeton U	257.6
Princeton U	238.0	Harvard U	244.3	Harvard U	253.9	Harvard U	254.9
Massachusetts Inst Tech	222.8	Massachusetts Inst Tech	232.2	Yale U	242.2	Massachusetts Inst of Tech	239.5
U Pennsylvania	217.3	Yale U	230.9	Massachusetts Inst of Tech	240.4	U of Pennsylvania	236.8
Yale U	214.3	U Pennsylvania	223.6	U of Pennsylvania	237.3	Yale U	234.3
Northwestern U	211.2	Northwestern U	215.2	U of California-Los Angeles	225.0	U of California-Los Angeles	234.2
Duke U	209.7	Duke U	214.2	Duke U	221.5	Duke U	220.6
U California-Los Angeles	204.0	U California-Los Angeles	214.0	Northwestern U	217.2	Northwestern U	217.1
Dartmouth Coll	196.6	Dartmouth Coll	207.8	Dartmouth Coll	216.3	U of California-Berkeley	214.3
Washington U St. Louis	196.6	U California-Berkeley	201.7	U of California-Berkeley	213.1	Washington U in St. Louis	212.5
U California-Berkeley	191.2	Washington U St. Louis	201.7	Washington U in St. Louis	212.5	Dartmouth Coll	212.2
Brown U	183.9	Brown U	187.7	Brown U	192.4	Brown U	192.0
U Virginia	177.3	U Virginia	182.6	U of Virginia-Main Campus	185.1	U of Virginia-Main Campus	187.7
U Michigan-Ann Arbor	170.2	U Michigan-Ann Arbor	175.0	U of Michigan-Ann Arbor	178.5	U of Michigan-Ann Arbor	177.1
U North Carolina-Chapel Hill	159.3	U North Carolina-Chapel Hill	163.3	Wellesley Coll	162.7	U of North Carolina at Chapel Hill	168.1
Pomona Coll	156.5	Wellesley Coll	160.4	U of North Carolina at Chapel Hill	162.7	Pomona Coll	160.5
Wellesley Coll	156.1	Pomona Coll	159.3	Pomona Coll	161.2	Wellesley Coll	159.6
U Massachusetts-Amherst	153.4	Wesleyan U	155.8	U of Massachusetts-Amherst	161.2	U of Massachusetts-Amherst	158.7
Swarthmore Coll	153.1	Swarthmore Coll	155.2	Wesleyan U	160.2	Wesleyan U	158.5
Wesleyan U	152.6	Amherst Coll	153.2	Swarthmore Coll	158.4	Swarthmore Coll	156.3
Amherst Coll	152.0	U Massachusetts-Amherst	152.3	Amherst Coll	156.4	Amherst Coll	155.8
Williams Coll	146.9	Bowdoin Coll	149.2	Williams Coll	152.8	Williams Coll	149.9
Bowdoin Coll	146.6	Williams Coll	147.9	Bowdoin Coll	149.2	Bowdoin Coll	146.9
Indiana U-Bloomington	142.2	Indiana U-Bloomington	142.1	Vassar Coll	143.7	Vassar Coll	142.8
Smith Coll	141.6	Smith Coll	141.3	Indiana U-Bloomington	143.5	Smith Coll	142.1
Vassar Coll	137.4	Vassar Coll	140.0	Smith Coll	143.4	Carleton Coll	141.3
Carleton Coll	135.9	Carleton Coll	138.1	Carleton Coll	142.4	Indiana U-Bloomington	141.3
Davidson Coll	130.4	Davidson Coll	133.4	Davidson Coll	135.5	Davidson Coll	134.7
Haverford Coll	129.5	Haverford Coll	130.8	Haverford Coll	134.2	Mount Holyoke Coll	131.6
Mount Holyoke Coll	125.3	Mount Holyoke Coll	130.7	Mount Holyoke Coll	132.7	Haverford Coll	131.2
AC Median	146.8	AC Median	150.0	AC Median	152.4	AC Median	152.4
Group Median	164.8	Group Median	169.1	Group Median	170.6	Group Median	172.6
Group Mean	177.9	Group Mean	182.7	Group Mean	188.3	Group Mean	187.8
ASSOCIATE PROFESSORS							
Columbia U	161.2	Columbia U	171.7	Columbia U in the City of New York	180.1	Columbia U in the City of New York	184.7
Stanford U	157.8	Stanford U	163.6	Stanford U	167.7	Stanford U	167.9
Harvard U	151.7	Massachusetts Inst Tech	156.9	Massachusetts Inst of Tech	162.7	Massachusetts Inst of Tech	159.5
Massachusetts Inst Tech	149.1	Princeton U	148.0	Princeton U	154.1	Harvard U	153.6
Princeton U	143.8	Harvard U	144.6	Harvard U	150.8	Princeton U	151.4
U Pennsylvania	140.1	U Pennsylvania	143.9	U of California-Los Angeles	148.9	U of California-Los Angeles	149.3
Duke U	138.8	U California-Los Angeles	142.0	Yale U	145.7	U of Pennsylvania	146.7
Northwestern U	135.4	Duke U	141.4	U of Pennsylvania	145.6	Yale U	145.0
Yale U	135.0	Northwestern U	138.4	Duke U	144.8	U of California-Berkeley	144.0
U California-Los Angeles	133.7	U California-Berkeley	137.7	U of California-Berkeley	142.4	Duke U	143.5
U California-Berkeley	131.5	Dartmouth Coll	135.8	Northwestern U	140.6	Northwestern U	138.9
Dartmouth Coll	128.4	Yale U	134.4	Dartmouth Coll	137.0	Dartmouth Coll	136.4
Washington U St. Louis	124.4	Brown U	124.4	Washington U in St. Louis	128.4	Washington U in St. Louis	131.2
Brown U	120.1	Washington U St. Louis	123.8	Brown U	126.6	Brown U	125.7
U Virginia	118.7	U Virginia	120.8	U of Virginia-Main Campus	125.3	U of Virginia-Main Campus	122.2
Pomona Coll	114.1	Pomona Coll	115.9	Pomona Coll	119.6	Pomona Coll	120.0
U Michigan-Ann Arbor	113.2	U Michigan-Ann Arbor	115.8	U of Michigan-Ann Arbor	118.6	U of Michigan-Ann Arbor	118.0
U Massachusetts-Amherst	109.0	Vassar Coll	110.4	Bowdoin Coll	114.1	Bowdoin Coll	113.7
Swarthmore Coll	108.7	Swarthmore Coll	110.2	Swarthmore Coll	112.9	Vassar Coll	111.5
Amherst Coll	108.2	Bowdoin Coll	110.2	Vassar Coll	112.7	Swarthmore Coll	111.5
Bowdoin Coll	107.5	Amherst Coll	102.1	U of Massachusetts-Amherst	112.3	U of Massachusetts-Amherst	111.4
Wesleyan U	106.5	Wesleyan U	108.7	Wesleyan U	111.2	Wesleyan U	111.0
U North Carolina-Chapel Hill	105.7	Wellesley Coll	107.6	Wellesley Coll	109.1	Amherst Coll	111.0
Vassar Coll	105.5	U Massachusetts-Amherst	106.6	Amherst Coll	108.3	Wellesley Coll	109.0
Wellesley Coll	105.0	U North Carolina-Chapel Hill	106.3	Williams Coll	107.2	Carleton Coll	107.2
Williams Coll	104.0	Williams Coll	106.3	Carleton Coll	106.9	U of North Carolina at Chapel Hill	107.0
Carleton Coll	101.2	Smith Coll	101.8	U of North Carolina at Chapel Hill	104.8	Williams Coll	106.0
Haverford Coll	99.0	Carleton Coll	101.4	Smith Coll	104.6	Smith Coll	103.3
Davidson Coll	98.8	Haverford Coll	101.0	Indiana U-Bloomington	102.0	Indiana U-Bloomington	102.9
Smith Coll	97.8	Indiana U-Bloomington	98.3	Davidson Coll	101.3	Williams Coll	101.0
Indiana U-Bloomington	97.3	Davidson Coll	98.0	Haverford Coll	100.1	Davidson Coll	98.2
Mount Holyoke Coll	97.1	Mount Holyoke Coll	96.7	Mount Holyoke Coll	97.8	Mount Holyoke Coll	96.7
AC Median	101.6	AC Median	103.8	AC Median	102.7	AC Median	104.4
Group Median	113.7	Group Median	115.9	Group Median	119.1	Group Median	119.0
Group Mean	120.2	Group Mean	122.9	Group Mean	126.4	Group Mean	126.2
ASSISTANT PROFESSORS							
Harvard U	140.7	Stanford U	137.0	Columbia U in the City of New York	142.1	Columbia U in the City of New York	152.7
Stanford U	131.6	Harvard U	134.6	Massachusetts Inst of Tech	138.8	U of Pennsylvania	140.3
U Pennsylvania	130.3	U Pennsylvania	132.6	Stanford U	138.8	Harvard U	139.7
Columbia U	126.2	Massachusetts Inst Tech	132.1	Harvard U	138.6	Massachusetts Inst of Tech	137.8
Massachusetts Inst Tech	124.5	Columbia U	130.2	U of Pennsylvania	136.5	Stanford U	136.0
Northwestern U	116.7	Duke U	121.9	Duke U	123.5	Princeton U	124.2
Princeton U	115.2	Princeton U	118.4	Princeton U	122.4	Duke U	123.4
Duke U	114.1	Yale U	117.9	Yale U	120.3	Northwestern U	120.4
U California-Berkeley	111.0	Northwestern U	117.2	Northwestern U	119.0	Yale U	119.8
Washington U St. Louis	110.4	U California-Berkeley	115.4	U of California-Berkeley	118.2	U of California-Berkeley	116.3
Yale U	109.6	Washington U St. Louis	114.4	Washington U in St. Louis	116.0	Washington U in St. Louis	114.5
U California-Los Angeles	106.0	U California-Los Angeles	108.6	Dartmouth Coll	113.3	U of California-Los Angeles	114.4
Dartmouth Coll	103.9	Dartmouth Coll	104.7	U of California-Los Angeles	111.1	Dartmouth Coll	113.2
Indiana U-Bloomington	99.9	Indiana U-Bloomington	104.6	Indiana U-Bloomington	105.5	U of North Carolina at Chapel Hill	103.2
Brown U	97.4	U North Carolina-Chapel Hill	101.9	U of North Carolina at Chapel Hill	104.1	Indiana U-Bloomington	102.2
U North Carolina-Chapel Hill	95.7	Brown U	99.7	Brown U	102.1	Brown U	101.7
U Michigan-Ann Arbor	95.6	U Michigan-Ann Arbor	98.5	U of Michigan-Ann Arbor	100.8	U of Michigan-Ann Arbor	99.9
Pomona Coll	93.3	Pomona Coll	96.1	Pomona Coll	97.5	Pomona Coll	98.6
U Massachusetts-Amherst	91.2	U Virginia	91.5	U of Massachusetts-Amherst	97.1	U of Virginia-Main Campus	98.3
U Virginia	90.6	Amherst Coll	92.0	U of Virginia-Main Campus	97.1	U of Massachusetts-Amherst	96.0
Wesleyan U	89.9	Wesleyan U	91.5	Amherst Coll	94.4	Williams Coll	93.8
Amherst Coll	88.9	U Massachusetts-Amherst	91.4	Williams Coll	93.3	Amherst Coll	93.3
Wellesley Coll	87.7	Wellesley Coll	90.3	Wesleyan U	93.0	Bowdoin Coll	91.4
Bowdoin Coll	87.4	Williams Coll	89.0	Bowdoin Coll	92.4	Wesleyan U	91.2
Williams Coll	85.4	Bowdoin Coll	86.6	Wellesley Coll	91.0	Wellesley Coll	90.6
Vassar Coll	84.9	Vassar Coll	87.3	Carleton Coll	90.4	Vassar Coll	89.3
Smith Coll	84.8	Carleton Coll	86.6	Vassar Coll	90.1	Carleton Coll	88.5
Swarthmore Coll	84.4	Smith Coll	86.6	Swarthmore Coll	88.5	Swarthmore Coll	87.7
Carleton Coll	83.7	Swarthmore Coll	85.7	Smith Coll	84.2	Smith Coll	87.0
Haverford Coll	80.9	Haverford Coll	83.2	Haverford Coll	85.4	Haverford Coll	85.0
Mount Holyoke Coll	79.0	Mount Holyoke Coll	79.8	Davidson Coll	82.9	Mount Holyoke Coll	80.0
Davidson Coll	74.8	Davidson Coll	73.6	Mount Holyoke Coll	79.9	Davidson Coll	79.9
AC Median	87.4	AC Median	88.8	AC Median	90.7	AC Median	89.8
Group Median	95.7	Group Median	99.1	Group Median	101.5	Group Median	100.8
Group Mean	100.5	Group Mean	103.3	Group Mean	106.7	Group Mean	106.6

APPENDIX 4: Grouping of departments and programs by discipline

Humanities	Physical and Life Sciences	Social Sciences
AMST	ASTR	ANSO
ARAB	BCBP	ANTH
ARAH	BIOL	ECON
ARCH	CHEM	POSC
ARHA	COSC	PSYC
ASLC	GEOL	SOCI
BLST	MATH	
CHIN	NEUR	
CLAS	PHYS	
ENGL	STAT	
ENST		
EUST		
FAMS		
FIAR		
FREN		
GERM		
GREE		
HIST		
JAPA		
LATI		
LJST		
MUSI		
PHIL		
RELI		
RUSS		
SPAN		
SWAGS		
THDA		

APPENDIX 5: Average Years in Rank for Tenure-Line Faculty

Average Number of Years in Rank for Full-time, Tenure-line Faculty (2009-2021)



Summary report (2020-2021) from the Committee on Priorities and Resources May 24, 2021

The Committee on Priorities and Resources (CPR), consisting of faculty, staff, students, and *ex officio* administration officers, appreciates the opportunity to summarize our activity during the academic year 2020-2021.

Over the past two semesters (Fall 2020 and Spring 2021), the committee met eighteen times to discuss issues related to the committee's central charge of providing input on the (i) annual budgetary process, (ii) consideration of annual capital requests, (iii) long-term allocation of resources, and (iv) production of the annual faculty salary report. The committee also continued the tradition of meeting with various divisions at the college (e.g., Campus Operations, Financial Aid and Admissions, Human Resources, Information Technology, etc.) to maintain a sense of needs and priorities across campus divisions. The existing and projected impacts of the pandemic dominated much of the conversation this year, especially meetings in the fall.

Financial Planning. The committee listens to regular presentations from Kevin Weinman (Chief Financial and Administrative Officer) and Tom Dwyer (Director of Financial Planning), who both serve *ex officio* on the CPR, to learn how the college's resources have been (or are planning to be) allocated. We also heard about the budgetary impacts, adjustments, and planning procedures associated with the college's response to the pandemic. The committee also dedicates a meeting in the spring to respond to capital budget requests/decisions presented by Kevin Weinman.

Human Resources. The committee met with Maria-Judith Rodriguez (Chief Human Resources Officer) in the fall to learn about programs initiated in response to the pandemic and plans for the early retirement option for staff. Human Resources returned in the spring with Chris Casey (Interim Director of Human Resources) for a conversation centered around benefits and compensation for employees.

Campus Operations. The committee met with Jim Brassord (Chief of Campus Operations) in the fall regarding pandemic related impacts in his division, with a follow up meeting in the spring (also including Tom Davies, Director of Design and Construction/Facilities) to discuss longer-term planning for the new Student Center and implementation of the Climate Action Plan.

Workday. The CPR invited Katie Edwards (Director of Financial Systems and Projects) and Sarah Barr (Advisor to the Provost on Campus Initiatives) to a spring meeting related to the January 2021 switchover to Workday and the anticipated transition to the student project of Workday in 2022.

Admissions and Financial Aid. The committee met twice with Matt McGann (Dean of Admission and Financial Aid) to discuss impacts of the pandemic on admissions and financial aid (fall) and at the final meeting of the year (spring) for an update regarding the class of 2025.

Information Technology. The committee spoke with David Hamilton (Chief Information Officer) and John Manly (Director of IT Analysis, Planning and Budget) in the spring in a wide-ranging conversation around the types of investments needed in IT to support both our systems and the teaching and research mission of the college.

Student Affairs. The committee also met with Karu Kozuma (Chief Student Affairs Officer) in the spring to hear about the needs and priorities in his division, especially given plans to return to in-person instruction in fall 2021 with a larger than usual number of returning students.

Annual Faculty Salary Report. Generating an annual faculty salary report is specified in the CPR's charge and this year the report was drafted and discussed in the fall semester with final approval in the spring.

Respectfully submitted,

Jill Miller, Professor of Biology and Chair of Environmental Studies
Chair of the CPR, 2020-2021

2020-2021 members

Javier Corrales, Dwight W. Morrow 1895 Professor of Political Science
Andrew Dole, Professor of Religion
Monica Ringer, Professor of History and Asian Languages and Civilizations
Suzie Bradley, Frost Library, Administrative Assistant/Bookkeeper
Pete Charron, Dining Services, Retail Dining Assistant
Sydney Ireland '23
Allie Ho '24

Ex officio members

Chris Casey, Interim Director of Human Resources (starting March 1, 2021)
Tom Dwyer, Director of Financial Planning
Catherine Epstein, Provost and Dean of the Faculty
Brooke Harrington '22
Maria-Judith Rodriguez, Chief Human Resources Officer (until March 1, 2021)
Kevin Weinman, Chief Financial and Administrative Officer

Steven Hegarty, Director of Academic Finance (recorder)

Annual Faculty Salary Report, 2019-2020¹

Committee on Priorities and Resources

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 compensation at Amherst with those at twelve other colleges and universities known as the *Traditional group*. Since 2003-04, the CPR has also compared salaries and compensation with a broader group of colleges and universities that includes the original 12 plus an additional 18 institutions designated as the *New group*.³

New procedures established in Spring 2016 now compare Amherst to a redefined *Liberal Arts group* including twelve liberal arts peer institutions. The comparative data on average salaries by rank (Full, Associate, and Assistant Professors) are provided by the American Association of University Professors (AAUP) and are prepared for the CPR by the Amherst Office of Institutional Research Office.

II. New Issues

Given that the AAUP data are not often available until late in the academic year, the CPR recommended in its Spring 2019 report that the CPR begin work on the salary report in the fall semester.

In this report, the CPR compares unadjusted salaries, salaries normalized across years, and salaries adjusted for cost of living differences among the *Liberal Arts group* for the years 2007-2020. In addition, the committee provides historical (2012-2020) data on average salaries (by rank) for each of the three comparison groups (*Liberal Arts group*, *Traditional group*, *New group*). Finally, the committee summarizes salary comparisons within the college organized by gender, rank, and divisions at the college.

¹ This report is submitted by the voting members of the Committee on Priorities and Resources (CPR) including Profs. Javier Corrales, Andrew Dole, Jill Miller (chair), and Monica Ringer; Staff representatives Susan Bradley and Peter Charron; and Student members Sydney Ireland '23 and Allie Ho '24. The committee thanks Monique Bourgeois Miller and Jesse Barba in the Institutional Research office for compiling data included in this report. We thank *ex officio* CPR members, including Thomas Dwyer, Catherine Epstein, Brooke Harrington '21, Steven Hegarty, Maria-Judith Rodriguez, and Kevin Weinman for comments and discussion.

² Recent reports and [minutes from CPR meetings](#) are available on the Office of the Provost and Dean of the Faculty's website.

³ CPR created the *New group* 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.

III. Background

Since the 1970s the CPR has compared faculty salaries at Amherst College with peer institutions. A *Traditional group* including twelve research universities and liberal arts colleges plus Amherst was used for many years. In 2003, the Board of Trustees and the administration asked the CPR to create a *New group* to better define salary benchmarks that the faculty saw as comparable. This group included the original twelve institutions from the traditional group plus eighteen additional institutions. In 2016, the CPR adopted a *Liberal Arts group* of 12 peers (including Amherst) for faculty salary benchmarking, choosing those institutions regarded as peer elite liberal arts colleges and without prior consideration of salary levels. Institutions included in each of these named groups are listed in Table 1.

Table 1. Institutions included in named groups for comparison in salary reports completed by the Committee on Priorities and Resources.

<i>Traditional group</i>	<i>New group</i>	<i>Liberal Arts group</i>
Amherst	Amherst	Amherst
Dartmouth	Bowdoin	Bowdoin
Harvard	Brown Univ.	Carleton
Indiana Univ.	Carleton	Davidson
Mount Holyoke	Columbia Univ.	Haverford
Smith	Dartmouth	Middlebury
UMass/Amherst	Davidson	Pomona
Univ. Michigan	Duke Univ.	Smith
Univ. Virginia	Harvard	Swarthmore
Wellesley	Haverford	Vassar
Wesleyan	Indiana Univ.	Wellesley
Williams	MIT	Williams
Yale	Mount Holyoke	
	Northwestern Univ.	
	Pomona	
	Princeton Univ.	
	Smith	
	Stanford Univ.	
	Swarthmore	
	UMass/Amherst	
	Univ. California/Berkeley	
	Univ. California/LA	
	Univ. Michigan	
	Univ. North Carolina/Chapel Hill	
	Univ. Pennsylvania	
	Univ. Virginia	
	Washington Univ.	
	Wellesley	
	Wesleyan	
	Williams	
	Yale	

The CPR is now focused on salary comparisons with the *Liberal Arts group* and, as recommended by the CPR in Spring 2016, uses the benchmarking system set in place by the 2015-2016 CPR that presents salaries (by rank) in a quartile system, including unadjusted salary data, normalized salary data, and salary data adjusted for cost of living differences among peer institutions. Despite this focus, the committee also provides historical information detailing the average salaries of faculty at institutions in all three of the named groups (Table 1; see Appendices 1-3).

Data Resources and Limitations:

The committee relies on salary data compiled by the AAUP (American Association of University Professors). These tend to be crude measures of the total compensation, which include some, but not all, benefits in various degrees across institutions, and do not reflect regional or geographical differences in the cost of living. Moreover, salary information for Amherst faculty and that compiled by the AAUP includes only tenure-line faculty who are full-time instructors; faculty with partial administrative roles or with reduced teaching loads due to phased retirement or other factors are not included in the AAUP report.

Within the salary data there are several potential sources of bias including lack of information regarding the demographic balance within ranks and the role of professional schools at larger universities. For example, the AAUP does not report salary by years-in-rank or years-in-service; thus, an institution with many long-serving full professors will have a larger average salary at the full professor rank as compared to an institution with proportionally more recently promoted full professors. In 1997-98 the Amherst administration conducted a confidential time-in-rank and salary survey and concluded that demographic differences did not have a significant effect on Amherst's rankings as compared to the *Traditional group*. However, in recent years the college has experienced significant faculty turnover and changed its peer comparison group, leaving unclear how differences in years-in-rank might affect comparisons of Amherst with peer institutions.

A second potential source of bias comes from the inclusion of professional school faculty salaries in the AAUP data, which contributes to salaries in the both the *Traditional* and *New* groups. Salaries at professional schools (business, law, medicine, etc.) are usually higher than salaries at liberal arts institutions due to market competition given opportunities available to professionals in those fields outside of academia. By focusing on comparisons to the *Liberal Arts* group, bias associated with professional schools is alleviated.

A final potential source of bias in salary and compensation includes regional variation in the cost of living. To address cost of living variation, previous committees have adjusted for cost of living differences among institutions in the *Liberal Arts group* using the local living wage estimates published at <http://livingwage.mit.edu>. However, this cost of living calculator is available only for the current year and means that historical salary data (i.e., from 10-15 years prior) is adjusted using the current year cost of living assessment. This feels like an imperfect adjustment, especially when looking at historical patterns of cost of living adjusted salaries, but we have included the cost of living data for completeness.

IV. Benchmarks

History

Historically the Amherst College Board of Trustees has sought to raise faculty salaries to meet stated goals. As noted in the 2004-05 CPR Salary Report, in 1958 the Trustees issued a policy statement that Amherst faculty salaries should be “*as high as those in any other college in the country.*” In 1970, this policy was updated to indicate that faculty compensation should be “*at a level no lower than that of other institutions of the highest quality.*” Nevertheless, in the 1970s faculty salaries dropped significantly on a relative basis. This resulted in much discussion and a resolution by the Board in 1979 that by 1982 faculty salaries should be increased to regain Amherst’s 1968 relative competitive position, which in 1968 corresponded to 3rd in the *Traditional group* (see the [2004-05 CPR Salary Report](#) for details and caveats).

The benchmark targeted to be reached by 1982 was not achieved, and by the mid-1990s Amherst faculty salaries had once again lost relative ground. This resulted in a 1998 commitment to close the gaps for associate and full professors in particular. Then, in 2003, the administration and Board of Trustees asked the CPR to set a benchmark for a ranking within the *New Group* that Amherst should try to reach and maintain. 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 salaries, salaries of Amherst professors have tended to rest below both the median and the average of the *Traditional group*, which includes research universities and institutions with professional schools.

Current Benchmarks

The figures and tables in this report focus on the *Liberal Arts group* of twelve colleges as the comparison group: Amherst, Bowdoin, Carleton, Davidson, Haverford, Middlebury, Pomona, Smith, Swarthmore, Vassar, Wellesley, and Williams (Figures 1-9; Appendix 1).

In Figures 1-9 in this report (see Figure 1 for depiction), the dark gray band borders the 1st and 3rd quartiles (25th and 75th percentiles, respectively), while the minimum and maximum values are bound by the light gray band. The median (circles) marks the split between the upper six and the lower six salaries from the comparison of twelve institutions. The upper light gray band marks the top three salaries; dark gray band includes the middle six salaries; lower light gray band marks the bottom three salaries. The plotted Amherst values (dashed lines, purple triangles) represent the mean (average) salary values in each faculty rank.

The current benchmark is to remain in the top light gray band or above the 75th percentile (i.e., in the top three institutions) among the comparison group of twelve liberal arts peer institutions (Table 1).

We also provide a historical record (2012-2020) of average salaries ranked for Amherst in comparison to the *Traditional group* (Appendix 2) and the *New group* (Appendix 3) including average and median values for the comparison.

V. Historic quartile analyses: Comparison with the Liberal Arts Group

Historic quartile analyses can be used to determine if Amherst is achieving its stated benchmark of exceeding the 75th percentile in terms of faculty salaries in comparison to the *Liberal Arts group* of twelve institutions. Three analyses are presented including (A) the raw salary data (by rank) across the comparison group, (B) normalized salary data to remove the effect of increasing salaries through time, and (C) the 2020 cost of living adjusted salaries for institutions in the comparison group.

(A) Untransformed and unadjusted data

The historic quartile analysis shows a comparison of faculty salaries among the *Liberal Arts group*. The following graphs display salary (in thousands of dollars) as absolute numbers without transformation or modification for full professors (Figure 1), associate professors (Figure 2), and assistant professors (Figure 3).

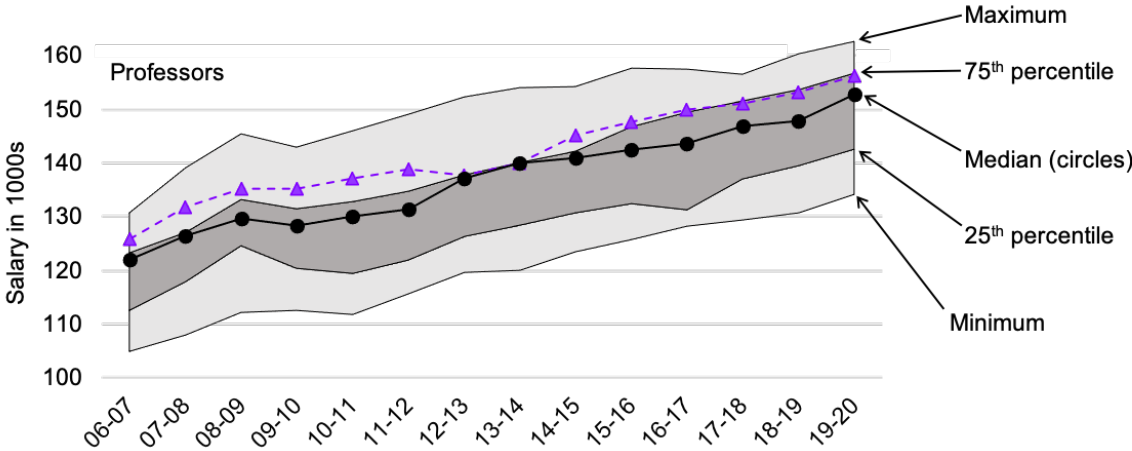


Figure 1. Unadjusted average salary (in thousands of dollars) for full professors at Amherst College from 2007-2020.

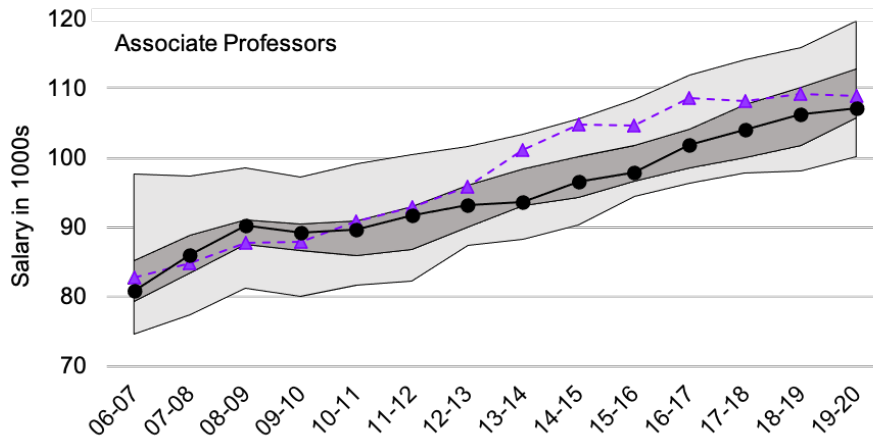


Figure 2. Unadjusted average salary (in thousands of dollars) for associate professors at Amherst College from 2007-2020.

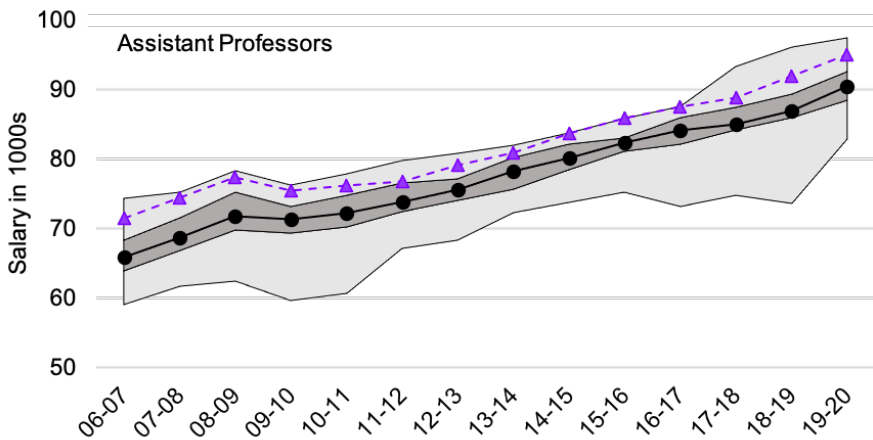


Figure 3. Unadjusted average salary (in thousands of dollars) for assistant professors at Amherst College from 2007-2020.

(B) Normalized data

To facilitate comparison of salary data over time, salaries were normalized by dividing each salary by the group median for that time point. A three-year running average was applied first to smooth out single year fluctuations to better observe long-term trends. Data are plotted as the percent of the group median.

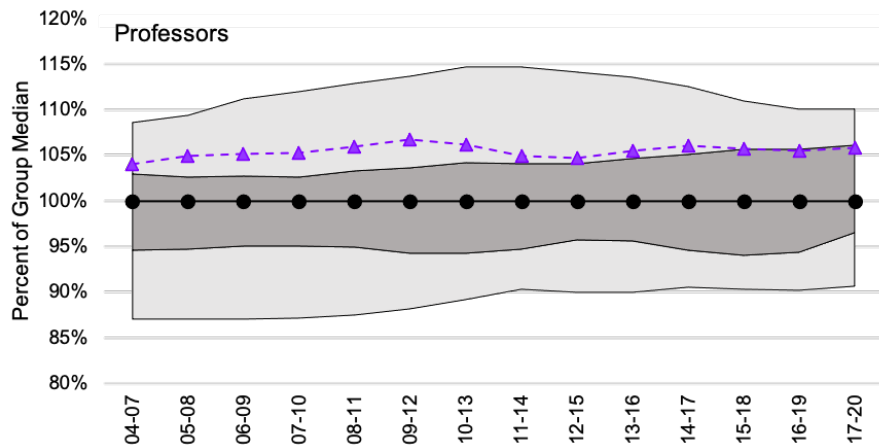


Figure 4. Normalized salary plotted as the percentage of the median for full professors at Amherst College. Three-year rolling averages from 2005-2020 are shown.

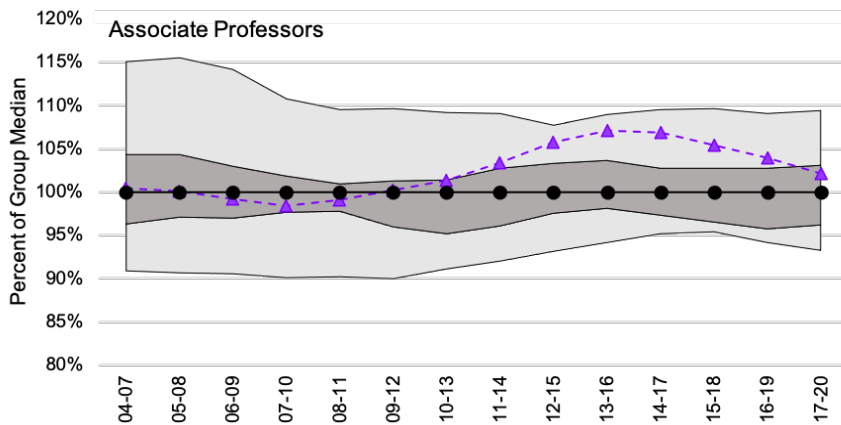


Figure 5. Normalized salary plotted as the percentage of the median for associate professors at Amherst College. Three-year rolling averages from 2005-2020 are shown.

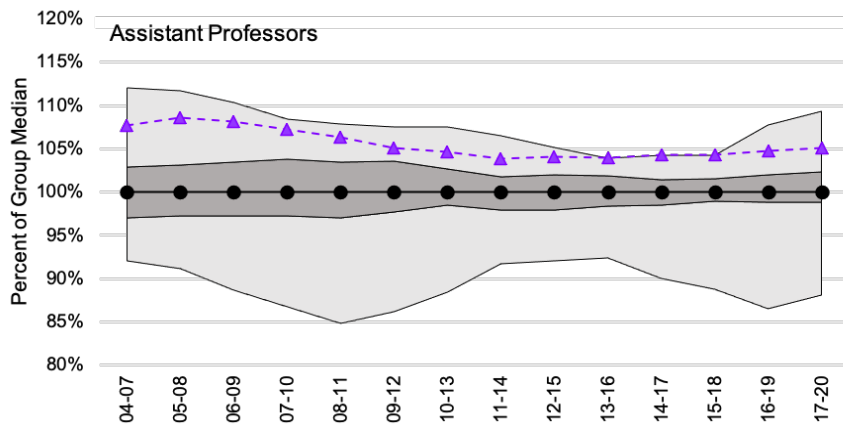


Figure 6. Normalized salary plotted as the percentage of the median for assistant professors at Amherst College. Three-year rolling averages from 2005-2020 are shown.

If the benchmark is to maintain Amherst's salaries among the top three institutions (i.e., in the top quarter) among peer institutions (i.e., within the top light gray band) in order to remain competitive, then Amherst is in the acceptable range for assistant professors (Figure 6) but is lagging behind peers for associate and full professors. In particular, the full professor salary average has fallen below the benchmark for the past two years (Figure 4) and there has been a several year decline for the associate professor salary average, which is now below the benchmark (Figure 5).

Failures to hit the benchmark for associate and full professors were also noted last year in the *2019 CPR Salary Report*. A potential explanation was offered suggesting that full professors span a wider range of salary level, from newly promoted faculty to those working at the college for several decades. A series of retiring senior faculty, replaced by new promotions to full professor may have contributed to a drop in the full professor average salary. In that report, a graph of *Average Number of Years in Rank* showed that in 2018 Amherst reached a minimum point for the average years-in-rank for full professors with the value expected to increase in future years. This explanation, however, does not explain the continued decline in associate professor salaries.

(C) Cost of living adjusted data

Salaries were adjusted in an effort to take cost of living into account. The cost of living adjustments (COLA) in the following figures were generated from the MIT living wage calculations from the current year: <http://livingwage.mit.edu/>. The living wage is a measure of the cost of living for a family of four with two adults (one of whom works) and two children. This website provides values for living wages for each county in the United States. Salaries were adjusted relative to the cost of living in Hampshire County.

A strong caveat of this approach is that the living costs near the institution may differ substantially from the surrounding county on which the COLA is based. For the Pomona example cited above, that institution is in the broadly expensive Los Angeles County, where local housing costs near Pomona are 66% of the county-wide average (www.census.gov). However, in the town of Amherst, surrounded by a more rural environment, the housing costs are 126% of the county average. As a consequence, the COLA salary of Amherst is inflated relative to Pomona. Further, the cost of living adjustment to salaries over the historical time period is made using present day cost of living assessments (i.e., salary data for the earliest time periods are adjusted using the cost of living calculated in the current year), making it unclear how to interpret historical salary data corrected using present day cost of living adjustments. Therefore, caution is needed when using this COLA in assessing whether Amherst College is meeting modified benchmarks and more investigation on this adjustment is warranted across the comparison group.

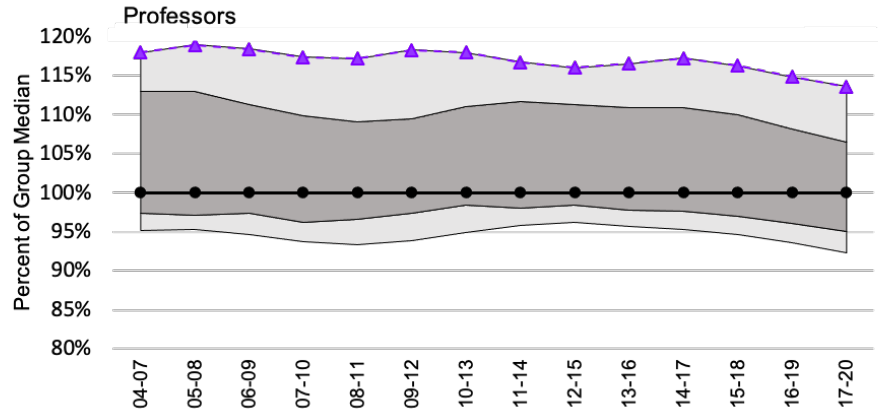


Figure 7. Salary adjusted for the 2020 cost of living salary plotted as the percentage of the median for full professors at Amherst College. Three-year rolling averages from 2005-2020 are shown.

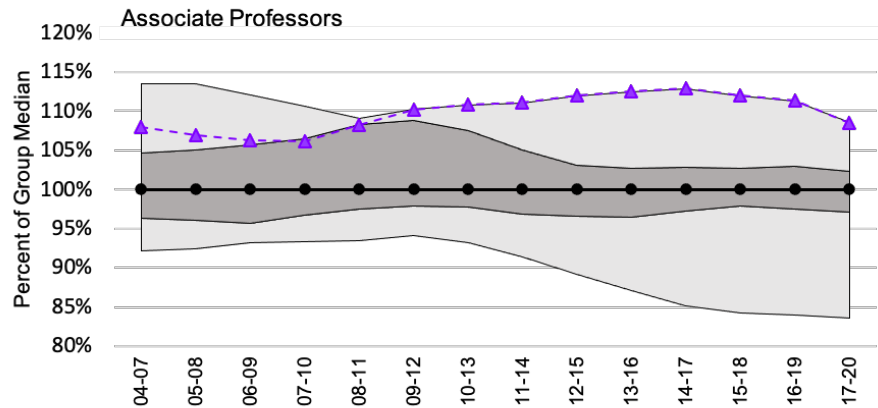


Figure 8. Salary adjusted for the 2020 cost of living salary plotted as the percentage of the median for associate professors at Amherst College. Three-year rolling averages from 2005-2020 are shown.

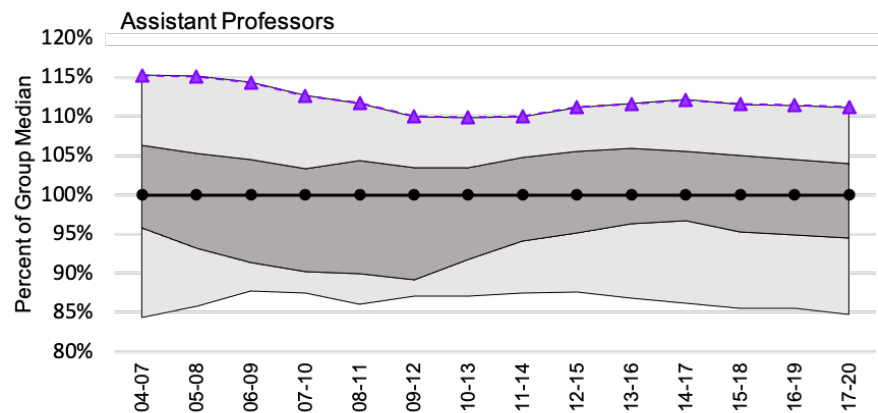


Figure 9. Salary adjusted for the 2020 cost of living salary plotted as the percentage of the median for assistant professors at Amherst College. Three-year rolling averages from 2005-2020 are shown.

VI. Summary of Salary Comparisons with the *Liberal Arts group*

As usual, we caution faculty members not to read these mean (average) data for comparison with their individual increases because the mean data as reported by the AAUP include salary increases at the time of promotion or tenure in the more junior ranks, thus overstating the actual salary increases for most members of the assistant and associate professor groups. We also reiterate that overall trends are more significant than single-year or single-category movements that may be due to demographic variations in rank that result from hiring, promotion and retirement.

For reference, Appendix 1 includes salary information for the *Liberal Arts group* of twelve colleges, including average salary information (in thousands of dollars) for the comparison group from 2012 to 2020.

In the present cycle, we appear to be exceeding the benchmark criterion for assistant professors (Figure 6), but declining below the benchmark for associate (Figure 5) and full (Figure 4) professors.

Full Professors

For the 2019-2020 academic year, the median salary for full professors at Amherst was \$152,400 and the mean salary (\$156,200) was 4th among the twelve liberal arts peer institutions (Appendix 1). This places Amherst above the 50th percentile, but below the targeted benchmark (i.e., not among the three highest institutions). Looking across time at the normalized data, salaries for full professors at Amherst were above the benchmark from 2007 to 2017 but have fallen below this target in recent years since 2018 (Figure 4). In 2019, Hampshire County had the lowest cost of living among all peer institutions in the liberal arts group which brings Amherst College salaries for the full professor rank to the top of the cost of living adjusted comparisons (Figure 7).

Associate Professors

This is typically the most volatile group because the numbers of faculty in the associate professor category is small and there tends to be fairly rapid promotion out of this rank. Over the last decade, promotion from associate to full professor at Amherst in most cases occurred six years post-tenure, contributing to a lower percentage of total faculty at the associate rank at Amherst (17-18% of the faculty from 2017-2020). Moreover, the rapid promotion (relative to many peer institutions) 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. However, these promotion practices at Amherst and elsewhere are not new, and thus do not explain this year's negative movement observed for this group.

For the 2019-2020 academic year, the median salary for associate professors at Amherst was \$103,700 and the mean salary (\$108,900) was 6th among the twelve liberal arts peer institutions (Appendix 1). For the associate professor rank, Amherst is now below the targeted benchmark (i.e., not among the three highest institutions) for both the unadjusted (Figure 2) and normalized (Figure 5) comparisons. Looking over time at the normalized data, salaries for associate professors at Amherst were above the benchmark and peaked in 2016/2017 but have been declining since that time (Figure 5). In 2019, Hampshire County had the lowest cost of living among all peer institutions in the liberal arts group which brings Amherst College salaries for the associate professor rank to the top of the cost of living adjusted comparisons in recent years (Figure 8).

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 comparatively few tenured professors are actively on the job market in any given year and thus receiving competitive offers.

For the 2019-2020 academic year, the Amherst assistant professor median salary was \$90,700 and the mean salary (\$94,900) ranked 2nd among peer institutions (Appendix 1). Over time, Amherst has consistently maintained its high ranking for the assistant professor rank. The normalized data (Figure 6) demonstrate that the assistant professor median salary has remained above the 75th percentile benchmark consistently. Looking back to previous CPR reports, we note that this trend of exceeding the benchmark for assistant professor salaries has held as far back as 2002/2003. In 2019, Hampshire County had the lowest cost of living among all peer institutions in the liberal arts comparison group maintaining Amherst College salaries for the assistant professor rank at the top of the cost of living adjusted comparisons (Figure 9).

VII. Salary Comparisons within Amherst College

In light of national conversations about inequalities between disciplines and by gender, the CPR began to present Amherst salaries by discipline and gender in 2013-14. These data are typically reported in tabular format for the current year and preceding few years (Tables 2, 3). In this report, we also present the historical record of median and mean salaries by rank and gender from 2014-2020 (Figure 10).

The following comparisons of salary data within Amherst do not include faculty in administrative positions, for which there were nine in 2019-20. The traditional groupings for departments and programs into major divisions (Humanities; Physical & Life Sciences; Social Sciences) is included in Appendix 4. We include median salary values in each category in the summary tables below as an alternative measure that is less sensitive to outliers than the mean.

Table 2. Amherst faculty salaries by rank and discipline from 2017-2020.

<i>Amherst College Faculty Salaries 2019-20</i>				
Discipline	<i>Rank</i>	<i>No. Persons</i>	<i>Average</i>	<i>Median</i>
Humanities	Professor	43	\$157,098	\$155,900
	Associate	17	\$108,243	\$108,200
	Assistant	30	\$89,500	\$89,800
Social Sciences	Professor	19	\$152,368	\$150,100
	Associate	5	\$115,000	\$100,100
	Assistant	12	\$107,133	\$113,300
Physical and Life Sciences	Professor	23	\$157,830	\$151,300
	Associate	9	\$106,800	\$101,900
	Assistant	17	\$95,929	\$89,400
All		175	\$127,189	\$119,700

<i>Amherst College Faculty Salaries 2018-19</i>				
Discipline	<i>Rank</i>	<i>No. Persons</i>	<i>Average</i>	<i>Median</i>
Humanities	Professor	44	\$154,770	\$152,000
	Associate	20	\$107,630	\$103,800
	Assistant	27	\$88,755	\$88,600
Social Sciences	Professor	19	\$147,642	\$145,700
	Associate	2	\$133,300	\$133,300
	Assistant	13	\$98,800	\$91,000
Physical and Life Sciences	Professor	23	\$154,883	\$147,000
	Associate	9	\$107,078	\$100,600
	Assistant	14	\$91,900	\$87,350
All		171	\$125,893	\$120,000

<i>Amherst College Faculty Salaries 2017-18</i>				
Discipline	<i>Rank</i>	<i>No. Persons</i>	<i>Average</i>	<i>Median</i>
Humanities	Professor	45	\$151,880	\$146,800
	Associate	19	\$104,637	\$100,700
	Assistant	23	\$87,117	\$86,000
Social Sciences	Professor	17	\$145,012	\$144,500
	Associate	4	\$123,925	\$128,550
	Assistant	11	\$90,255	\$88,300
Physical and Life Sciences	Professor	23	\$153,822	\$146,800
	Associate	6	\$108,767	\$107,000
	Assistant	12	\$90,908	\$88,500
All		160	\$125,384	\$120,000

Table 3. Amherst faculty salaries by rank and gender from 2017-2020.

<i>Amherst College Faculty Salaries 2019-20</i>						
Rank	Female			Male		
	<i>Median</i>	<i>Average</i>	<i>Count</i>	<i>Median</i>	<i>Average</i>	<i>Count</i>
Professor	\$148,100	\$150,424	37	\$156,050	\$160,721	48
Associate	\$103,000	\$108,813	15	\$105,950	\$109,008	16
Assistant	\$91,000	\$93,457	30	\$89,800	\$96,472	29
All	\$117,100	\$121,971	82	\$120,000	\$130,852	93

<i>Amherst College Faculty Salaries 2018-19</i>						
Rank	Female			Male		
	<i>Median</i>	<i>Average</i>	<i>Count</i>	<i>Median</i>	<i>Average</i>	<i>Count</i>
Professor	\$148,900	\$148,489	37	\$153,000	\$156,802	49
Associate	\$105,000	\$110,824	13	\$102,200	\$107,900	18
Assistant	\$89,000	\$92,106	30	\$88,300	\$91,842	24
All	\$119,000	\$121,225	80	\$123,600	\$129,997	91

<i>Amherst College Faculty Salaries 2017-18</i>						
Rank	Female			Male		
	<i>Median</i>	<i>Average</i>	<i>Count</i>	<i>Median</i>	<i>Average</i>	<i>Count</i>
Professor	\$144,500	\$143,977	35	\$150,000	\$155,970	50
Associate	\$113,000	\$113,550	14	\$100,700	\$103,113	15
Assistant	\$88,300	\$89,500	25	\$87,100	\$88,090	21
All	\$117,250	\$119,816	74	\$120,200	\$130,176	86

Both the median and mean full professor salaries have remained higher for male, as compared to female colleagues over the past seven years (Figure 10A). In contrast, salaries for associate professors show the opposite pattern from 2014-2019 (Figure 10B), but salaries for male and female faculty in this group may be converging. The median and mean salaries for female and male assistant professors (Figure 10C) appear to be the most equivalent across all ranks.

Previous reports have suggested that lower salaries for female full professors may be the result of fewer years-in-rank or market conditions in specific fields. To further explore differences in the 2019-2020 median (\$148,100 females vs. \$156,050 males) and mean (\$150,424 females vs. \$160,721 males) salaries for female and male full professors, we first asked whether male colleagues had more years-in-rank as compared to female colleagues. Across all divisions, this was not the case; female full professors held 13.6 years-in-rank and male full professors held 13.8. We next explored the possibility that the distribution of female and male colleagues in different divisions might account for differences in female and male full professor salaries. Here we found that both the number of female and male colleagues was similar in the Humanities (20 females vs. 23 males) and in the Social Sciences (9 females vs. 10 males), as was the average number of years-in-rank (Humanities: 14.2 females vs. 13.4 males; Social Sciences: 14.3 females vs. 14.6 males). However, female full professors in STEM fields were both less common (8

female full professors versus 15 male full professors) and had fewer years-in-rank (11.2) as compared to male colleagues (13.8). The committee believes that these are important data to monitor, and we recommend that the Office of Institutional Research continue to provide the CPR with such data moving forward.

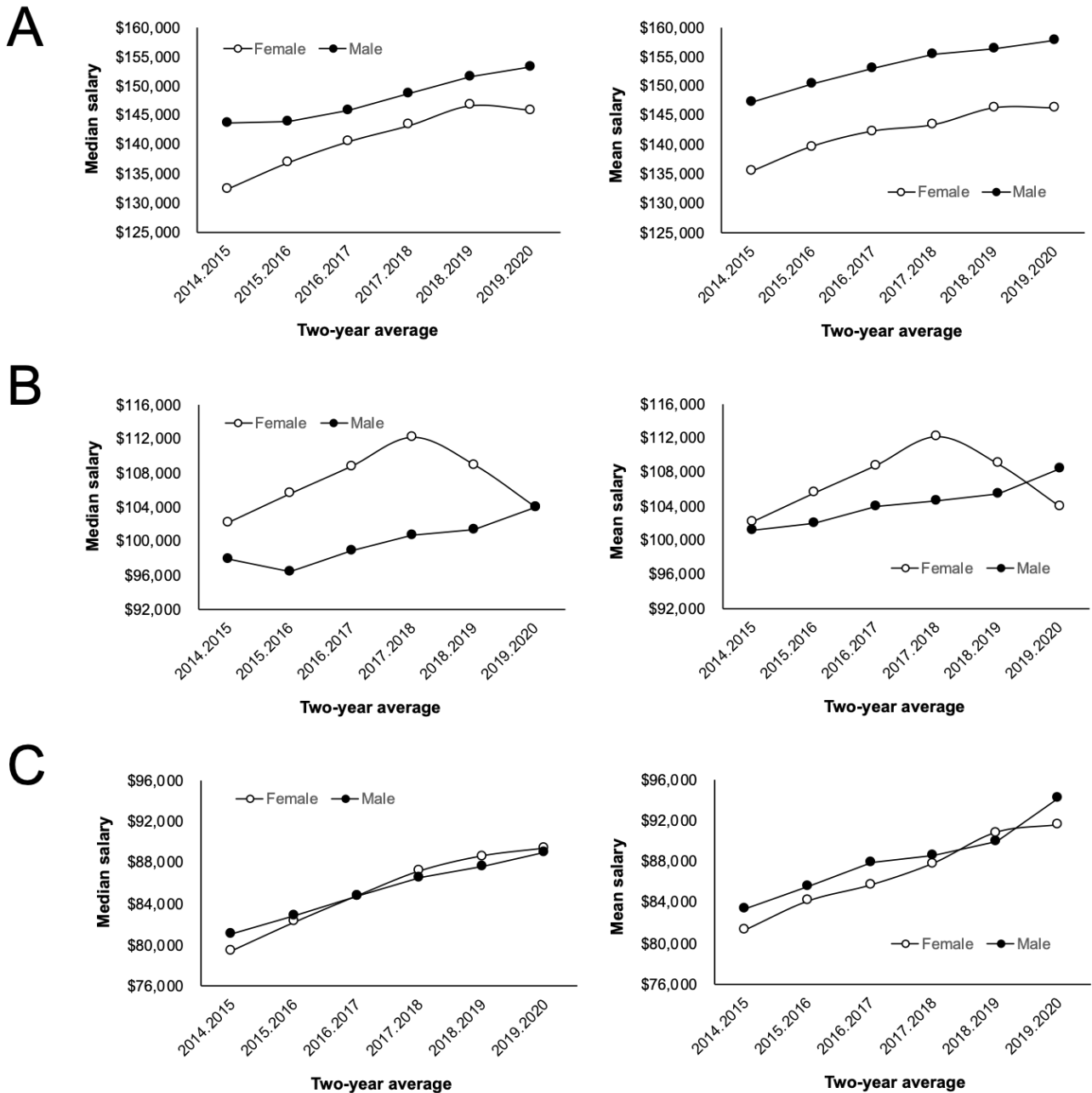


Figure 10. Historical median and mean salaries for Amherst College female (open circles) and male (closed circles) faculty members at the (A) full, (B) associate, and (C) assistant faculty ranks. Salaries are presented as rolling two-year medians or averages.

VIII. Additional Salary Information

Comparison with the Traditional and New groups

In addition to comparisons with the *Liberal Arts group*, the average salaries (by rank) are also provided for comparisons of Amherst to other peer institution groupings (Table 1), including average salaries (in thousands of dollars) from 2012-2019 for the *Traditional Group* (Appendix 2) and the *New group* (Appendix 3).

How Salaries Are Set

Each year, the administration with the approval of the Board of Trustees, establishes a “pool” for faculty salary increases. This pool represents a percentage of the total salary budget for the teaching staff⁴. The amount of this percentage increase, previously in the 3% to 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, with corrections made in years when the pool is larger or smaller than normal, to ensure equity among cohorts promoted in different years. A similar pool is established for staff and administrators.

Members of the Faculty have noted that salary notices are often not provided until only a few weeks or days before the new salary takes effect (July 1st). This has much to do with the timing of Board of Trustee meetings. Waiting as late as possible to finalize the pool often allows the administration to make positive adjustments to salaries as the budget plays itself out at the end of the fiscal year.

Impacts of the COVID-19 pandemic on salaries

Salary data included in this report include information through fiscal year 2020, which ended on June 30, 2020. Given budgetary pressures associated with the COVID-19 pandemic, Amherst College instituted salary freezes in 2020-2021. However, faculty members who were promoted in rank starting in July 2020 did receive pay increases such that their salaries remain in line with the general faculty salary structure. Many (or most) of our peer institutions also instituted salary freezes, but future committees should evaluate the consequences of the pandemic on faculty salaries with an eye on remaining competitive among peer institutions.

IX. Conclusions

This year the CPR evaluated salary data across a comparison group of twelve liberal arts colleges as recommended by the 2015-2016 CPR. We compared data normalized in a quartile system by rank and adjusted for cost of living variation across institutions in different parts of the country.

⁴Teaching staff includes tenured and tenure-track faculty, coaches, lecturers and visitors.

In the present cycle, we appear to be exceeding the 75th percentile benchmark criterion (i.e., among the top three institutions in the *Liberal Arts group*) for assistant professors (Figure 6), but are below the benchmark for associate (Figure 5) and full (Figure 4) professors. We also reviewed median and mean salaries by discipline (Humanities, Social Sciences, and Physical and Life Sciences; Table 2) and by gender (Table 3) from 2014 to 2020 and agree that these data continue to be provided by the Office of Institutional Research and monitored by the CPR.

APPENDIX 1

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE LIBERAL ARTS GROUP

FY2012-13		FY2013-14		FY2014-15		FY2015-16	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
PROFESSORS		PROFESSORS		PROFESSORS		PROFESSORS	
Wellesley Coll	152.2	Wellesley Coll	154.1	Wellesley Coll	154.3	Wellesley Coll	157.6
Pomona Coll	142.8	Pomona Coll	145.9	Pomona Coll	148.6	Pomona Coll	150.4
Swarthmore Coll	137.8	Swarthmore Coll	140.7	Amherst Coll	145.1	Amherst Coll	147.7
Amherst Coll	137.7	Amherst Coll	140.0	Wesleyan U	141.5	Swarthmore Coll	146.6
Williams Coll	137.1	Williams Coll	140.0	Williams Coll	141.2	Wesleyan U	145.8
Wesleyan U	133.6	Wesleyan U	136.3	Swarthmore Coll	141.0	Williams Coll	142.5
Smith Coll	132.7	Bowdoin Coll	135.1	Bowdoin Coll	137.3	Smith Coll	138.5
Bowdoin Coll	131.2	Smith Coll	134.9	Smith Coll	136.2	Bowdoin Coll	138.4
Davidson Coll	120.0	Davidson Coll	124.6	Vassar Coll	131.2	Vassar Coll	133.8
Haverford Coll	119.8	Carleton Coll	121.6	Davidson Coll	128.2	Carleton Coll	128.6
Carleton	119.7	Haverford Coll	120.0	Carleton Coll	125.4	Davidson Coll	128.4
Mount Holyoke Coll	117.1	Mount Holyoke Coll	117.7	Haverford Coll	123.5	Haverford Coll	125.9
				Mount Holyoke Coll	118.7	Mount Holyoke Coll	115.7
AC Median	132.8	AC Median	137.5	AC Median	140.0	AC Median	144.2
Group Median	133.2	Group Median	135.7	Group Median	137.3	Group Median	138.5
Group Mean	131.8	Group Mean	134.2	Group Mean	136.3	Group Mean	138.5

FY2012-13		FY2013-14		FY2014-15		FY2015-16	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS	
Wellesley Coll	101.6	Wellesley Coll	103.4	Pomona Coll	105.6	Pomona Coll	108.4
Pomona Coll	99.5	Pomona Coll	101.9	Amherst Coll	104.7	Amherst Coll	104.6
Swarthmore Coll	96.6	Amherst Coll	101.1	Wellesley Coll	102.4	Wellesley Coll	102.1
Amherst Coll	95.8	Swarthmore Coll	97.6	Bowdoin Coll	99.3	Bowdoin Coll	101.7
Bowdoin Coll	94.9	Bowdoin Coll	96.9	Swarthmore Coll	98.6	Swarthmore Coll	100.6
Haverford Coll	93.2	Haverford Coll	93.5	Wesleyan U	97.7	Wesleyan U	100.4
Smith Coll	91.8	Smith Coll	93.3	Vassar Coll	97.3	Vassar Coll	99.0
Wesleyan U	90.2	Wesleyan U	93.3	Haverford Coll	95.4	Williams Coll	97.9
Williams Coll	90.1	Williams Coll	92.5	Davidson Coll	94.9	Davidson Coll	97.4
Davidson Coll	89.3	Davidson Coll	92.0	Williams Coll	94.4	Smith Coll	96.2
Carleton	87.3	Carleton Coll	88.3	Smith Coll	93.8	Haverford Coll	95.7
Mount Holyoke Coll	84.3	Mount Holyoke Coll	87.8	Carleton Coll	90.3	Carleton Coll	94.5
				Mount Holyoke Coll	90.0	Mount Holyoke Coll	92.3
AC Median	93.5	AC Median	100.0	AC Median	102.5	AC Median	98.9
Group Median	92.5	Group Median	93.4	Group Median	97.3	Group Median	99.0
Group Mean	92.9	Group Mean	95.1	Group Mean	97.3	Group Mean	99.3

FY2012-13		FY2013-14		FY2014-15		FY2015-16	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		ASSISTANT PROFESSORS	
Wellesley Coll	80.8	Wellesley Coll	82.0	Amherst Coll	83.7	Amherst Coll	85.9
Amherst Coll	79.0	Amherst Coll	80.8	Wellesley Coll	83.2	Wesleyan U	85.0
Williams Coll	76.5	Pomona Coll	80.0	Pomona Coll	82.8	Wellesley Coll	84.1
Smith Coll	76.4	Wesleyan U	79.2	Vassar Coll	82.0	Pomona Coll	83.6
Wesleyan U	76.3	Swarthmore Coll	78.7	Wesleyan U	81.9	Vassar Coll	83.5
Swarthmore Coll	75.4	Smith Coll	78.4	Bowdoin Coll	80.8	Bowdoin Coll	82.9
Pomona Coll	75.1	Williams Coll	78.2	Williams Coll	80.0	Carleton Coll	82.6
Bowdoin Coll	74.3	Bowdoin Coll	76.1	Smith Coll	79.4	Smith Coll	81.5
Haverford Coll	73.7	Carleton Coll	74.6	Swarthmore Coll	78.9	Williams Coll	81.4
Carleton	72.6	Davidson Coll	73.5	Carleton Coll	77.3	Swarthmore Coll	80.3
Davidson Coll	69.3	Mount Holyoke Coll	73.2	Haverford Coll	74.7	Haverford Coll	76.7
Mount Holyoke Coll	67.8	Haverford Coll	72.2	Mount Holyoke Coll	74.2	Davidson Coll	75.2
				Davidson Coll	73.3	Mount Holyoke Coll	74.5
AC Median	77.0	AC Median	79.0	AC Median	81.0	AC Median	83.5
Group Median	75.3	Group Median	78.3	Group Median	80.0	Group Median	82.6
Group Mean	74.8	Group Mean	77.2	Group Mean	79.4	Group Mean	81.3

APPENDIX 1 (continued)

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE LIBERAL ARTS GROUP

FY2016-17		FY2017-18		FY2018-19		FY2019-20	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
PROFESSORS							
Wellesley Coll	157.5	Pomona Coll	156.5	Wellesley Coll	160.4	Wellesley Coll	162.7
Pomona Coll	154.9	Wellesley Coll	156.1	Pomona Coll	159.3	Pomona Coll	161.2
Amherst Coll	149.9	Swarthmore Coll	153.1	Wesleyan U	155.8	Swarthmore Coll	158.4
Wesleyan U	149.4	Wesleyan U	152.6	Swarthmore Coll	155.2	Amherst Coll	156.2
Swarthmore Coll	149.3	Amherst Coll	151.0	Amherst Coll	153.2	Williams Coll	152.8
Williams Coll	143.7	Williams Coll	146.9	Bowdoin Coll	149.2	Bowdoin Coll	149.2
Bowdoin Coll	142.5	Bowdoin Coll	146.6	Williams Coll	147.9	Vassar Coll	143.7
Smith Coll	141.4	Smith Coll	141.6	Smith Coll	141.3	Smith Coll	143.4
Vassar Coll	135.6	Vassar Coll	137.4	Vassar Coll	140.0	Middlebury Coll	142.7
Carleton Coll	131.9	Carleton Coll	135.9	Carleton Coll	138.1	Carleton Coll	142.4
Davidson Coll	129.7	Davidson Coll	130.4	Davidson Coll	133.4	Davidson Coll	135.5
Haverford Coll	128.3	Haverford Coll	129.5	Haverford Coll	130.8	Haverford Coll	134.2
Mount Holyoke Coll	122.4	Mount Holyoke Coll	125.3	Mount Holyoke Coll	130.7		
AC Median	144.6	AC Median	146.8	AC Median	150.0	AC Median	152.4
Group Median	142.5	Group Median	146.6	Group Median	147.9	Group Median	146.4
Group Mean	141.3	Group Mean	143.3	Group Mean	145.8	Group Mean	148.5

FY2016-17		FY2017-18		FY2018-19		FY2019-20	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
ASSOCIATE PROFESSORS							
Pomona Coll	111.9	Pomona Coll	114.1	Pomona Coll	115.9	Pomona Coll	119.6
Amherst Coll	108.6	Swarthmore Coll	108.7	Vassar Coll	110.4	Bowdoin Coll	114.1
Swarthmore Coll	104.4	Amherst Coll	108.2	Swarthmore Coll	110.2	Swarthmore Coll	112.9
Bowdoin Coll	104.1	Bowdoin Coll	107.5	Bowdoin Coll	110.2	Vassar Coll	112.7
Wesleyan U	103.4	Wesleyan U	106.5	Amherst Coll	109.1	Wellesley Coll	109.1
Wellesley Coll	102.5	Vassar Coll	105.5	Wesleyan U	108.7	Amherst Coll	108.9
Vassar Coll	102.4	Wellesley Coll	105.0	Wellesley Coll	107.6	Williams Coll	107.2
Williams Coll	101.8	Williams Coll	104.0	Williams Coll	106.3	Carleton Coll	106.9
Davidson Coll	100.6	Carleton Coll	101.2	Smith Coll	101.8	Middlebury Coll	106.0
Carleton Coll	98.5	Haverford Coll	99.0	Carleton Coll	101.4	Smith Coll	104.6
Smith Coll	98.2	Davidson Coll	98.8	Haverford Coll	101.0	Davidson Coll	101.3
Haverford Coll	96.3	Smith Coll	97.8	Davidson Coll	98.0	Haverford Coll	100.1
Mount Holyoke Coll	95.8	Mount Holyoke Coll	97.1	Mount Holyoke Coll	96.7		
AC Median	101.0	AC Median	101.6	AC Median	103.8	AC Median	103.7
Group Median	102.4	Group Median	105.0	Group Median	107.6	Group Median	108.0
Group Mean	102.2	Group Mean	104.1	Group Mean	105.9	Group Mean	108.6

FY2016-17		FY2017-18		FY2018-19		FY2019-20	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
ASSISTANT PROFESSORS							
Amherst Coll	87.6	Pomona Coll	93.3	Pomona Coll	96.1	Pomona Coll	97.5
Wesleyan U	86.9	Wesleyan U	89.9	Amherst Coll	92.0	Amherst Coll	94.9
Pomona Coll	86.5	Amherst Coll	88.9	Wesleyan U	91.5	Williams Coll	93.3
Wellesley Coll	85.7	Wellesley Coll	87.7	Wellesley Coll	90.3	Bowdoin Coll	92.4
Bowdoin Coll	84.5	Bowdoin Coll	87.4	Williams Coll	89.0	Wellesley Coll	91.0
Vassar Coll	84.3	Williams Coll	85.4	Bowdoin Coll	88.6	Carleton Coll	90.4
Carleton Coll	83.9	Vassar Coll	84.9	Vassar Coll	87.3	Middlebury Coll	90.4
Smith Coll	83.8	Smith Coll	84.8	Carleton Coll	86.6	Vassar Coll	90.1
Williams Coll	83.2	Swarthmore Coll	84.4	Smith Coll	86.6	Swarthmore Coll	88.5
Swarthmore Coll	81.0	Carleton Coll	83.7	Swarthmore Coll	85.5	Smith Coll	88.2
Mount Holyoke Coll	78.9	Haverford Coll	80.9	Haverford Coll	83.2	Haverford Coll	85.4
Haverford Coll	78.1	Mount Holyoke Coll	79.0	Mount Holyoke Coll	79.8	Davidson Coll	82.9
Davidson Coll	73.2	Davidson Coll	74.8	Davidson Coll	73.6		
AC Median	86.1	AC Median	87.4	AC Median	88.8	AC Median	90.7
Group Median	83.9	Group Median	84.9	Group Median	87.3	Group Median	90.4
Group Mean	82.9	Group Mean	85.0	Group Mean	86.9	Group Mean	90.4

APPENDIX 2

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE TRADITIONAL GROUP

FY2012-13		FY2013-14		FY2014-15		FY2015-16	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
PROFESSORS							
Harvard U	203.0	Harvard U	207.1	Harvard U	213.5	Harvard U	220.2
Yale U	186.2	Yale U	192.2	Yale U	198.4	Yale U	203.5
Dartmouth Coll	167.4	Dartmouth Coll	174.0	Dartmouth Coll	178.6	Dartmouth Coll	184.4
Wellesley Coll	152.2	U Michigan-Ann Arbor	156.9	U Michigan-Ann Arbor	160.9	U Virginia	164.9
U Michigan-Ann Arbor	148.6	Wellesley Coll	154.1	U Virginia	156.9	U Michigan-Ann Arbor	164.8
U Virginia	143.1	U Virginia	150.8	Wellesley Coll	154.3	Wellesley Coll	157.6
Amherst Coll	137.7	Amherst Coll	140.0	Amherst Coll	145.1	Amherst Coll	147.7
Williams Coll	137.1	Williams Coll	140.0	Wesleyan U	141.5	Wesleyan U	145.8
Wesleyan U	133.6	U Massachusetts-Amherst	136.9	Williams Coll	141.2	U Massachusetts-Amherst	145.2
Smith Coll	132.7	Wesleyan U	136.3	U Massachusetts-Amherst	139.2	Williams Coll	142.5
Indiana U-Bloomington	131.9	Smith Coll	134.9	Smith Coll	136.2	Indiana U-Bloomington	138.8
U Massachusetts-Amherst	131.0	Indiana U-Bloomington	132.6	Indiana U-Bloomington	135.0	Smith Coll	138.5
Mount Holyoke Coll	117.1	Mount Holyoke Coll	117.7	Mount Holyoke Coll	118.7	Mount Holyoke Coll	115.7
AC Median	132.8	AC Median	137.5	AC Median	140.0	AC Median	144.2
Group Median	137.7	Group Median	140.0	Group Median	145.1	Group Median	147.7
Group Mean	147.8	Group Mean	151.8	Group Mean	155.3	Group Mean	159.2

FY2012-13		FY2013-14		FY2014-15		FY2015-16	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
ASSOCIATE PROFESSORS							
Harvard U	118.9	Harvard U	123.8	Harvard U	128.1	Harvard U	129.2
Yale U	113.0	Yale U	118.3	Yale U	117.3	Yale U	122.1
Dartmouth Coll	111.5	Dartmouth Coll	113.6	Dartmouth Coll	113.2	Dartmouth Coll	116.5
Wellesley Coll	101.6	U Michigan-Ann Arbor	103.9	U Michigan-Ann Arbor	106.8	U Virginia	111.3
U Michigan-Ann Arbor	101.0	Wellesley Coll	103.4	U Virginia	104.9	U Michigan-Ann Arbor	109.2
Amherst Coll	95.8	Amherst Coll	101.1	Amherst Coll	104.7	Amherst Coll	104.6
U Massachusetts-Amherst	95.2	U Virginia	99.5	Wellesley Coll	102.4	U Massachusetts-Amherst	104.0
U Virginia	93.7	U Massachusetts-Amherst	98.0	U Massachusetts-Amherst	98.8	Wellesley Coll	102.1
Smith Coll	91.8	Smith Coll	93.3	Wesleyan U	97.7	Wesleyan U	100.4
Wesleyan U	90.2	Wesleyan U	93.3	Williams Coll	94.4	Williams Coll	97.9
Williams Coll	90.1	Williams Coll	92.5	Smith Coll	93.8	Smith Coll	96.2
Indiana U-Bloomington	88.5	Indiana U-Bloomington	90.7	Indiana U-Bloomington	92.4	Indiana U-Bloomington	94.1
Mount Holyoke Coll	84.3	Mount Holyoke Coll	87.8	Mount Holyoke Coll	90.0	Mount Holyoke Coll	92.3
AC Median	93.5	AC Median	100.0	AC Median	102.5	AC Median	98.9
Group Median	95.2	Group Median	99.5	Group Median	102.4	Group Median	104.0
Group Mean	98.1	Group Mean	101.5	Group Mean	103.4	Group Mean	106.1

FY2012-13		FY2013-14		FY2014-15		FY2015-16	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
ASSISTANT PROFESSORS							
Harvard U	113.3	Harvard U	114.5	Harvard U	113.3	Harvard U	120.2
Yale U	94.1	Yale U	95.9	Dartmouth Coll	100.1	Yale U	103.3
Dartmouth Coll	89.4	Dartmouth Coll	94.0	Yale U	99.6	Dartmouth Coll	101.6
U Michigan-Ann Arbor	88.7	U Michigan-Ann Arbor	89.6	U Michigan-Ann Arbor	91.4	U Virginia	94.9
U Virginia	82.9	U Virginia	87.0	U Virginia	90.6	U Michigan-Ann Arbor	92.2
Wellesley Coll	80.8	Indiana U-Bloomington	83.0	Indiana U-Bloomington	87.7	Indiana U-Bloomington	91.8
Indiana U-Bloomington	80.4	Wellesley Coll	82.0	U Massachusetts-Amherst	85.4	Amherst Coll	85.9
Amherst Coll	79.0	Amherst Coll	80.8	Amherst Coll	83.7	U Massachusetts-Amherst	85.6
U Massachusetts-Amherst	77.8	U Massachusetts-Amherst	80.0	Wellesley Coll	83.2	Wesleyan U	85.0
Williams Coll	76.5	Wesleyan U	79.2	Wesleyan U	81.9	Wellesley Coll	84.1
Smith Coll	76.4	Smith Coll	78.4	Williams Coll	80.0	Smith Coll	81.5
Wesleyan U	76.3	Williams Coll	78.2	Smith Coll	79.4	Williams Coll	81.4
Mount Holyoke Coll	67.8	Mount Holyoke Coll	73.2	Mount Holyoke Coll	74.2	Mount Holyoke Coll	74.5
AC Median	77.0	AC Median	79.0	AC Median	81.0	AC Median	83.5
Group Median	80.4	Group Median	82.0	Group Median	85.4	Group Median	85.9
Group Mean	83.3	Group Mean	85.8	Group Mean	88.5	Group Mean	90.9

APPENDIX 2 (continued)

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE TRADITIONAL GROUP

FY2016-17		FY2017-18		FY2018-19		FY2019-20	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
PROFESSORS							
Harvard U	227.7	Harvard U	245.8	Harvard U	244.3	Harvard U	253.9
Yale U	209.5	Yale U	214.3	Yale U	230.9	Yale U	242.2
Dartmouth Coll	189.2	Dartmouth Coll	196.6	Dartmouth Coll	207.8	Dartmouth Coll	216.3
U Virginia	172.4	U Virginia	177.3	U Virginia	182.6	U of Virginia-Main Campus	185.1
U Michigan-Ann Arbor	168.2	U Michigan-Ann Arbor	170.2	U Michigan-Ann Arbor	175.0	U of Michigan-Ann Arbor	178.5
Wellesley Coll	157.5	Wellesley Coll	156.1	Wellesley Coll	160.4	Wellesley Coll	162.7
U Massachusetts-Amherst	150.3	U Massachusetts-Amherst	153.4	Wesleyan U	155.8	U of Massachusetts-Amherst	161.2
Amherst Coll	149.9	Wesleyan U	152.6	Amherst Coll	153.2	Wesleyan U	160.2
Wesleyan U	149.4	Amherst Coll	151.0	U Massachusetts-Amherst	152.3	Amherst Coll	156.2
Williams Coll	143.7	Williams Coll	146.9	Williams Coll	147.9	Williams Coll	152.8
Smith Coll	141.4	Indiana U-Bloomington	142.2	Indiana U-Bloomington	142.1	Indiana U-Bloomington	143.5
Indiana U-Bloomington	140.0	Smith Coll	141.6	Smith Coll	141.3	Smith Coll	143.4
Mount Holyoke Coll	122.4	Mount Holyoke Coll	125.3	Mount Holyoke Coll	130.7	Mount Holyoke Coll	132.7
AC Median	144.6	AC Median	146.8	AC Median	150	AC Median	152.4
Group Median	150.3	Group Median	153.4	Group Median	155.8	Group Median	161.2
Group Mean	163.2	Group Mean	167.2	Group Mean	171.1	Group Mean	176.1

FY2016-17		FY2017-18		FY2018-19		FY2019-20	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
ASSOCIATE PROFESSORS							
Yale U	131.0	Harvard U	151.7	Harvard U	144.6	Harvard U	150.8
Harvard U	127.4	Yale U	135.0	Dartmouth Coll	135.8	Yale U	145.7
Dartmouth Coll	122.0	Dartmouth Coll	128.4	Yale U	134.4	Dartmouth Coll	137.0
U Virginia	115.7	U Virginia	118.7	U Virginia	120.8	U of Virginia-Main Campus	125.3
U Michigan-Ann Arbor	111.4	U Michigan-Ann Arbor	113.2	U Michigan-Ann Arbor	115.8	U of Michigan-Ann Arbor	118.6
Amherst Coll	108.6	U Massachusetts-Amherst	109.0	Amherst Coll	109.1	U of Massachusetts-Amherst	112.3
U Massachusetts-Amherst	107.1	Amherst Coll	108.2	Wesleyan U	108.7	Wesleyan U	111.2
Wesleyan U	103.4	Wesleyan U	106.5	Wellesley Coll	107.6	Wellesley Coll	109.1
Wellesley Coll	102.5	Wellesley Coll	105.0	U Massachusetts-Amherst	106.6	Amherst Coll	108.9
Williams Coll	101.8	Williams Coll	104.0	Williams Coll	106.3	Williams Coll	107.2
Smith Coll	98.2	Smith Coll	97.8	Smith Coll	101.8	Smith Coll	104.6
Mount Holyoke Coll	95.8	Indiana U-Bloomington	97.3	Indiana U-Bloomington	98.3	Indiana U-Bloomington	102.0
Indiana U-Bloomington	95.7	Mount Holyoke Coll	97.1	Mount Holyoke Coll	96.7	Mount Holyoke Coll	97.8
AC Median	101.0	AC Median	101.6	AC Median	103.8	AC Median	103.7
Group Median	107.1	Group Median	108.2	Group Median	108.7	Group Median	111.2
Group Mean	109.3	Group Mean	113.2	Group Mean	114.3	Group Mean	117.7

FY2016-17		FY2017-18		FY2018-19		FY2019-20	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
ASSISTANT PROFESSORS							
Harvard U	123.7	Harvard U	140.7	Harvard U	134.6	Harvard U	138.6
Yale U	108.7	Yale U	109.6	Yale U	117.9	Yale U	120.3
Dartmouth Coll	102.4	Dartmouth Coll	103.9	Dartmouth Coll	104.7	Dartmouth Coll	113.3
Indiana U-Bloomington	96.3	Indiana U-Bloomington	99.9	Indiana U-Bloomington	104.6	Indiana U-Bloomington	105.5
U Virginia	96.0	U Michigan-Ann Arbor	95.6	U Michigan-Ann Arbor	98.5	U of Michigan-Ann Arbor	100.8
U Michigan-Ann Arbor	93.1	U Massachusetts-Amherst	91.2	U Virginia	93.5	U of Massachusetts-Amherst	97.1
U Massachusetts-Amherst	89.5	U Virginia	90.6	Amherst Coll	92.0	U of Virginia-Main Campus	97.1
Amherst Coll	87.6	Wesleyan U	89.9	Wesleyan U	91.5	Amherst Coll	94.9
Wesleyan U	86.9	Amherst Coll	88.9	U Massachusetts-Amherst	91.4	Williams Coll	93.3
Wellesley Coll	85.7	Wellesley Coll	87.7	Wellesley Coll	90.3	Wesleyan U	93.0
Smith Coll	83.8	Williams Coll	85.4	Williams Coll	89.0	Wellesley Coll	91.0
Williams Coll	83.2	Smith Coll	84.8	Smith Coll	86.6	Smith Coll	88.2
Mount Holyoke Coll	78.9	Mount Holyoke Coll	79.0	Mount Holyoke Coll	79.8	Mount Holyoke Coll	79.9
AC Median	86.1	AC Median	87.4	AC Median	88.8	AC Median	90.7
Group Median	89.5	Group Median	90.6	Group Median	92.0	Group Median	97.1
Group Mean	93.5	Group Mean	95.9	Group Mean	98.0	Group Mean	101.0

APPENDIX 3

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE NEW GROUP

	FY2012-13	FY2013-14	FY2014-15	FY2015-16
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION
PROFESSORS		PROFESSORS	PROFESSORS	PROFESSORS
Columbia U	212.3	Columbia U	215.5	Columbia U
Stanford U	207.3	Stanford U	215.2	Stanford U
Harvard U	203.0	Harvard U	207.1	Princeton U
Princeton U	200.0	Princeton U	206.2	Harvard U
U Pennsylvania	186.9	U Pennsylvania	192.3	Yale U
Yale U	186.2	Yale U	192.2	U Pennsylvania
Duke U	180.2	Duke U	186.4	Massachusetts Inst Tech
Massachusetts Inst Tech	178.7	Massachusetts Inst Tech	185.9	Duke U
Northwestern U	176.6	Washington U St. Louis	183.6	Northwestern U
Washington U St. Louis	175.8	Northwestern U	182.0	Washington U St. Louis
Dartmouth Coll	167.4	Dartmouth Coll	174.0	U California-Los Angeles
U California-Los Angeles	167.0	U California-Los Angeles	173.9	Dartmouth Coll
Brown U	160.8	U California-Berkeley	165.4	U California-Berkeley
U California-Berkeley	158.8	Brown U	164.7	Brown U
Wellesley Coll	152.2	U Michigan-Ann Arbor	156.9	U Michigan-Ann Arbor
U Michigan-Ann Arbor	148.6	Wellesley Coll	154.1	U Virginia
U North Carolina-Chapel Hill	147.8	U Virginia	150.8	Wellesley Coll
U Virginia	143.1	U North Carolina-Chapel Hill	146.2	Pomona Coll
Pomona Coll	142.8	Pomona Coll	145.9	U North Carolina-Chapel Hill
Swarthmore Coll	137.8	Swarthmore Coll	140.7	U North Carolina-Chapel Hill
Amherst Coll	137.7	Amherst Coll	140.0	Amherst Coll
Williams Coll	137.1	Williams Coll	140.0	Williams Coll
Wesleyan U	133.6	U Massachusetts-Amherst	136.9	Swarthmore Coll
Smith Coll	132.7	Wesleyan U	136.3	U Massachusetts-Amherst
Indiana U-Bloomington	131.9	Bowdoin Coll	135.1	Bowdoin Coll
Bowdoin Coll	131.2	Smith Coll	134.9	Smith Coll
U Massachusetts-Amherst	131.0	Indiana U-Bloomington	132.6	Indiana U-Bloomington
Davidson Coll	120.0	Davidson Coll	124.6	Davidson Coll
Haverford Coll	119.8	Carleton Coll	121.6	Carleton Coll
Carleton Coll	119.7	Haverford Coll	120.0	Haverford Coll
Mount Holyoke Coll	117.1	Mount Holyoke Coll	117.7	Mount Holyoke Coll
AC Median	132.8	AC Median	137.5	AC Median
Group Median	148.6	Group Median	154.1	Group Median
Group Mean	156.3	Group Mean	160.6	Group Mean
		AC Median	140.0	AC Median
		Group Median	156.9	Group Median
		Group Mean	165.0	Group Mean
		AC Median	144.2	AC Median
		Group Median	157.6	Group Median
		Group Mean	167.7	Group Mean

APPENDIX 3 (continued)

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE NEW GROUP

FY2016-17		FY2017-18		FY2018-19		FY2019-20	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
PROFESSORS							
Columbia U	244.4	Columbia U	251.3	Columbia U	259.7	Columbia U	274.7
Stanford U	236.6	Stanford U	246.2	Stanford U	256.1	Stanford U	261.9
Princeton U	229.4	Harvard U	245.8	Princeton U	248.0	Princeton U	255.0
Harvard U	227.7	Princeton U	238.0	Harvard U	244.3	Harvard U	253.9
Massachusetts Inst Tech	212.1	Massachusetts Inst Tech	222.8	Massachusetts Inst Tech	232.2	Yale U	242.2
Yale U	209.5	U Pennsylvania	217.3	Yale U	230.9	Massachusetts Inst of Tech	240.4
U Pennsylvania	209.2	Yale U	214.3	U Pennsylvania	223.6	U of Pennsylvania	237.3
Duke U	204.2	Northwestern U	211.2	Northwestern U	215.2	U of California-Los Angeles	225.0
Northwestern U	200.7	Duke U	209.7	Duke U	214.2	Duke U	221.5
U California-Los Angeles	195.0	U California-Los Angeles	204.0	U California-Los Angeles	214.0	Northwestern U	217.2
Washington U St. Louis	191.5	Dartmouth Coll	196.6	Dartmouth Coll	207.8	Dartmouth Coll	216.3
Dartmouth Coll	189.2	Washington U St. Louis	196.6	U California-Berkeley	201.7	U of California-Berkeley	213.1
U California-Berkeley	185.1	U California-Berkeley	191.2	Washington U St. Louis	201.7	Washington U in St Louis	212.5
Brown U	178.9	Brown U	183.9	Brown U	187.7	Brown U	192.4
U Virginia	172.4	U Virginia	177.3	U Virginia	182.6	U Virginia	185.1
U Michigan-Ann Arbor	168.2	U Michigan-Ann Arbor	170.2	U Michigan-Ann Arbor	175.0	U of Michigan-Ann Arbor	178.5
Wellesley Coll	157.5	U North Carolina-Chapel Hill	159.3	U North Carolina-Chapel Hill	163.3	Wellesley Coll	162.7
U North Carolina-Chapel Hill	155.2	Pomona Coll	156.5	Wellesley Coll	160.4	U North Carolina-Chapel Hill	162.7
Pomona Coll	154.9	Wellesley Coll	156.1	Pomona Coll	159.3	Pomona Coll	161.2
U Massachusetts-Amherst	150.3	U Massachusetts-Amherst	153.4	Wesleyan U	155.8	U of Massachusetts-Amherst	161.2
Amherst Coll	149.9	Swarthmore Coll	153.1	Swarthmore Coll	155.2	Wesleyan U	160.2
Wesleyan U	149.4	Wesleyan U	152.6	Amherst Coll	153.2	Swarthmore Coll	158.4
Swarthmore Coll	149.3	Amherst Coll	151.0	U Massachusetts-Amherst	152.3	Amherst Coll	156.2
Williams Coll	143.7	Williams Coll	146.9	Bowdoin Coll	149.2	Williams Coll	152.8
Bowdoin Coll	142.5	Bowdoin Coll	146.6	Williams Coll	147.9	Bowdoin Coll	149.2
Smith Coll	141.4	Indiana U-Bloomington	142.2	Indiana U-Bloomington	142.1	Vassar Coll	143.7
Indiana U-Bloomington	140.0	Smith Coll	141.6	Smith Coll	141.3	Indiana U-Bloomington	143.5
Vassar Coll	135.6	Vassar Coll	137.4	Vassar Coll	140.0	Smith Coll	143.4
Carleton Coll	131.9	Carleton Coll	135.9	Carleton Coll	138.1	Carleton Coll	142.4
Davidson Coll	129.7	Davidson Coll	130.4	Davidson Coll	133.4	Davidson Coll	135.5
Haverford Coll	128.3	Haverford Coll	129.5	Haverford Coll	130.8	Haverford Coll	134.2
Mount Holyoke Coll	122.4	Mount Holyoke Coll	125.3	Mount Holyoke Coll	130.7	Mount Holyoke Coll	132.7
AC Median		AC Median		AC Median		AC Median	
Group Median		Group Median		Group Median		Group Median	
Group Mean		Group Mean		Group Mean		Group Mean	
	144.6		146.8		150.0		152.4
	162.8		164.8		169.1		170.6
	173.0		177.9		182.7		188.3

APPENDIX 3 (continued)

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE NEW GROUP

		FY2012-13			FY2013-14			FY2014-15			FY2015-16
RANK / INSTITUTION	MEAN SALARY		RANK / INSTITUTION	MEAN SALARY		RANK / INSTITUTION	MEAN SALARY		RANK / INSTITUTION	MEAN SALARY	
ASSOCIATE PROFESSORS											
Stanford U	135.0		Columbia U	145.3		Columbia U	151.7		Columbia U	158.8	
Columbia U	132.4		Stanford U	140.2		Stanford U	141.5		Stanford U	144.5	
Princeton U	129.1		Princeton U	129.6		Massachusetts Inst Tech	134.0		Princeton U	138.2	
Massachusetts Inst Tech	122.5		Massachusetts Inst Tech	127.2		Princeton U	133.0		Massachusetts Inst Tech	136.5	
Duke U	119.9		Harvard U	123.8		Harvard U	128.1		U Pennsylvania	132.3	
Harvard U	118.9		Duke U	120.8		Duke U	126.8		Harvard U	129.2	
U Pennsylvania	117.3		U Pennsylvania	119.5		U Pennsylvania	125.2		Duke U	128.4	
Yale U	113.0		Yale U	118.3		Northwestern U	120.6		Northwestern U	123.1	
Northwestern U	112.4		Northwestern U	115.1		U California-Los Angeles	117.7		Yale U	122.1	
Dartmouth Coll	111.5		Dartmouth Coll	113.6		Yale U	117.3		Washington U St. Louis	117.2	
U California-Los Angeles	109.9		U California-Los Angeles	111.8		U California-Berkeley	115.5		Dartmouth Coll	116.5	
U California-Berkeley	107.2		Washington U St. Louis	110.6		Dartmouth Coll	113.2		U California-Berkeley	115.9	
Washington U St. Louis	103.5		U California-Berkeley	110.2		Washington U St. Louis	112.9		Brown U	114.7	
Brown U	103.4		Brown U	107.6		Brown U	112.3		U Virginia	111.3	
Wellesley Coll	101.6		U Michigan-Ann Arbor	103.4		U Michigan-Ann Arbor	106.8		U Michigan-Ann Arbor	109.2	
U Michigan-Ann Arbor	101.0		Wellesley Coll	103.9		Pomona Coll	105.6		Pomona Coll	108.4	
Pomona Coll	99.5		Pomona Coll	101.9		U Virginia	104.9		Amherst Coll	104.6	
Swarthmore	96.6		Amherst Coll	101.1		Amherst Coll	104.7		U Massachusetts-Amherst	104.0	
U NC-Chapel Hill	96.5		U Virginia	99.5		Wellesley Coll	102.4		Wellesley Coll	102.1	
Amherst Coll	95.8		U Massachusetts-Amherst	98.0		U North Carolina-Chapel Hill	99.3		U North Carolina-Chapel Hill	101.8	
U Massachusetts-Amherst	95.2		Swarthmore Coll	97.6		Bowdoin Coll	99.3		Bowdoin Coll	101.7	
Bowdoin Coll	94.9		U North Carolina-Chapel Hill	97.2		U Massachusetts-Amherst	98.8		Swarthmore Coll	100.6	
U Virginia	93.7		Bowdoin Coll	96.9		Swarthmore Coll	98.6		Wesleyan U	100.4	
Haverford Coll	93.2		Haverford Coll	93.5		Wesleyan U	97.7		Vassar Coll	99.0	
Smith Coll	91.8		Smith Coll	93.3		Haverford Coll	95.4		Williams Coll	97.9	
Wesleyan U	90.2		Wesleyan U	93.3		Davidson Coll	94.9		Davidson Coll	97.4	
Williams Coll	90.1		Williams Coll	92.5		Williams Coll	94.4		Smith Coll	96.2	
Davidson Coll	89.3		Davidson Coll	92.0		Smith Coll	93.8		Haverford Coll	95.7	
Indiana U-Bloomington	88.5		Indiana U-Bloomington	90.7		Indiana U-Bloomington	92.4		Carleton Coll	94.5	
Carleton Coll	87.3		Carleton Coll	88.3		Carleton Coll	90.3		Indiana U-Bloomington	94.1	
Mount Holyoke Coll	84.3		Mount Holyoke Coll	87.8		Mount Holyoke Coll	90.0		Mount Holyoke Coll	92.3	
AC Median	93.5		AC Median	100.0		AC Median	102.5		AC Median	98.9	
Group Median	101.0		Group Median	103.4		Group Median	105.6		Group Median	108.4	
Group Mean	104.0		Group Mean	107.2		Group Mean	110.3		Group Mean	112.5	

APPENDIX 3 (continued)

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE NEW GROUP

FY2016-17		FY2017-18		FY2018-19		FY2019-20	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
ASSOCIATE PROFESSORS							
Columbia U	162.6	Columbia U	161.2	Columbia U	171.7	Columbia U	180.1
Stanford U	150.2	Stanford U	157.8	Stanford U	163.6	Stanford U	167.7
Massachusetts Inst Tech	143.4	Harvard U	151.7	Massachusetts Inst Tech	156.9	Massachusetts Inst of Tech	162.7
Princeton U	141.2	Massachusetts Inst Tech	149.1	Princeton U	148.0	Princeton U	154.1
U Pennsylvania	135.0	Princeton U	143.8	Harvard U	144.6	Harvard U	150.8
Duke U	134.6	U Pennsylvania	140.1	U Pennsylvania	143.9	U of California-Los Angeles	148.9
Yale U	131.0	Duke U	138.8	U California-Los Angeles	142.0	Yale U	145.7
Northwestern U	130.8	Northwestern U	135.4	Duke U	141.4	U of Pennsylvania	145.6
U California-Los Angeles	129.0	Yale U	135.0	Northwestern U	138.4	Duke U	144.8
Harvard U	127.4	U California-Los Angeles	133.7	U California-Berkeley	137.7	U of California-Berkeley	142.8
U California-Berkeley	123.6	U California-Berkeley	131.5	Dartmouth Coll	135.8	Northwestern U	140.6
Dartmouth Coll	122.0	Dartmouth Coll	128.4	Yale U	134.4	Dartmouth Coll	137.0
Washington U St. Louis	120.0	Washington U St. Louis	121.4	Brown U	124.4	Washington U in St Louis	128.4
Brown U	116.0	Brown U	120.1	Washington U St. Louis	123.8	Brown U	126.6
U Virginia	115.7	U Virginia	118.7	U Virginia	120.8	U of Virginia-Main Campus	125.3
Pomona Coll	111.9	U Virginia	114.1	Pomona Coll	115.9	Pomona Coll	119.6
U Michigan-Ann Arbor	111.4	U Michigan-Ann Arbor	113.2	U Michigan-Ann Arbor	115.8	U of Michigan-Ann Arbor	118.6
Amherst Coll	108.6	U Massachusetts-Amherst	109.0	Vassar Coll	110.4	Bowdoin Coll	114.1
U Massachusetts-Amherst	107.1	Swarthmore Coll	108.7	Swarthmore Coll	110.2	Swarthmore Coll	112.9
U North Carolina-Chapel Hill	104.9	Amherst Coll	108.2	Bowdoin Coll	110.2	Vassar Coll	112.7
Swarthmore Coll	104.4	Bowdoin Coll	107.5	Westleyan U	108.7	U of Massachusetts-Amherst	112.3
Bowdoin Coll	104.1	Westleyan U	106.5	Westleyan U	107.6	Westleyan U	111.2
Westleyan U	103.4	U North Carolina-Chapel Hill	105.7	Westleyan Coll	107.6	Westleyan Coll	109.1
Wellesley Coll	102.5	Vassar Coll	105.5	U Massachusetts-Amherst	106.6	Amherst Coll	108.9
Vassar Coll	102.4	Wellesley Coll	105.0	U North Carolina-Chapel Hill	106.3	Williams Coll	107.2
Williams Coll	101.8	Williams Coll	104.0	Williams Coll	106.3	Cartleton Coll	106.9
Davidson Coll	100.6	Cartleton Coll	101.2	Smith Coll	101.8	U North Carolina-Chapel Hill	104.8
Cartleton Coll	98.5	Harvard Coll	99.0	Cartleton Coll	101.4	Smith Coll	104.6
Smith Coll	98.2	Davidson Coll	98.8	Harvard Coll	101.0	Indiana U-Bloomington	102.0
Haverford Coll	96.3	Smith Coll	97.8	Indiana U-Bloomington	98.3	Davidson Coll	101.3
Mount Holyoke Coll	95.8	Indiana U-Bloomington	97.3	Davidson Coll	98.0	Haverford Coll	100.1
Indiana U-Bloomington	95.7	Mount Holyoke Coll	97.1	Mount Holyoke Coll	96.7	Mount Holyoke Coll	97.8
AC Median	101.0	AC Median	101.6	AC Median	103.8	AC Median	103.7
Group Median	111.7	Group Median	113.7	Group Median	115.9	Group Median	119.1
Group Mean	116.6	Group Mean	120.2	Group Mean	122.9	Group Mean	126.4

APPENDIX 3 (continued)

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE NEW GROUP

FY2012-13		FY2013-14		FY2014-15		FY2015-16	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
ASSISTANT PROFESSORS							
U Pennsylvania	116.2	U Pennsylvania	118.0	Stanford U	122.5	Stanford U	125.9
Harvard U	113.3	Stanford U	117.5	U Pennsylvania	119.6	U Pennsylvania	123.3
Stanford U	111.2	Harvard U	114.5	Massachusetts Inst Tech	114.3	Columbia U	121.5
Massachusetts Inst Tech	106.3	Massachusetts Inst Tech	111.1	Columbia U	114.1	Harvard U	120.2
Columbia U	105.8	Columbia U	110.9	Harvard U	113.3	Massachusetts Inst Tech	116.4
Washington U St. Louis	98.7	Duke U	103.5	Northwestern U	106.9	Northwestern U	111.4
Northwestern U	98.3	Northwestern U	102.7	Duke U	105.4	Duke U	109.9
Duke U	97.2	Princeton U	101.7	Princeton U	104.6	U California-Berkeley	109.5
Princeton U	96.7	U California-Berkeley	99.2	U California-Berkeley	103.0	Princeton U	107.3
U California-Berkeley	94.6	Washington U St. Louis	98.3	Washington U St. Louis	102.0	Washington U St. Louis	104.7
Yale U	94.1	Yale U	95.9	Dartmouth Coll	100.1	Yale U	103.3
Dartmouth Coll	89.4	Dartmouth Coll	94.0	Yale U	99.6	Dartmouth Coll	101.6
U California-Los Angeles	88.8	U California-Los Angeles	91.5	U California-Los Angeles	97.1	U Virginia	94.9
U Michigan-Ann Arbor	88.7	U Michigan-Ann Arbor	89.6	Brown U	92.3	Brown U	94.3
Brown U	86.0	Brown U	88.9	U Michigan-Ann Arbor	91.4	U Michigan-Ann Arbor	92.2
U North Carolina-Chapel Hill	84.3	U Virginia	87.0	U Virginia	90.6	Indiana U-Bloomington	91.8
U Virginia	82.9	U North Carolina-Chapel Hill	84.2	U Virginia	87.7	Indiana U-Bloomington	87.1
Wellesley Coll	80.8	Indiana U-Bloomington	83.0	Indiana U-Bloomington	87.7	U North Carolina-Chapel Hill	87.1
Indiana U-Bloomington	80.4	Wellesley Coll	82.0	U Massachusetts-Amherst	85.4	U North Carolina-Chapel Hill	87.1
Amherst Coll	79.0	Amherst Coll	80.8	Amherst Coll	83.7	Amherst Coll	85.9
U Massachusetts-Amherst	77.8	U Massachusetts-Amherst	80.0	Wellesley Coll	83.2	U Massachusetts-Amherst	85.6
Williams Coll	76.5	Pomona Coll	80.0	Pomona Coll	82.8	Wellesley Coll	85.0
Smith Coll	76.4	Wesleyan U	79.2	Wesleyan U	81.9	Pomona Coll	84.1
Wesleyan U	76.3	Wesleyan U	78.7	U North Carolina-Chapel Hill	81.6	Vassar Coll	83.6
Swarthmore Coll	75.4	Swarthmore Coll	78.4	Bowdoin Coll	80.8	Bowdoin Coll	82.9
Pomona Coll	75.1	Williams Coll	78.2	Williams Coll	80.0	Carleton Coll	82.6
Bowdoin Coll	74.3	Bowdoin Coll	76.1	Smith Coll	79.4	Smith Coll	81.5
Haverford Coll	73.7	Carleton Coll	74.6	Swarthmore Coll	78.9	Williams Coll	81.4
Carleton Coll	72.6	Carleton Coll	73.5	Carleton Coll	77.3	Swarthmore Coll	80.3
Davidson Coll	69.3	Davidson Coll	73.2	Haverford Coll	74.7	Haverford Coll	76.7
Mount Holyoke Coll	67.8	Mount Holyoke Coll	72.2	Mount Holyoke Coll	74.2	Davidson Coll	75.2
		Haverford Coll		Davidson Coll	73.3	Mount Holyoke Coll	74.5
AC Median	77.0	AC Median	79.0	AC Median	81.0	AC Median	83.5
Group Median	84.3	Group Median	87.0	Group Median	90.6	Group Median	91.8
Group Mean	87.4	Group Mean	90.3	Group Mean	93.0	Group Mean	95.4

APPENDIX 3 (continued)

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE NEW GROUP

FY2016-17		FY2017-18		FY2018-19		FY2019-20	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
ASSISTANT PROFESSORS							
Stanford U	128.2	Harvard U	140.7	Stanford U	137.0	Columbia U	142.1
U Pennsylvania	127.5	Stanford U	131.6	Harvard U	134.6	Massachusetts Inst of Tech	138.8
Harvard U	123.7	U Pennsylvania	130.3	U Pennsylvania	132.6	Stanford U	138.8
Columbia U	122.8	Columbia U	126.2	Massachusetts Inst Tech	132.1	Harvard U	138.6
Massachusetts Inst Tech	120.6	Massachusetts Inst Tech	124.5	Columbia U	130.2	U of Pennsylvania	136.5
Northwestern U	117.2	Northwestern U	116.7	Duke U	121.9	Duke U	123.5
Duke U	114.0	Princeton U	115.2	Princeton U	118.4	Princeton U	122.4
Princeton U	109.9	Duke U	114.1	Yale U	117.9	Yale U	120.3
U California-Berkeley	109.8	U California-Berkeley	111.0	Northwestern U	117.2	Northwestern U	119.0
Washington U St. Louis	108.8	Washington U St. Louis	110.4	U California-Berkeley	115.4	U of California-Berkeley	118.2
Yale U	108.7	Yale U	109.6	Washington U St. Louis	114.4	Washington U in St Louis	116.0
Dartmouth Coll	102.4	U California-Los Angeles	106.0	U California-Los Angeles	108.6	Dartmouth Coll	113.3
U California-Los Angeles	101.4	Dartmouth Coll	103.9	Dartmouth Coll	104.7	U of California-Los Angeles	111.1
Indiana U-Bloomington	96.3	Indiana U-Bloomington	99.9	Indiana U-Bloomington	104.6	Indiana U-Bloomington	105.5
U Virginia	96.0	Brown U	97.4	U North Carolina-Chapel Hill	101.9	U North Carolina-Chapel Hill	104.1
Brown U	95.4	U North Carolina-Chapel Hill	95.7	Brown U	99.7	Brown U	102.1
U Michigan-Ann Arbor	93.1	U Michigan-Ann Arbor	95.6	U Michigan-Ann Arbor	98.5	U of Michigan-Ann Arbor	100.8
U North Carolina-Chapel Hill	91.2	Pomona Coll	93.3	Pomona Coll	96.1	Pomona Coll	97.5
U Massachusetts-Amherst	89.5	U Massachusetts-Amherst	91.2	U Virginia	93.5	U of Massachusetts-Amherst	97.1
Amherst Coll	87.6	U Virginia	90.6	Amherst Coll	92.0	U of Virginia-Main Campus	97.1
Westleyan U	86.9	Westleyan U	89.9	Westleyan U	91.5	Amherst Coll	94.9
Pomona Coll	86.5	Amherst Coll	88.9	U Massachusetts-Amherst	91.4	Williams Coll	93.3
Wellesley Coll	85.7	Wellesley Coll	87.7	Wellesley Coll	90.3	Westleyan U	93.0
Bowdoin Coll	84.5	Bowdoin Coll	87.4	Williams Coll	89.0	Bowdoin Coll	92.4
Vassar Coll	84.3	Williams Coll	85.4	Bowdoin Coll	88.6	Wellesley Coll	91.0
Carleton Coll	83.9	Vassar Coll	84.9	Vassar Coll	87.3	Carleton Coll	90.4
Smith Coll	83.8	Smith Coll	84.8	Carleton Coll	86.6	Vassar Coll	90.1
Williams Coll	83.2	Swarthmore Coll	84.4	Smith Coll	86.6	Swarthmore Coll	88.5
Swarthmore Coll	81.0	Carleton Coll	83.7	Swarthmore Coll	85.5	Smith Coll	88.2
Mount Holyoke Coll	78.9	Haverford Coll	80.9	Haverford Coll	83.2	Haverford Coll	85.4
Haverford Coll	78.1	Mount Holyoke Coll	79.0	Mount Holyoke Coll	79.8	Davidson Coll	82.9
Davidson Coll	73.2	Davidson Coll	74.8	Davidson Coll	73.6	Mount Holyoke Coll	79.9
AC Median	86.1	AC Median	87.4	AC Median	88.8	AC Median	90.7
Group Median	94.2	Group Median	95.7	Group Median	99.1	Group Median	101.5
Group Mean	97.9	Group Mean	100.5	Group Mean	103.3	Group Mean	106.7

APPENDIX 4

Grouping of departments and programs for grouping of faculty salary data by discipline

Humanities	Physical and Life Sciences	Social Sciences
AMST	ASTR	ANSO
ARAB	BCBP	ANTH
ARAH	BIOL	ECON
ARCH	CHEM	POSC
ARHA	COSC	PSYC
ASLC	GEOL	SOCI
BLST	MATH	
CHIN	NEUR	
CLAS	PHYS	
ENGL	STAT	
ENST		
EUST		
FAMS		
FIAR		
FREN		
GERM		
GREE		
HIST		
JAPA		
LATI		
LJST		
MUSI		
PHIL		
RELI		
RUSS		
SPAN		
SWAGS		
THDA		

Committee on Priorities and Resources
Final Report 2019-20

Approved by the whole committee on May 26, 2020

As with many committees this year, the work of the CPR could be divided between two periods: before and after the outbreak of the pandemic in March 2020. Prior to the outbreak, the bulk of the CPR's work focused on traditional topics (e.g., salary report, review of College finances and expenditures, capital projects) and a new and exciting topic for the College, plans to build a new Student Center. After the outbreak, the CPR focused on reviewing the pandemic's impact on college resources.

Salary Report. In the fall, the CPR approved the 2018-19 Faculty Salary report started by last year's CPR under then-chair Prof. Tanya Leise. Two decisions were made this year. In the future, 1) the salary report will be drafted in the fall semester, and 2) the office of Institutional Research will assist the CPR more closely with the analysis. The meeting scheduled for April 2020 between the CPR and the Board to present the salary report and the other topics in this summary was cancelled due to disruptions caused by the Coronavirus.

Admission and Financial Aid. The CPR met with Dean of Admission and Financial Aid Matt McGann to review the 2023 class and efforts by the College (and other liberal arts colleges) to stay competitive in the research university marketplace. The CPR endorsed the College's mission to preserve the leadership position of Amherst's financial aid program. The CPR noted that, at some point, the College should consider moving the Admission and Financial Aid offices to a more functional, shared, and visitor-friendly location.

Institutional Advancement. The CPR met with Chief Advancement Officer Betsy Cannon Smith '84 and Senior Director of Advancement Administration and Planning Suzanne Newby-Estes to discuss the report to the Board, prepared by the Committee on Institutional Advancement. The CPR endorsed Advancement's goal of developing strategies to increase participation rates in gifts to the Annual Fund.

Impact of Study Abroad on Enrollments. The CPR met with Director of Institutional Research and Registrar Services Jesse Barba and Associate Dean and Director of Global Education Janna Behrens to discuss how study abroad patterns impact housing and classroom utilization across semesters. The CPR heard about various plans under consideration to ensure a more balanced distribution of study abroad participation between semesters, but did not vote on any of the options.

Student Center, Classroom Space, and Office Space. The CPR devoted several meetings to discuss plans for a new student center and other critical space needs on campus, such as faculty offices. Guests included President Bidy Martin, Chief of Campus Operations Jim Brassord, Director of Institutional Research and Registrar Services Jesse Barba, and Director of Dining Services Joe Flueckiger. The CPR endorsed moving forward with a new student center. The new center should prioritize multi-use spaces, with a strong focus on sustainable design and construction, and sufficient conference-scale restroom facilities to accommodate large numbers

of users all at once during brief event breaks. The CPR reiterated its desire to be involved at different stages of the planning process.

Administration Staffing. There were no new FTEs in administration staffing to consider this year.

Capital Projects. The CPR reviewed plans for Capital Projects, but did not vote to make any recommendations.

Benefits. The CPR held two meetings to discuss staff benefits. One meeting included a presentation of the Health & Welfare Plan Survey Results. The report suggests that Amherst benefits are more generous than or on par with those of our peers. One shortcoming at Amherst is that the medical plans include only two tiers (family and individual). The CPR endorsed efforts by the College to develop four tiers, which is the emerging standard among peer institutions.

Coronavirus Impact. The CPR spent most of its meetings in April to discuss informal reports by Provost and Dean of the Faculty Catherine Epstein and Chief Financial and Administrative Officer Kevin Weinman on the pandemic's impact on resources and teaching. The CPR expressed support for efforts by the College to minimize the impact on employment and staffing, even if that meant freezing salaries. The CPR asked the Dean to justify the decision to fill certain positions in Athletics (e.g., head coach, Men's Lacrosse). The CPR was not invited to express a formal recommendation on any of the measures being taken by the College.

Respectfully submitted,

Javier Corrales
Dwight W. Morrow 1895 Professor and Chair of Political Science
Chair of the CPR, 2019-2020

2019-20 CPR Members

Professor Andrew Dole
Professor Jill Miller
Professor Monica Ringer
Library Administrative Assistant/Bookkeeper Susan Bradley
Assistant Director of Athletics Kelly Mannix
Benjamin Gilsdorf '21 (fall semester)
James Hulsizer '23 (spring semester)
Sydney Ireland '23

Ex officio:

Director of Financial Planning Thomas Dwyer
Provost and Dean of the Faculty Catherine Epstein
Chief Human Resources Officer Maria-Judith Rodriguez
Chief Financial and Administrative Officer Kevin Weinman
Brooke Harrington '22

Annual Faculty Salary Report, 2018-2019¹

Committee on Priorities and Resources

Spring 2019

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 compensation at Amherst with those at 12 other colleges and universities known as the Traditional Group. Since 2003-04, the CPR has also compared salaries and compensation with a broader group of colleges and universities that includes the original 12 plus an additional 18 institutions; this is the New Group.³ For this report (Spring 2018) the CPR has compared salaries and cost of living with the redefined group of 12 liberal arts colleges following procedures established in the Spring 2016 report and also used in the Spring 2017 report. The comparative data on average salaries by rank are provided by the American Association of University Professors (AAUP).

This spring, the AAUP data was not available until May 21, 2019, after the academic year ended. Therefore this report is a **preliminary** analysis of the salary data, with the intention of the CPR carrying out a more careful examination in Fall 2019.

II. Background

Since the 1970s the CPR has compared faculty salaries with peer institutions. A Traditional Group was used for many years. In 2003, the Board of Trustees and the Administration asked the CPR to create a New Group to better define salary benchmarks that the faculty saw as comparable. However, concern over the potential impact of high-salary professional schools that are specific to several universities in the larger New Group led to the formation of a Liberal Arts group in 2014, to allow direct comparisons with Liberal Arts peer institutions. In 2016, the CPR adopted a Liberal Arts group of 12 peers for faculty salary benchmarking, choosing the institutions we regard as peer elite liberal arts colleges and without prior consideration of salary levels: Amherst, Bowdoin, Carleton, Davidson, Haverford, Middlebury, Pomona, Smith, Swarthmore, Vassar, Wellesley, and Williams.

¹ This report is submitted by the voting members of the Committee on Priorities and Resources (CPR). We would like to thank the colleagues who assisted in compiling data, especially Monique Bourgeois Miller and Jesse Barba in the Institutional Research office. We thank the *ex officio* CPR members, including Thomas Dwyer, Catherine Epstein, Steven Hegarty, Maria-Judith Rodriguez, and Kevin Weinman.

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

³ CPR created the New Group 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.

Previously, the committee compared Amherst College salaries with a “traditional group” group of research universities and liberal arts colleges. While the salary analysis in this report no longer provides a condensed comparison with the traditional group, we will provide an online appendix with tables that list the average salaries for the traditional group. This report will use the new benchmark set by the CPR in Spring 2016 that presents normalized salaries in a quartile system by rank, and it will also compare salaries with a cost of living adjustment.

Data Resources and Limitations:

We rely primarily on salary data compiled by the AAUP (American Association of University Professors). These tend to be crude measures of the total compensation (which include some, but not all, benefits in various degrees across institutions), and they do not reflect regional or geographical differences in the cost of living. Moreover, salary information for Amherst faculty and that compiled by the AAUP includes only tenure-line faculty who are full-time teachers; faculty with partial administrative roles or with reduced teaching loads due to phased retirement or other factors are not included in this report.

Within the salary data there are several potential sources of bias. One such bias results from the fact that the AAUP does not report by years-in-rank or years-in-service, so we cannot take those into account when making salary comparisons. An institution with a large cohort of professors serving for many years in a particular rank will have a larger average salary at that rank than an institution with proportionally more recently-promoted professors. In 1997-98 the Amherst Administration conducted a confidential time-in-rank and salary survey and it concluded that demographic differences did not have a significant effect on Amherst’s rankings in the Traditional Group. However, in recent years the college has experienced significant turnover and these shifts now do appear to contribute to changes in the current rankings, notably a drop in the average salary of full professors in 2012-13.

For more information about changes in year-in-rank at Amherst, see the graphs, *Average Number of Year in Rank for Full-time, Tenure-line Faculty (2009-2018)* and *5 Year Projection (2019-2024)* and *Distribution of Years in Rank for Full-time, Tenure-line Faculty 2018-19*, appended to this report.

A second potential source of bias comes from the inclusion of professional school faculty salaries in the AAUP data, which contributes to salaries in the Traditional Group and the New Group. Salaries at professional schools (law, medical, etc.) are usually higher than salaries at liberal arts institutions, due to market competition given opportunities available to professionals in those fields outside of academia.

A third potential source of bias is regional variation in cost of living. Therefore, we also provide graphs that apply cost of living adjustments for salaries in the Liberal Arts group based on published local living-wage estimates (<http://livingwage.mit.edu/>).

Additional caveats are noted below when associated with specific analyses or comparisons.

III. Benchmarks

History

Historically the Amherst College Board of Trustees has sought to raise faculty salaries to meet stated goals. As noted in the 2004-05 CPR Salary Report, in 1958 the Trustees issued a policy statement that Amherst faculty salaries should be “as high as those in any other college in the country.” In 1970, this policy was updated to indicate that faculty compensation should be “at a level no lower than that of other institutions of the highest quality.” Nevertheless, in the 1970s faculty salaries dropped significantly on a relative basis. This resulted in much discussion and a resolution by the Board in 1979 that by 1982 faculty salaries should be increased to regain Amherst’s 1968 relative competitive position, which in 1968 corresponded to 3rd in the Traditional group (see the 2004-05 CPR Salary Report for details and caveats).

The benchmark targeted to be reached by 1982 was not achieved, and by the mid-1990s Amherst faculty salaries had once again lost relative ground. This resulted in a 1998 commitment to close the gaps for associate and full professors in particular. Then, in 2003, the Administration and Board of Trustees asked the CPR to set a benchmark for a ranking within the New Group that Amherst should try to reach and maintain. 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 salaries, salaries of Amherst professors have tended to rest below both the median and the average of the Traditional Group, which includes research universities and institutions with professional schools.

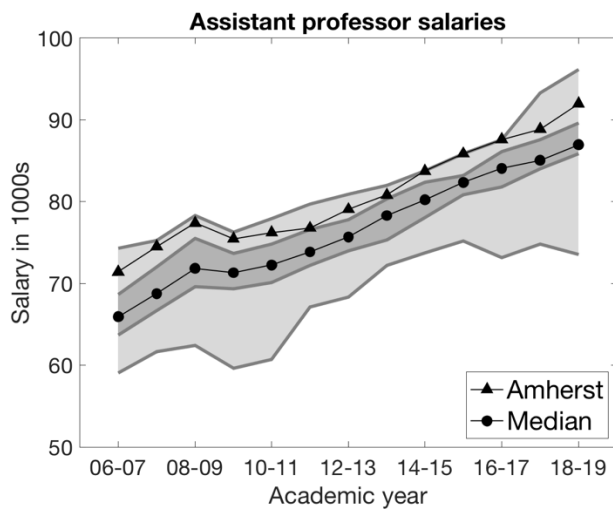
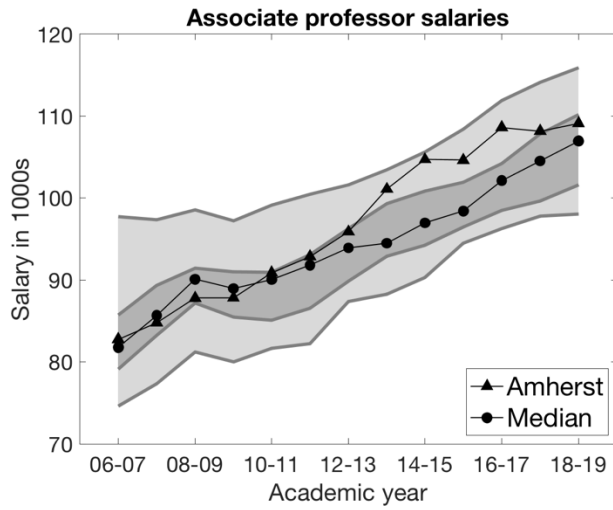
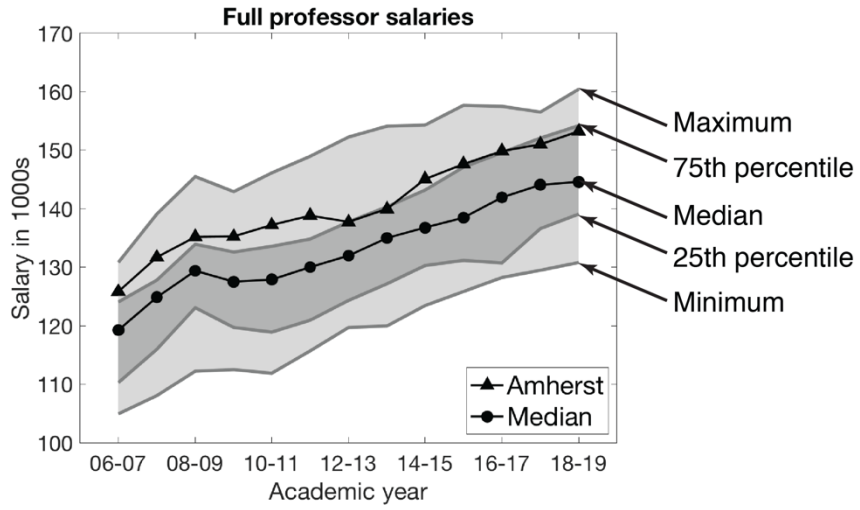
Current Benchmarks

The graphs in this report focus on the Liberal Arts group of 12 colleges as the comparison group: Amherst, Bowdoin, Carleton, Davidson, Haverford, Middlebury, Pomona, Smith, Swarthmore, Vassar, Wellesley, and Williams. The CPR also examines the comparison of Amherst College to the Traditional Group. The dark gray bands are outlined by the 1st and 3rd quartiles (25th and 75th percentiles), while the minimum and maximum values bound the light gray bands. The median marks the split between the upper 6 and the lower 6 salaries from this group of 12. The upper light gray band marks the top 3 salaries; dark gray band marks the middle 6 salaries; lower gray band marks the bottom 3 salaries. The plotted Amherst values represent the mean (average) salary values within each faculty rank. *The proposed benchmark is to remain at or above the 75th percentile among this group of 12 liberal arts peers.*

IV. Quartile analyses

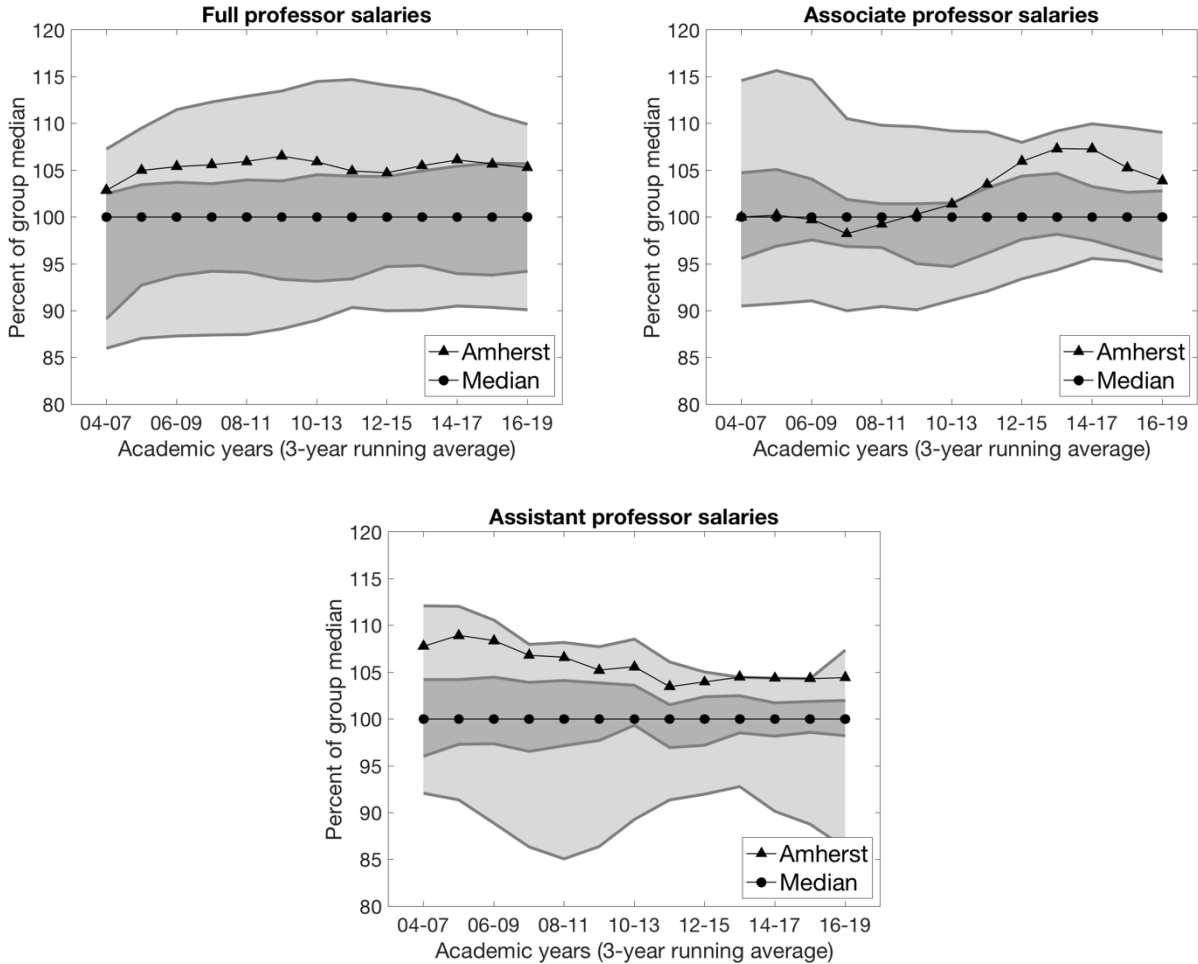
Untransformed and unadjusted data

The historic quartile analysis shows a comparison faculty salaries among the Liberal Arts group of 12 colleges. The following graphs display salary as absolute numbers in thousands of dollars without transformation or modification. Discussion of Amherst College’s status with regard to the 75th percentile benchmark is presented in the following section.



Normalized data

For easier comparison over time, we normalized the salaries by dividing each salary by the group median for that time point. A 3-year running average was applied first to smooth out one-year fluctuations, in order to better observe longer-term trends.

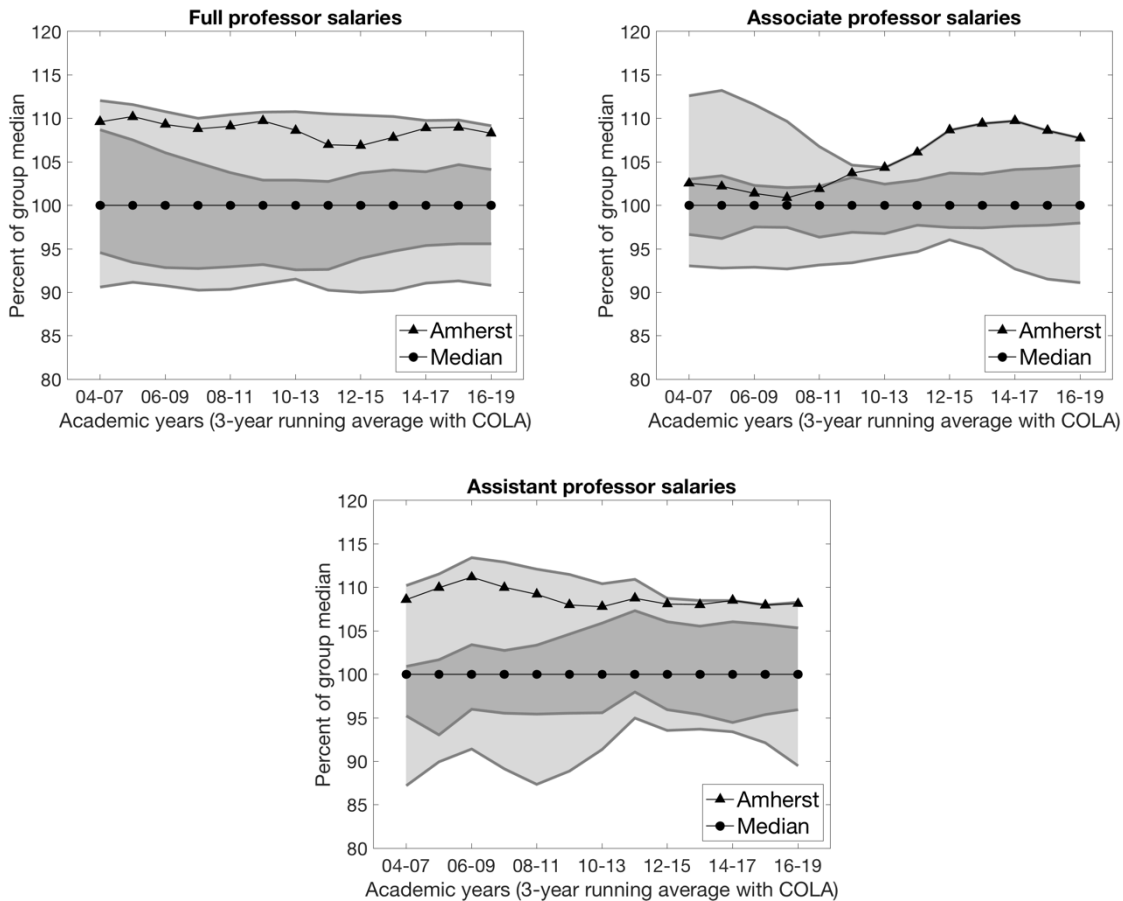


If the goal is to keep Amherst’s salaries among the top 3 (top quarter) in this group of peers (top light gray band) in order to remain competitive, then we are in the acceptable range for assistant professors, while salaries are falling behind for associate and full professors. In particular, the full professor salary average has fallen below this benchmark for the past 2 years. One potential explanation may be that full professors span a wider range of salary level, from newly promoted faculty to several decades at the college. A spate of retiring senior faculty, replaced by new promotions to full professor, may have caused a drop in full professor average salary; see appended graphs on changes in years-in-rank, which suggest that 2018 hit a minimum point for average years-in-rank for full professors, with value expected to increase in future years. However, this explanation does not apply to the case of associate professor salaries.

Cost of living adjusted data

We adjusted the salaries in an effort to take cost of living into account. The cost of living adjustments (COLA) in the following figures were generated from the MIT living wage calculations from 2017: <http://livingwage.mit.edu/>. The living wage is a measure of the cost of living of basics for a family of 4 with 1 worker (2 adults, 2 children, and only 1 adult working), and the website provides values for each county in the US. We adjusted the salaries relative to the cost of living in Hampshire County. For example, Pomona’s salaries tend to be higher than other peer institutions because of the high cost of living in that region. Since Los Angeles County’s cost of basics is about 12.8% in excess of Hampshire County’s, we divide Pomona’s mean salary by 1.128 to calculate the COLA salary.

A strong caveat of this approach is that the living costs near the institution may differ substantially from the surrounding county on which the COLA is based. For the Pomona example cited above, that institution is in the broadly expensive Los Angeles County, where local housing costs near Pomona are 66% of the county-wide average (www.census.gov). However, in the town of Amherst, surrounded by the more rural environment, the housing costs are 126% of the county average. As a consequence, the COLA salary of Amherst is inflated relative to Pomona. Therefore, caution is needed when using this COLA in assessing whether Amherst College is meeting modified benchmarks, and more investigation on this adjustment is warranted across the comparison group.



As usual, we caution faculty members not to read these mean (average) data for comparison with their individual increases because the mean data as reported by the AAUP include salary increases at the time of promotion or tenure in the more junior ranks, thus overstating the actual salary increases for most members of the Assistant and Associate Professor groups. We also reiterate that overall trends are more significant than single-year or single-category movements that may be due to demographic variations in rank that result from hiring, promotion and retirement.

This year, as with last year, we are at the border of the benchmark criterion with slightly negative trends across categories. We include median salary values in each category in the summary tables below as an alternative measure that is less sensitive to outliers than the mean.

V. Salary Comparisons within the College

The following data do not include faculty with administrative positions, for which there were nine in 2018-19. Also note that variations from year to year can be due to changes in rank for Economics faculty. Grouping of departments and programs by discipline is appended to this report.

Amherst College Faculty Salaries 2017-18

Rank	Female			Male		
	<i>Median</i>	<i>Average</i>	<i>Count</i>	<i>Median</i>	<i>Average</i>	<i>Count</i>
Professor	\$144,500	\$143,977	35	\$150,000	\$155,970	50
Associate	\$113,000	\$113,550	14	\$100,700	\$103,113	15
Assistant	\$88,300	\$89,500	25	\$87,100	\$88,090	21
All	\$117,250	\$119,816	74	\$120,200	\$130,176	86

Amherst College Faculty Salaries 2018-19

Rank	Female			Male		
	<i>Median</i>	<i>Average</i>	<i>Count</i>	<i>Median</i>	<i>Average</i>	<i>Count</i>
Professor	\$148,900	\$148,489	37	\$153,000	\$156,802	49
Associate	\$105,000	\$110,824	13	\$102,200	\$107,900	18
Assistant	\$89,000	\$92,106	30	\$88,300	\$91,842	24
All	\$119,000	\$121,225	80	\$123,600	\$129,997	91

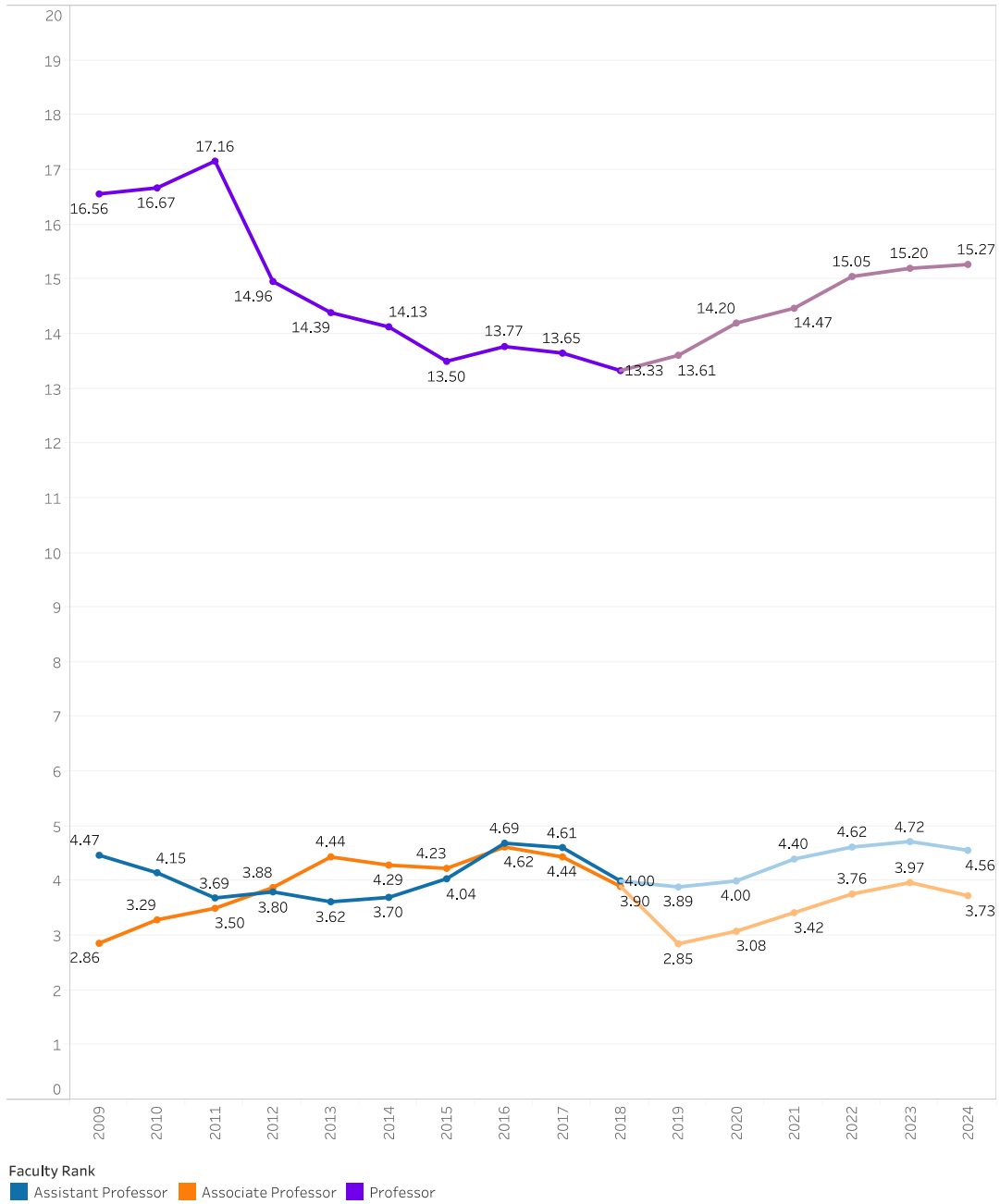
<i>Amherst College Faculty Salaries 2017-18</i>				
Discipline	<i>Rank</i>	<i>No. of Persons</i>	<i>Mean</i>	<i>Median</i>
Humanities	Professor	45	151,880	146,800
	Associate	19	104,637	100,700
	Assistant	23	87,117	86,000
Social Sciences	Professor	17	145,012	144,500
	Associate	4	123,925	128,550
	Assistant	11	90,255	88,300
Physical and Life Sciences	Professor	23	153,822	146,800
	Associate	6	108,767	107,000
	Assistant	12	90,908	88,500
All		160	125,384	120,000

<i>Amherst College Faculty Salaries 2018-19</i>				
Discipline	<i>Rank</i>	<i>No. of Persons</i>	<i>Mean</i>	<i>Median</i>
Humanities	Professor	44	154,770	152,000
	Associate	20	107,630	103,800
	Assistant	27	88,755	88,600
Social Sciences	Professor	19	147,642	145,700
	Associate	2	133,300	133,300
	Assistant	13	98,800	91,000
Physical and Life Sciences	Professor	23	154,883	147,000
	Associate	9	107,078	100,600
	Assistant	14	91,900	87,350
All		171	125,893	120,000

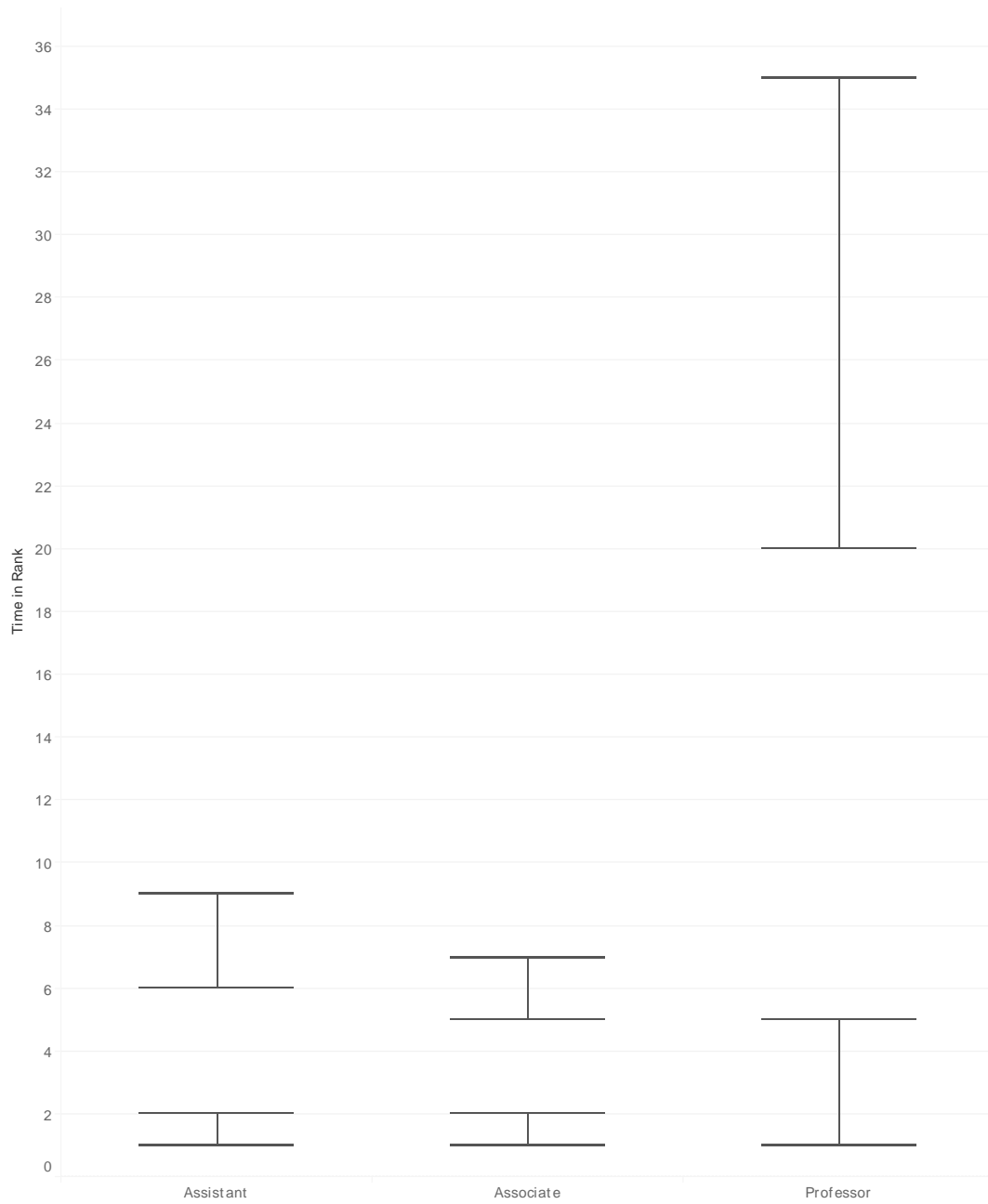
VI. Additional Salary Data

Tables providing comparisons to other peer institution groups, with salaries given in *thousands of dollars*, are appended to the end of this report.

Average Number of Years in Rank for Full-time, Tenure-line Faculty (2009-2018) and 5 Year Projection (2019-2024)



Distribution of Years in Rank for Full-time, Tenure-line Faculty 2018-19



Whiskers extend to 1.5 times the interquartile range. Nulls are two Associate Professors who will receive tenure in summer 2019. Total n excludes faculty on leave of absence as well as administrators consistent with AAUP Faculty Compensation Survey reporting instructions.

Grouping of departments and programs for grouping of faculty salary data by discipline

Subject	Discipline
AMST	Humanities
ARAB	Humanities
ARAH	Humanities
ARCH	Humanities
ARHA	Humanities
ASLC	Humanities
BLST	Humanities
CHIN	Humanities
CLAS	Humanities
ENGL	Humanities
ENST	Humanities
EUST	Humanities
FAMS	Humanities
FIAR	Humanities
FREN	Humanities
GERM	Humanities
GREE	Humanities
HIST	Humanities
JAPA	Humanities
LATI	Humanities
LJST	Humanities
MUSI	Humanities
PHIL	Humanities
RELI	Humanities
RUSS	Humanities
SPAN	Humanities
SWAG	Humanities
THDA	Humanities
WAGS	Humanities
MUSL	Humanities
ASTR	Science & Math
BCBP	Science & Math
BIOL	Science & Math
CHEM	Science & Math
COSC	Science & Math
GEOL	Science & Math
MATH	Science & Math
NEUR	Science & Math
PHYS	Science & Math
STAT	Science & Math
ANSO	Social Sciences
ANTH	Social Sciences
ECON	Social Sciences
POSC	Social Sciences
PSYC	Social Sciences
SOCI	Social Sciences

May 2018 Summary Report from the Committee on Priorities and Resources (CPR)

The CPR, consisting of faculty, staff, students, and *ex officio* administration officers, is grateful for the opportunity to summarize our main activities from this academic year. Throughout the year the committee worked to address topics relating to the committee's central charge (e.g., budgetary concerns, priorities for major expenditures, and the faculty salary report). We also endorsed revisions of significant benefits programs and participated in the re-accreditation process. This year the voting members approved the following proposals or reports:

1. Faculty Salary Report.

One of the CPR's central charges is to prepare an annual faculty salary report, using data provided by the AAUP that is organized for the CPR by colleagues in Institutional Research. Our approach for the past several years has been a comparison with peer institutions represented by twelve elite liberal arts colleges. The objective is to see that faculty salaries fall within the upper quartile of this peer group, and we assess whether this benchmark is met for full, associate and assistant professor categories. In order to monitor broader long-term patterns, we also review salary data for comparison groups used prior to the current set of liberal arts peer institutions. Amherst College remains near or above this benchmark, but with some indication of declining trends toward the benchmark threshold, which we suggest needs closer attention in the future budgeting cycles. To examine how salaries compare across groups of Amherst College faculty, the report includes a breakdown by discipline and by gender of faculty in each rank, and there are not current indications of problems in these areas.

Details are available in the annual salary report on the CPR web page.

2. Benefits and Grant in Aid

Last year the Benefits Committee completed a comprehensive comparison of the Amherst College benefits relative to peer institutions. The CPR learned that the College is generally competitive except for the *Grant in Aid* benefit, which fell well below most of our peer institutions. This subject carried over into the current year's activities. *Grant in Aid* is important in the hiring, retention, and mid-career recruitment of faculty and staff, particularly as the costs of higher education have increased. In communication with the Benefits Committee, the CPR suggests that Amherst should improve its position compared to the distribution of peer institutions, and that the benefit should be scaled to a proportion of the Amherst College tuition (in order to index the benefit annually and to avoid disadvantaging lower-salary-range employees who may be dealing with lower-cost colleges). The Benefits Committee has created options to advance toward these goals, and the CPR is supportive of them.

We were also approached by the Faculty Housing Committee concerning revision to the Housing Program involving rental properties. The CPR is supportive of adjustments that help ensure equity among faculty renters and concerns over accumulating deferred maintenance.

3. Review of FTE Requests

The spring semester is largely occupied with activities related to non-faculty position requests and final resolution of the College budget. The CPR met with division heads in order to better understand the demands on their current staffing and various objectives to be met by the requested new or modified positions. We maintain, as one of the CPR priorities, the conversion of casual positions to regular benefited positions. We also intend for the combination of faculty, staff, and student voices on the committee to convey a sense of staffing priorities to the administration body that decides on any position requests.

4. NEASC Reaccreditation

The CPR participates in the NEASC reaccreditation process because of the committee's role in helping to identify priorities during the annual budgeting process, as well as being one of the vehicles for faculty, staff, and student concerns to the administration. We provided input to the College's self-study document and met as the committee with members of the NEASC review team.

Maya Bhandari '20

Solsiree del Moral, Associate Professor of American Studies and Black Studies

Theresa Dufresne, Amherst College Police Sergeant

Michael Hood, Associate Professor of Biology, Chair of the CPR

Justin Kimball, Professor of Art

Tanya Leise, Associate Professor of Mathematics

Denise McGoldrick, Assistant Dean of Students/Director Health Education

Alejandro Nino Quintero '18

Ex officio/non-voting members

Thomas Dwyer, Director of Financial Planning & Assistant Treasurer

Catherine Epstein, Dean of the Faculty

Maria-Judith Rodriguez, Chief Human Resources Officer

Jacob Silverman '19

Kevin Weinman, Chief Financial and Administrative Officer

Annual Faculty Salary and Compensation Report, 2017-2018¹

Committee on Priorities and Resources **Spring 2018**

DRAFT 05-01-18

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 compensation at Amherst with those at 12 other colleges and universities known as the Traditional Group. Since 2003-04, the CPR has also compared salaries and compensation with a broader group of colleges and universities that includes the original 12 plus an additional 18 institutions; this is the New Group.³ For this report (Spring 2018) the CPR has compared salaries and cost of living with the redefined group of 12 liberal arts colleges following procedures established in the Spring 2016 report and also used in the Spring 2017 report. The comparative data on average salaries by rank are provided by the American Association of University Professors (AAUP).

II. Background

Since the 1970s the CPR has compared faculty salaries with peer institutions. A Traditional Group was used for many years. In 2003, the Board of Trustees and the Administration asked the CPR to create a New Group to better define salary benchmarks that the faculty saw as comparable. However, concern over the potential impact of high-salary professional schools that are specific to several universities in the larger New Group led to the formation of a Liberal Arts group in 2014, to allow direct comparisons with Liberal Arts peer institutions. In 2016, the CPR adopted a Liberal Arts group of 12 peers for faculty salary benchmarking, choosing the institutions we regard as peer elite liberal arts colleges and without prior consideration of salary levels: Amherst, Bowdoin, Carleton, Davidson, Haverford, Middlebury, Pomona, Smith, Swarthmore, Vassar, Wellesley, and Williams.

¹ This report is submitted by the voting members of the Committee on Priorities and Resources (CPR). We would like to thank the colleagues who assisted in compiling data, especially in the Institutional Research and Human Resources offices. We thank the *ex officio* CPR members, including Thomas Dwyer, Catherine Epstein, Kevin Weinman, and Maria-Judith Rodriguez.

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

³ CPR created the New Group 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.

Previously, the committee compared Amherst College salaries with a “traditional group” group of research universities and liberal arts colleges. While the salary analysis in this report no longer provides a condensed comparison with the traditional group, we will provide an online appendix with tables that list the average salaries for the traditional group. This report will use the new benchmark set by the CPR in Spring 2016 that presents normalized salaries in a quartile system by rank, and it will also compare salaries with a cost of living adjustment.

Data Resources and Limitations:

We rely primarily on salary data compiled by the AAUP (American Association of University Professors). These tend to be crude measures of the total compensation (which include some, but not all, benefits in various degrees across institutions), and they do not reflect regional or geographical differences in the cost of living. Moreover, salary information for Amherst faculty and that compiled by the AAUP includes only tenure-line faculty who are full-time teachers; faculty with partial administrative roles or with reduced teaching loads due to phased retirement or other factors are not included in this report.

Within the salary data there are several potential sources of bias. One such bias results from the fact that the AAUP does not report by years-in-rank or years-in-service, so we cannot take those into account when making salary comparisons. An institution with a large cohort of professors serving for many years in a particular rank will have a larger average salary at that rank than an institution with proportionally more recently-promoted professors. In 1997-98 the Amherst Administration conducted a confidential time-in-rank and salary survey and it concluded that demographic differences did not have a significant effect on Amherst’s rankings in the Traditional Group. However, in recent years the college has experienced significant turnover and these shifts now do appear to contribute to changes in the current rankings, notably a drop in the average salary of full professors in 2012-13.

A second potential source of bias comes from the inclusion of professional school faculty salaries in the AAUP data, which contributes to salaries in the Traditional Group and the New Group. Salaries at professional schools (law, medical, etc.) are usually higher than salaries at liberal arts institutions, due to market competition given opportunities available to professionals in those fields outside of academia. Moving forward the CPR will focus on the Liberal Arts groups as more relevant for purposes of salary comparisons.

A third potential source of bias is regional variation in cost of living. Therefore, we also provide graphs that apply cost of living adjustments for salaries in the Liberal Arts group based on published local living-wage estimates (<http://livingwage.mit.edu/>). In this report, we used the same cost of living adjustment values that were used in the Spring 2017 report.

Additional caveats are noted below when associated with specific analyses or comparisons.

III. Benchmarks

History

Historically the Amherst College Board of Trustees has sought to raise faculty salaries to meet stated goals. As noted in the 2004-05 CPR Salary Report, in 1958 the Trustees issued a policy statement that Amherst faculty salaries should be “as high as those in any other college in the country”. In 1970, this policy was updated to indicate that faculty compensation should be “at a level no lower than that of other institutions of the highest quality”. Nevertheless, in the 1970s faculty salaries dropped significantly on a relative basis. This resulted in much discussion and a resolution by the Board in 1979 that by 1982 faculty salaries should be increased to regain Amherst’s 1968 relative competitive position, which in 1968 corresponded to 3rd in the Traditional group (see the 2004-05 CPR Salary Report for details and caveats).

The benchmark targeted to be reached by 1982 was not achieved, and by the mid-1990s Amherst faculty salaries had once again lost relative ground. This resulted in a 1998 commitment to close the gaps for associate and full professors in particular. Then, in 2003, the Administration and Board of Trustees asked the CPR to set a benchmark for a ranking within the New Group that Amherst should try to reach and maintain. 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 salaries, salaries of Amherst professors have tended to rest below both the median and the average of the Traditional Group, which includes research universities and institutions with professional schools.

Current Benchmarks

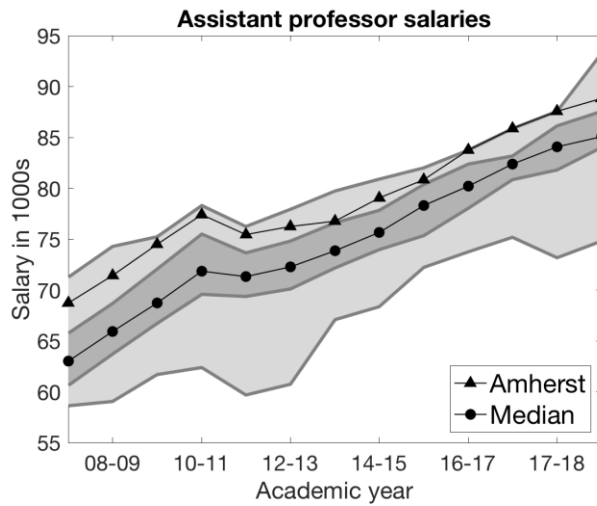
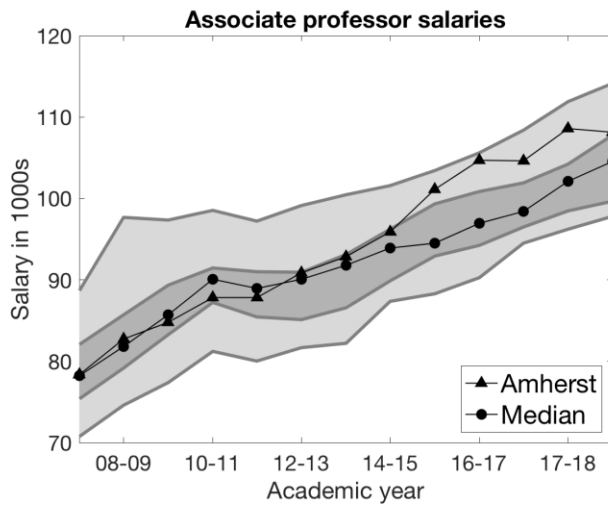
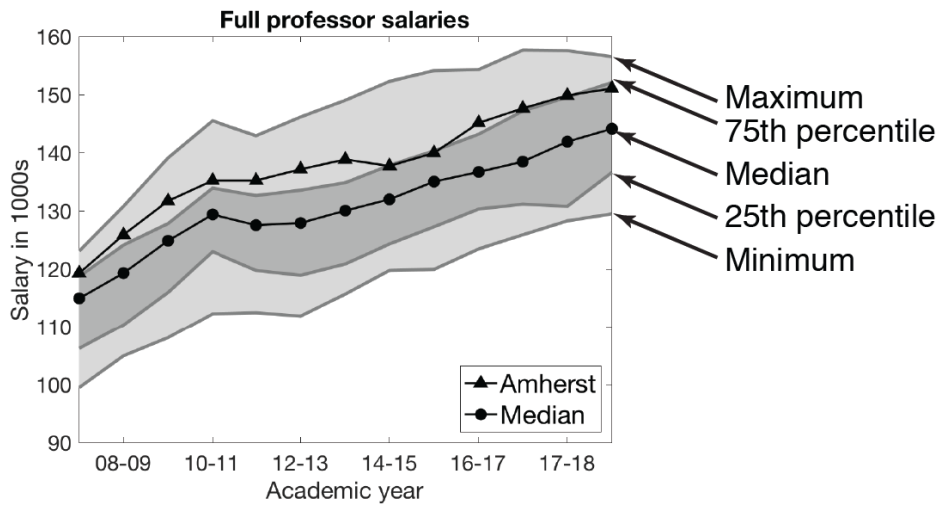
The graphs in this report focus on the Liberal Arts group of 12 colleges as the comparison group: Amherst, Bowdoin, Carleton, Davidson, Haverford, Middlebury, Pomona, Smith, Swarthmore, Vassar, Wellesley, and Williams. The CPR also examines the comparison of Amherst College to the Traditional Group. The dark gray bands are outlined by the 1st and 3rd quartiles (25th and 75th percentiles), while the minimum and maximum values bound the light gray bands. The median marks the split between the upper 6 and the lower 6 salaries from this group of 12. The upper light gray band marks the top 3 salaries; dark gray band marks the middle 6 salaries; lower gray band marks the bottom 3 salaries. The plotted Amherst values represent the mean (average) salary values within each faculty rank. *The proposed benchmark is to remain at or above the 75th percentile among this group of 12 liberal arts peers.*

IV. Quartile analyses

Untransformed and unadjusted data

The historic quartile analysis shows a comparison faculty salaries among the Liberal Arts group of 12 colleges. The following graphs display salary as absolute numbers in thousands of dollars without transformation or modification. Discussion of Amherst College’s status with regard to the stated 75th percentile benchmark is presented in the following section.

Salary Data

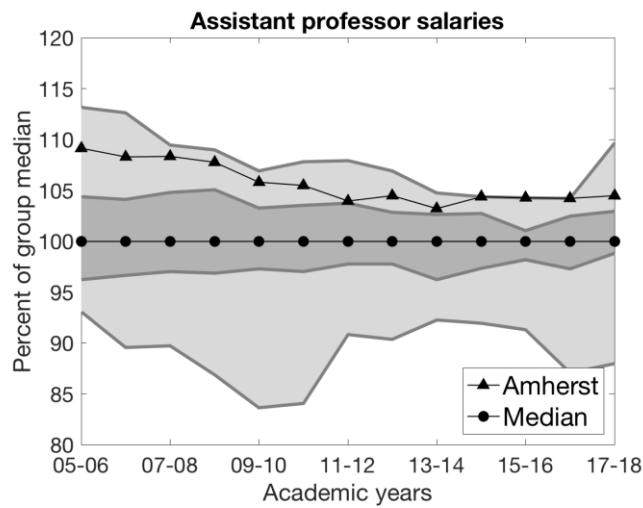
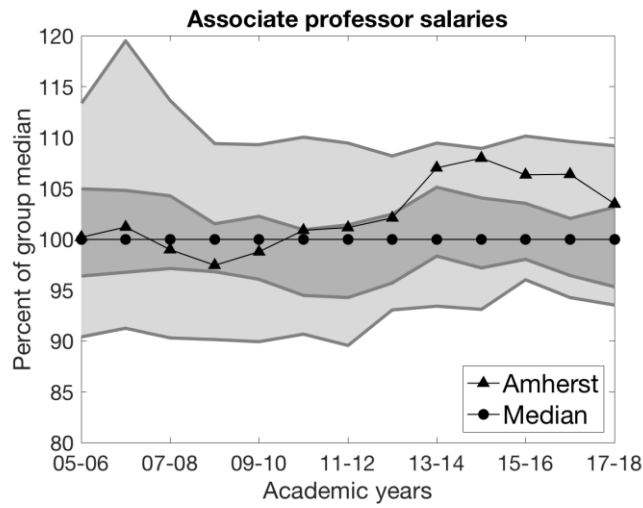
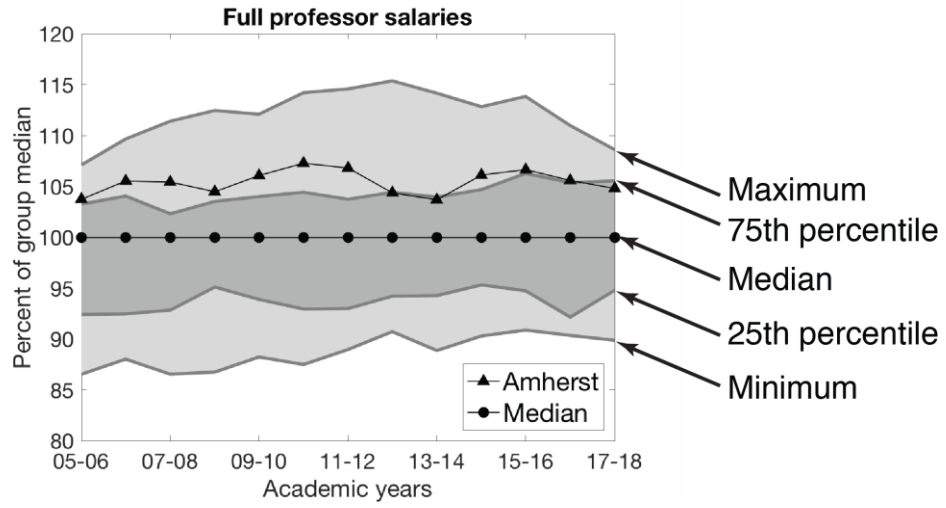


Normalized data

For easier comparison over time, we normalized the salaries by dividing each salary by the group median for that time point.

If the goal is to keep Amherst's salaries among the top 3 (top quarter) in this group of peers (top light gray band) in order to remain competitive, then we are in the acceptable range for assistant professors, and marginally so for associate professors. The full professor salaries are more complicated, as this group has dropped below the 75th percentile in the current year. Each of the three professor categories shows a slight worsening in ranking among the Liberal Arts group of 12 colleges. Potential explanations may be advanced for the patterns within each professor category. For example, full professors span a wider range of salary level, from newly promoted faculty to several decades at the college. A spate of retiring senior faculty, replaced by new promotions to full professor, may have caused a drop in full professor average salaries. Similarly, new hires at the assistant professor level may affect the average of that category. These possibilities will require investigation, but the common trend across professor categories, negative trends over the last couple years relative to the 75th percentile, and the same worsening in ranking seen compared to the Traditional Group in each of the last two years (data not shown) suggest a trajectory that currently has Amherst College at the cusp of failing to meet the salary benchmark.

Normalized Salary Data



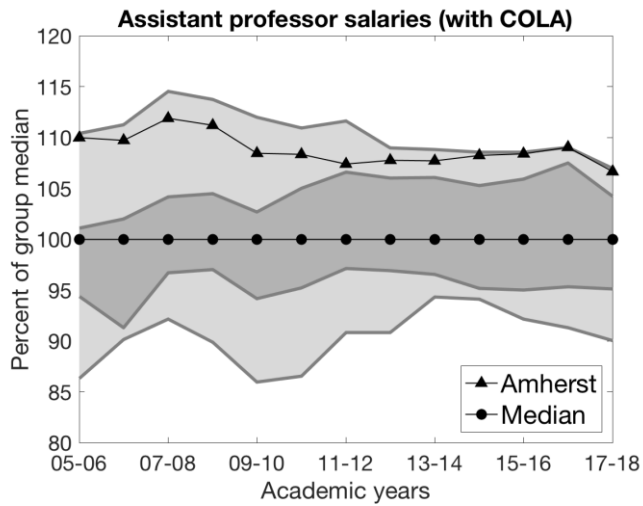
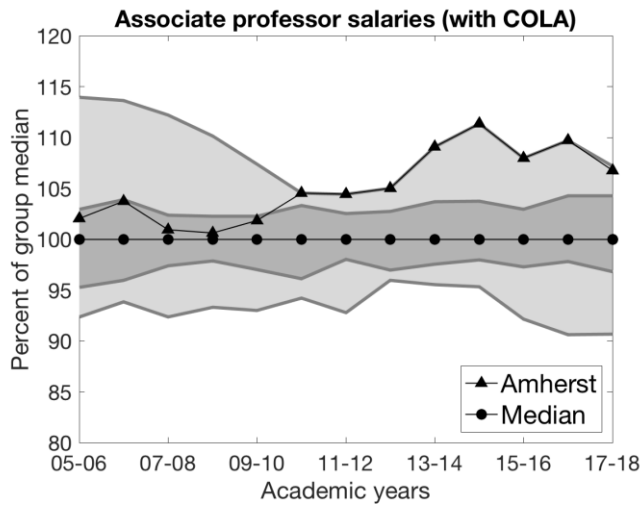
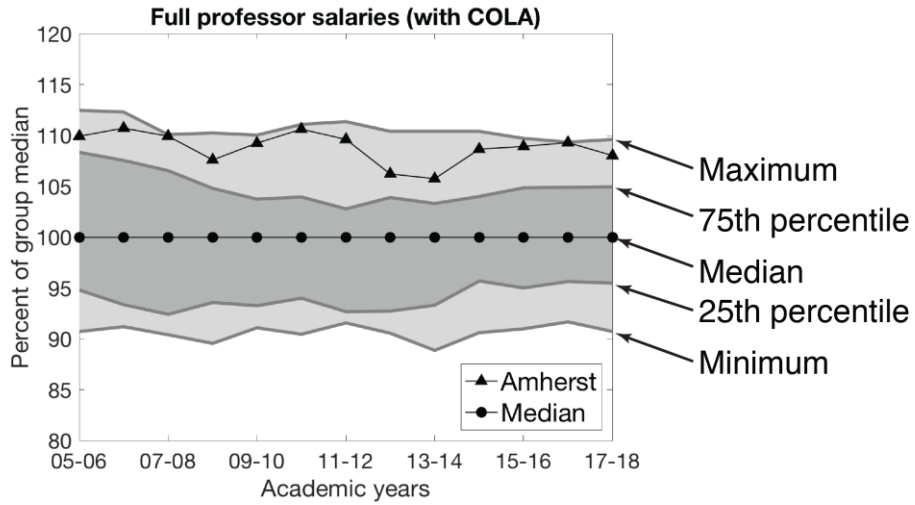
Cost of living adjusted data

We adjusted the salaries in an effort to take cost of living into account. The cost of living adjustments (COLA) in the following figures were generated from the MIT living wage calculations: <http://livingwage.mit.edu/>. The living wage is a measure of the cost of living of basics for a family of 4 with 1 worker (2 adults, 2 children, and only 1 adult working), and the website provides values for each county in the US. We adjusted the salaries relative to the cost of living in Hampshire County. For example, Pomona's salaries tend to be higher than other peer institutions because of the high cost of living in that region. Since Los Angeles County's cost of basics is about 12.8% in excess of Hampshire County's, we divide Pomona's mean salary by 1.128 to calculate the COLA salary.

A strong caveat of this approach is that living costs near to the institution may differ substantially from the surrounding county on which the COLA is based. For example in the town of Amherst, surrounded by the more rural environment, housing costs are 126% of the county average. Other colleges may also differ, being higher or lower than their surrounding counties. Therefore, caution is needed when using this COLA in assessing whether Amherst College is meeting modified benchmarks, and more investigation on this adjustment is warranted across the comparison group.

If the goal is to keep Amherst's salaries among the top 3 (top quarter) in the Liberal Arts group of 12 colleges (top light gray band), then the COLA-controlled comparison suggests we have remained competitive.

COLA Salary Data



V. Summary of Salary Comparisons with Peer Liberal Arts Colleges

As usual, we caution faculty members not to read these mean (average) data for comparison with their individual increases because the mean data as reported by the AAUP include salary increases at the time of promotion or tenure in the more junior ranks, thus overstating the actual salary increases for most members of the Assistant and Associate Professor groups. We also reiterate that overall trends are more significant than single-year or single-category movements that may be due to demographic variations in rank that result from hiring, promotion and retirement.

This year we are at the border of the benchmark criterion with slightly negative trends across categories, potentially extending back a couple years compared to the rate of increase at the 75th percentile among the peer group. We include median salary values in the summary tables below as an alternative measure that is less sensitive to outliers than the mean.

Full Professors

For the 2017-18 academic year, the average salary for full professors at Amherst was \$151,032 and was 5th among the 12 peer institutions. Full professor salaries at Amherst have been near the 75th percentile for the past 5 years. When adjusted for cost of living expenses, the full professor salary at Amherst has consistently remained above the 75th percentile, noting the caveat above on this relativized comparison.

Associate Professors

This is typically the most volatile group because the number of people in this category is usually small, and there tends to be fairly rapid promotion out of the category at Amherst College. Over the last decade, promotion from Associate to Full Professor at Amherst in most cases occurred six years post-tenure, contributing to a lower percentage of total faculty at the Associate rank at Amherst (about 20% of the faculty). Moreover, the rapid promotion from Assistant to Associate (relative to many peer institutions) means that Associate Professors at Amherst tend to have fewer years-in-service than do Associate Professors at some comparative institutions (and so fewer years to have accumulated incremental salary increases). It is 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. However, these promotion practices at Amherst and elsewhere are not new, and thus do not explain this year's negative movement observed for this group.

For the 2017-18 academic year, the average salary for associate professors at Amherst was \$108,152 and 3rd among the 12 peer institutions. Over the past decade, salary for Associate Professors at Amherst has generally improved relative to that of our peers, so that it has recently been quite competitive. With the cost of living adjustment, it has been at the top for several years. Note that there was a small drop in the average Amherst associate professor salary, which could be due to more recently tenured faculty entering this group combined with some who have been associates for five or more years getting promoted to full.

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 tenured professors are actively on the job market in any given year and thus receiving competitive offers.

For the 2017-18 academic year, the assistant professor median salary was \$88,857 and 3rd among the 12 peer institutions, after having been 1st for the previous 3 years. The normalized data demonstrates that the assistant professor median salary has remained above the 75th percentile since 2002-03. The cost of living adjusted data shows that the median assistant professor salary has been effectively fluctuating between 105% and 110% of the group median.

VI. Additional Salary Data

Tables with comparisons to other peer institution groups

The following 3 tables give salaries in *thousands of dollars*. For complete tables, see the spreadsheet posted online:

https://www.amherst.edu/academiclife/dean_faculty/faccommittees/cpr

Liberal Arts College Group salary data (Amherst, Bowdoin, Carleton, Davidson, Haverford, Mount Holyoke, Pomona, Smith, Swarthmore, Vassar, Wellesley, Wesleyan, Williams)⁴

	FY2015-16		FY2016-17		FY2017-18
FULL		FULL		FULL	
AC Mean	147.7	AC Mean	149.9	AC Mean	151.0
AC Median	144.2	AC Median	144.6	AC Median	146.8
Group Median	138.5	Group Median	142.5	Group Median	146.6
Group Mean	138.5	Group Mean	141.3	Group Mean	143.3
ASSOCIATE		ASSOCIATE		ASSOCIATE	
AC Mean	104.6	AC Mean	108.6	AC Mean	108.2
AC Median	98.9	AC Median	101.0	AC Median	101.6
Group Median	99.0	Group Median	102.4	Group Median	105.0
Group Mean	99.3	Group Mean	102.2	Group Mean	104.1
ASSISTANT		ASSISTANT		ASSISTANT	
AC Mean	85.9	AC Mean	87.6	AC Mean	88.9
AC Median	83.5	AC Median	86.1	AC Median	87.4
Group Median	82.6	Group Median	83.9	Group Median	84.9
Group Mean	81.3	Group Mean	82.9	Group Mean	85.0

Traditional Group salary data (Harvard, Yale, Dartmouth, Wellesley, U Michigan-Ann Arbor, U Virginia, Amherst College, Williams, Wesleyan, Smith, Indiana U-Bloomington, UMass-Amherst, Mount Holyoke)

	FY2015-16		FY2016-17		FY2017-18
FULL		FULL		FULL	
AC Mean	147.7	AC Mean	149.9	AC Mean	151.0
AC Median	144.2	AC Median	144.6	AC Median	146.8
Group Median	147.7	Group Median	150.3	Group Median	153.4
Group Mean	159.2	Group Mean	163.2	Group Mean	167.2
ASSOCIATE		ASSOCIATE		ASSOCIATE	
AC Mean	104.6	AC Mean	108.6	AC Mean	108.2
AC Median	98.9	AC Median	101.0	AC Median	101.6
Group Median	104.0	Group Median	107.1	Group Median	108.2
Group Mean	106.1	Group Mean	109.3	Group Mean	113.2
ASSISTANT		ASSISTANT		ASSISTANT	
AC Mean	85.9	AC Mean	87.6	AC Mean	88.9
AC Median	83.5	AC Median	86.1	AC Median	87.4
Group Median	85.9	Group Median	89.5	Group Median	90.6
Group Mean	90.0	Group Mean	93.5	Group Mean	95.9

⁴ Note that this is a slightly different group of liberal arts colleges than used in the earlier graphs. Mount Holyoke and Wesleyan are included here, and Middlebury is not.

New Group salary data (31 institutions)

	FY2015-16		FY2016-17		FY2017-18
FULL		FULL		FULL	
AC Mean	147.7	AC Mean	149.9	AC Mean	151.0
AC Median	144.2	AC Median	144.6	AC Median	146.8
Group Median	157.6	Group Median	162.8	Group Median	164.8
Group Mean	167.7	Group Mean	173.0	Group Mean	177.9
ASSOCIATE		ASSOCIATE		ASSOCIATE	
AC Mean	104.6	AC Mean	108.6	AC Mean	108.2
AC Median	98.9	AC Median	101.0	AC Median	101.6
Group Median	106.5	Group Median	111.7	Group Median	113.7
Group Mean	109.0	Group Mean	116.6	Group Mean	120.2
ASSISTANT		ASSISTANT		ASSISTANT	
AC Mean	85.9	AC Mean	87.6	AC Mean	88.9
AC Median	83.5	AC Median	86.1	AC Median	87.4
Group Median	91.8	Group Median	94.2	Group Median	95.7
Group Mean	95.4	Group Mean	97.9	Group Mean	100.5

Comparisons across Disciplines and by Gender at Amherst College

In light of national conversations about inequalities between disciplines and by gender the CPR began to analyze these aspects Amherst salaries in 2013-14. We find no concerning trends by discipline or gender; full professor differences by gender are likely due to the historic factor of age/years-in-rank, while market conditions for specific fields likely drive some variation among disciplines. Further disaggregation by race, rank, and gender would yield cohort sizes so small that they would raise privacy concerns, so we did not test further hypotheses.

Analysis by Discipline, FY 2017-18

<i>Discipline/Rank</i>	<i>Mean</i>	<i>Median</i>	<i>Count</i>
Humanities			
Professor	\$151,880	\$146,800	45
Associate Professor	\$104,637	\$100,700	19
Assistant Professor	\$87,117	\$86,000	23
Social Sciences			
Professor	\$145,012	\$144,500	17
Associate Professor	\$123,925	\$128,550	4
Assistant Professor	\$90,255	\$88,300	11
Physical & Life Sciences			
Professor	\$153,822	\$146,800	23
Associate Professor	\$108,767	\$107,000	6
Assistant Professor	\$90,908	\$88,500	12

Analysis by Gender, FY 2017-18

Rank	Female			Male		
	<i>Median</i>	<i>Mean</i>	<i>Count</i>	<i>Median</i>	<i>Mean</i>	<i>Count</i>
Full	\$144,500	\$143,977	35	\$150,000	\$155,970	50
Associate	\$113,000	\$113,550	14	\$100,700	\$103,113	15
Assistant	\$88,300	\$89,500	25	\$87,100	\$88,090	21
All	\$117,250	\$119,816	74	\$120,200	\$130,176	86

Note on How Salaries Are Set

Each year, the Administration, with the advice of the CPR and the approval of the Trustees, establishes a “pool” for faculty salary increases. This “pool” represents a percentage of the total salary budget for the teaching staff.⁵ A similar “pool” is established for staff and administrators. The amount of this percentage increase, 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, with corrections made in years when the pool is larger or smaller than normal, to ensure equity among cohorts promoted in different years.

Members of the Faculty have noted that salary notices are often not provided until only a few weeks or days before that new salary takes effect (July 1st). This has much to do with the timing of Board of Trustee meetings. Waiting as late as possible to finalize the pool often allows the Administration to make positive adjustments to salaries as the budget plays itself out at the end of the fiscal year.

VII. Conclusions and Recommendations

This year the CPR evaluated salary data across a comparison group of 12 peer liberal arts colleges, the set used in this report since 2016. We compared salary data in a quartile system by rank and consider adjustment for cost of living. In sum, the historic quartile analysis in absolute numbers, the normalized data of median salaries, and the cost of living adjusted data demonstrate that the Amherst salary at ranks near or above our set benchmark of the 75th percentile. The data suggest that the 2017-18 Amherst salaries remain competitive with those of our peer liberal arts colleges. However, the past couple years have seen a lower rate of increase compared to the moving 75th percentile benchmark derived from among our peers, and the CPR recommends close scrutiny of these patterns in the near-term budgeting cycles.

⁵Teaching staff includes tenured and tenure-track faculty, coaches, lecturers and visitors.

May 2017 Summary Report from the Committee on Priorities and Resources (CPR)

The CPR appreciates the opportunity to share some of our accomplishments and chief concerns this year. Throughout the year we worked to address topics relating to the committee's charge (e.g., budgetary and campus operations review, the salary report), we continued to address issues raised in the prior year (student affairs, benefits issues), and we endorsed the proposed solution to the retirement plan inequity. This year the voting members approved the following proposals:

1. Faculty Salary Report.

One of the CPR's central charges is to prepare an annual faculty salary report, using data provided by the AAUP that is organized for the CPR by our colleagues in Institutional Research. We discussed the changes made last year by the CPR in how to compare Amherst faculty salaries with those of peer institutions. We agreed to continue with that updated approach, which focuses on a group of 12 elite liberal arts colleges, while still providing full tables of salary data from the traditional groups of institutions. We again considered the benchmark of remaining in the top three among the group of 12 peers at each professorial rank, a goal that Amherst is currently meeting. Because the peer colleges are located across the US, a further analysis adjusts the salary data for cost of living in each locale. To examine how salaries compare within the college, the report includes a breakdown by discipline and by gender of Amherst College faculty salaries in each rank.

Details are available in the annual salary report on the CPR web page.

2. A proposal to reform the College's retirement contribution formula from the Employee Council and the Benefits Committee. (403(b))

The CPR reviewed and supported a recommendation of the Benefits Committee revising the defined contribution retirement plan. This recommendation followed a study by the CPR during the 2015-2016 academic year, which itself was prompted by a request from the Employee Council. The council had expressed concern over the College's retirement support for lower-earning employees in comparison to higher-income employees, and in comparison to peer institutions. Amherst determines retirement contributions at different rates across two broad ranges of earning levels, using a tiered system common to the majority of peer institutions. Two principle changes to the system position Amherst more favorably in its relative support for lower-earning employees. The first change was an increase in the rate of retirement contribution in the lower-tier of earnings, and the second was to determine the separation between the lower and upper tiers based on a regularly adjusted metric, half the federal social security wage cap, as opposed to the previous fixed dollar amount. The consequence of these changes is to bring the College's retirement support for the lower-earning employees to the average of peer institutions while not resulting in losses to any income groups. This adjustment will advance the essential goal of helping all employees reach ideal savings target rates for retirement income replacement. Further, there is agreement among the CPR, the Benefits Committee, and the Employee Council on the importance to recruitment and retention of employees across the range of incomes.

Details of the proposal are available on the CPR web page.

3. Benefits and Grant in Aid

This year the Benefits Committee, with the help of Strategic Benefit Advisors, completed a comprehensive survey and comparison of the College benefits package. The CPR's subsequent review of this material found us to be competitive with like institutions in all areas except *Grant in Aid*, where we fall well short. The CPR found this to be an area of serious concern. As the cost of tuition rises, the value of *Grant in Aid* has become a greater issue in the hiring and retention of

faculty and staff. In addition, when senior faculty are hired from other institutions with superior *Grant in Aid* programs, this reduced benefit complicates the negotiations. In our initial discussions, we have found *Grant in Aid* to be an important and complicated issue, one that requires further research and discussion. Finance will be gathering data over the summer, and CPR has put this on its agenda as our first order of business for 2017/18.

K. M. Carley, Library Acquisitions Specialist
Solsiree del Moral, Associate Professor of American Studies and Black Studies
Michael Hood, Associate Professor of Biology
Justin Kimball, Professor of Art, Chair of the CPR
Tanya Leise, Associate Professor of Mathematics
Denise McGoldrick, Assistant Dean of Students/Director Health Education
Alejandro Nino Quintero '18

Ex officio/non-voting members
Thomas Dwyer, Director of Budget and Analysis
Catherine Epstein, Dean of Faculty
Aditi Krishnamurthy '18
Maria-Judith Rodriguez, Chief Human Resources Officer
Kevin Weinman, Chief Financial and Administrative Officer

May 16, 2016 Summary Report from the Committee on Priorities and Resources (CPR)

The CPR is grateful for the opportunity to share some of our accomplishments and chief concerns this year. Throughout the year we worked to address topics relating to the committee's charge (e.g., budgetary and campus operations review, the salary report), we continued to address issues raised in the prior year (student affairs, benefits issues), and we addressed new issues brought to the committee (e.g., retirement formula inquiries). This year the voting members approved the following two proposals:

1. A proposal to reform the College's retirement contribution formula. The committee conducted a detailed analysis of the formula that the college uses for contributions to individual retirement accounts at the college. Our formula was compared with a cohort of 14 liberal arts peer colleges. We found that the retirement benefits varied significantly as a function of income. Lower-earning individuals at the college accrued among the lowest ranking retirement benefits among liberal arts peers. The relative rank of benefits increases as income increases at the college, rising as high as fourth. We also determined that the current formula prevented some lower-earning groups from reaching ideal savings target rates, whether characterized as a percentage of salary savings, or income replacement terms when Social Security payments were factored with projected 403(b) savings. The CPR proposes an adjustment to the current formula that brings all income groups at the college into more equal comparative rankings (second, third or fourth relative to liberal arts peers); that indexes the formula to the Social Security maximum income definition; that produces no losses to any income groups; and that can be introduced in a way to make it work within the annual college budget. A detailed report is available on the CPR web page.

2. A proposal for a new faculty salary benchmark. In the past the benchmark for professor salaries has been 102-105% of the median of the professionally-adjusted New Group, which is comprised of 31 universities and colleges. Problems with the use of the New Group have emerged due to the imprecise ability to adjust for salaries at professional schools at large universities, and other concerns related to comparing large universities and liberal arts colleges. In 2013-14 the CPR adopted the use of a Liberal Arts Group in its analysis of faculty salaries. This year the CPR conducted a historical analysis of salaries within the Liberal Arts Group, reviewing salary data extending back several years. We performed a quartile analysis and also performed cost-of-living adjustments for salaries within the Liberal Arts Group. The CPR recommends that a new benchmark be adopted. Specifically, the CPR recommends that Amherst professor salaries be benchmarked to the cost-of-living adjusted top quartile of the Liberal Arts Group. Details can be reviewed in the annual salary report available on the CPR web page.

Sincerely,

John-Paul Baird, Chair of the CPR
Kevin Gladu
Paul Gramieri '17
Natasha Kim '18
Tanya Leise
Solsiree Del Moral
Tracie Rubeck
Phillip Yan '18
Geof Woglom

Ex officio members / non-voting members:
Thomas Dwyer
Catherine Epstein
Kate Godin
Maria-Judith Rodriguez
Kevin Weinman

Committee on Priorities and Resources

2016 Retirement Contribution Formula Analysis and Proposal

Voting Members:

Professor John-Paul Baird (Chair)
Kevin Gladu
Natasha Kim '18
Professor Tanya Leise
Professor Solsiree Del Moral
Tracie Rubeck
Phillip Yan '18
Professor Geof Woglom

Ex-officio / non-voting members:

Director of Budget and Analysis Thomas Dwyer
Dean of the Faculty Catherine Epstein
Recorder Kate Godin
Paul Gramieri '17
President Bidy Martin
Chief Human Resources Officer Maria-Judith Rodriguez
Chief Financial and Administrative Officer Kevin Weinman

The Amherst College Defined Contribution Retirement Plan Formula – A Reform Proposal

At the request of a College staff member and the Employee Council the Committee on Priorities and Resources (CPR) has reviewed the college contribution formula for college faculty and staff 403(b) retirement accounts.

The current plan entails a 6% contribution by the college for employee income up to \$50,100, and a 9% contribution for the portion of salary above this value. If the employee contributes additional salary up to 3% to their retirement account, the college will match this contribution. For simplicity we will assume all elected matched contributions are 3% when chosen. This formula (which we will term the “6/9” formula) is similar to some peer liberal arts colleges, though there are many variations in the specific approaches, rules, and values (see **Appendix: Table 2**).

After several analyses and discussion, the CPR determined that there are several reasons to change the current formula. These are detailed as follows.

1. Amherst has one of the least generous retirement plans for lower/middle income earners when compared with peer institutions. We compared Amherst with 14 liberal arts college peers. Formulas varied from a range of the age-based criteria to flat rates, to two-tier formulas (specific formulas in **Appendix: Table 2**). **Figure 1** shows that for employees earning \leq \$50,000, Amherst ranks at the bottom with Williams and Smith. For individuals earning \$75,000 Amherst then moves into a position in the middle of the group (6th or 7th out of 12). For individuals earning \$200,000 or more the rank rises to 4th and remains 4th or 5th up through higher income levels.

2. Employees need to be saving at a rate closer to 15%. Many financial advisors suggest that employees save up to 15% for their retirement (e.g., <https://investor.vanguard.com/retirement/savings/how-much-to-save>). With our current 6/9 formula individuals earning \$50,000 or less are limited to a 12% savings rate and individuals earning \$150,000 reach a 14% savings rate (assuming they do not voluntarily elect to add additional funds; see **Appendix: Table 3**).

3. The 6/9 formula is not indexed to Social Security. The purpose of a two-tier formula is to generate replacement income to offset supplements for lower-income employees from social security. Most colleges index their formulas around the social security income limit, currently \$118,500 (see **Appendix: Table 4A**). We estimated replacement income from the current form of social security combined with estimates of 403(b) income using a 34-year time savings horizon, assuming 2% inflation, a 5% annual return and a 7% pension factor. The current 6/9 formula produces a dip for low/mid-range incomes, thus the disparities created by the current formula do not seem to achieve desired targets. However, we must note these are estimates based on a limited number of factors.

4. Twice as many low income employees are not making the match. In order to get a 3% match from the college individuals must elect to deposit 3% into their account. If individuals do not make the match it has a devastating effect on their retirement savings, because it drops from 12% (for those making less than \$50,100) to a 6% savings rate (for upper income earners it drops to 7-8%). This is far below what is needed for retirement. On average 8% of college employees do not take the match. However, twice the college rate -- 15.5% of employees earning \$50,000 or less -- do not or cannot take advantage of the match option. Moreover, 84% of college employees who do not elect to make the match earn less than \$75,000 (see **Appendix: Table 5**).

Based on these analyses, the CPR identified a set of principles for revising the contribution plan. These are as follows:

Contribution Formula Principles:

1. **Fairness:** The College should contribute a more equitable proportion of salary to the pension plan for all employees. In its current form, the current plan is not fair.
2. **Adequacy:** The plan should provide minimum retirement savings for employees' retirement. This goal takes on particular urgency given likely changes to Social Security Benefits. As noted, lower income employees who do not choose the match option currently have a retirement savings rate of only 6%.
3. **Affordability:** We should aim to keep the aggregate pool of salary plus pension contributions affordable to the College.
4. **Avoid Individual Pension Reductions:** Efforts to make the system fair should ensure that no employees receive a reduction in their College pension contributions.
5. **Foster Employee Responsibility:** Provide incentives for employees to take personal responsibility for providing for their retirement savings.
6. **No Undue Burdens:** Avoid employee pension contributions becoming a financial burden for those in unusual financial difficulties.

Proposal

1. Auto-enrollment:

Employees should be automatically enrolled for the match, requiring that they contribute 3% of their salary to obtain a match from the college. This auto-enroll feature may help to reduce the number of employees who do not choose the match option. We recommend that employees continue to be able to "roll down" to a college match of 2% or 1% consistent with the current options. In this case they need contribute only 2% for a 2% match, or 1% of their salary for a 1% match, respectively. Employees must be able to "opt out" of the match system altogether; a financial consultation meeting with HR is recommended in these cases, to encourage employees to try use the match if possible, and discuss various related issues.

2. Pension Formula Reform:

After considering several options (**Appendix: Table 6**), the CPR proposes a formula that sets the core rate to 7.75%, the supplemental rate to 9%, and the break point to the Social Security income maximum (currently \$118,500).

In the end the committee favored implementing this formula for several reasons:

- A. All employees will benefit from a move to a 7.75%/9% formula with a break point that is indexed to Social Security. As shown in **Table 1**, no employees will see a loss in their benefit.
- B. This new formula will make Amherst's pension plan more comparable to our peers and more equitable. Those earning up to about \$110,000 will see notable increases. This has the effect of bringing up lower income earners to a more competitive rate and, moreover, it increases the middle range

earners sufficiently to increase Amherst rankings such that it ranks Amherst in the top 2, 3 or 4 in all income categories (see **Figure 1**).

C. Amending the retirement plan document such that the break point will track the social security maximum income will allow the formula to automatically keep pace with future changes in the social security maximum income.

D. Implementing this new rate will bring retirement income closer to ideal reimbursement rates (**Appendix: Table 4B**).

E. The cost estimate to implement the 7.75%/9% formula is \$387,000. The rate can implemented all at once, or incrementally over 3 years (one adjustment every year) or over 5 years (one adjustment every other year). The latter approaches would allow time for it to be fitted within the budget over time, and also allow time for the college to gather information and feedback in order to assess the success of the new formula as it is being implemented. Example implementation tables are shown below.

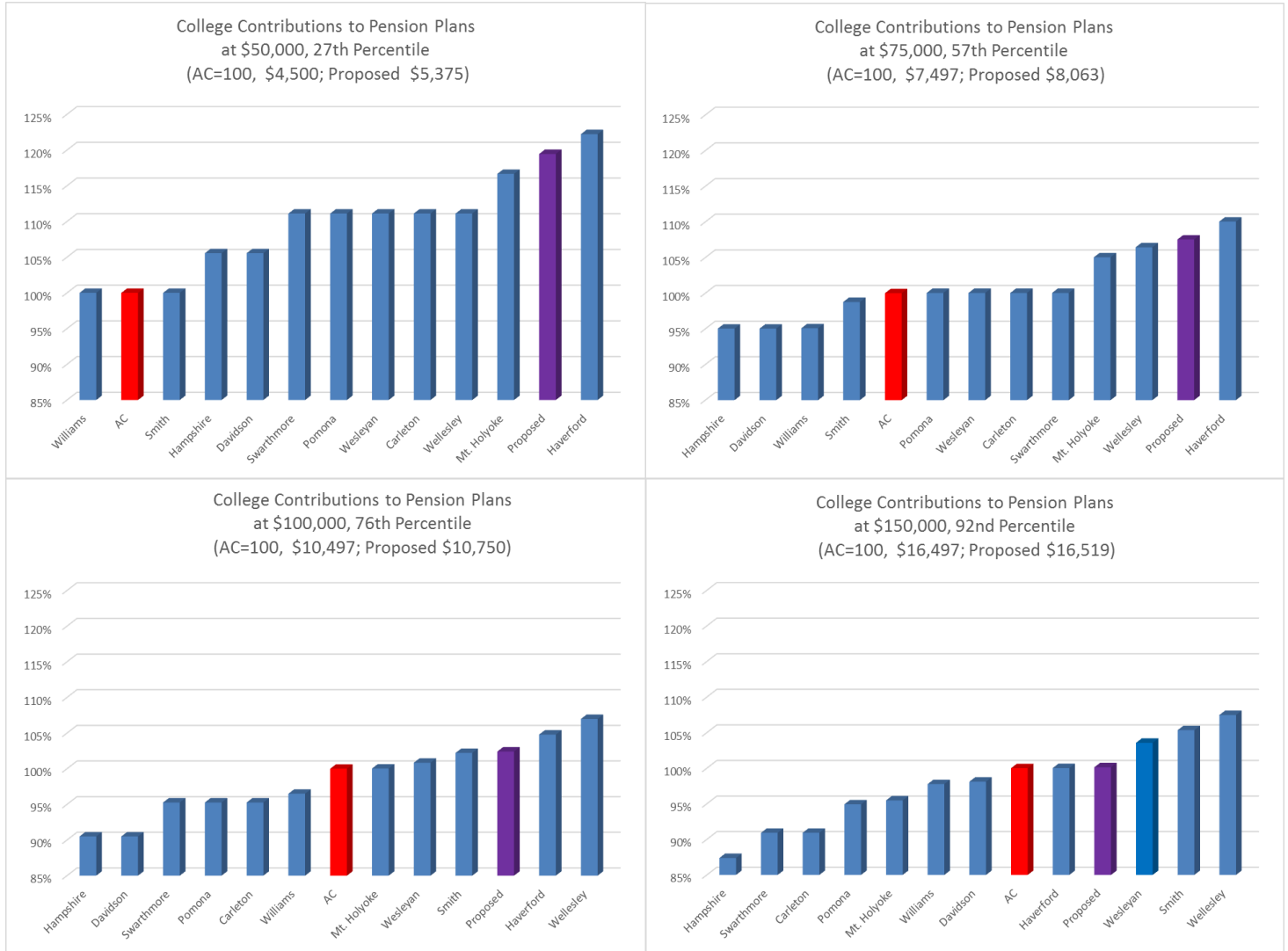
Option (i):

Implementation plan	Phase 1 (year 1)
	7.75% / 9%, 3% Match, \$118,500 break point
Cost to annual budget	<u>\$387,000</u>
Example: \$25,000	+\$437.50 (+19.4%)
Example: \$50,000	+\$875 (+19.4%)
Example: \$75,000	+\$565.50 (+7.5%)
Example: \$100,000	+\$253 (+2.4%)
Example: \$125,000	+\$21.75 (+0.2%)
Example: \$150,000	+\$21.75 (+0.1%)

Option (ii):

Implementation plan	Phase 1 (year 1)	Phase 2 (year 2 or 3)	Phase 3 (year 3 or 5)
	6.8% / 9%, 3% Match, \$68,000 break point	7.3% / 9%, 3% Match, \$88,000 break point	7.75% / 9%, 3% Match, Social Security Max.
Cost to annual budget	<u>\$105,000</u>	<u>\$118,000 + x</u>	<u>\$164,000 + y</u>
Example: \$25,000	+\$200 (+8.8%)	+\$125 (+5.1%)	+\$112.50 (+4.4%)
Example: \$50,000	+\$400 (+8.8%)	+\$250 (+5.1%)	+\$225 (+4.4%)
Example: \$75,000	+\$7 (+0.09%)	+\$221 (+2.9%)	+\$337.50 (+4.4%)
Example: \$100,000	+\$7 (+0.07%)	+\$0 (NC)	+\$246 (+2.3%)
Example: \$125,000	+\$7 (+0.05%)	+\$0 (NC)	+\$14.75 (+0.1%)
Example: \$150,000	+\$7 (+0.04%)	+\$0 (NC)	+\$14.75 (+0.09%)

Figure 1: Peer institution rankings of college contribution, according to salary, with rank impact of proposed formula.



*Note: Bowdoin, Middlebury, and Vassar excluded because age-based formulas cannot be compared on the same scale.

Table 1: Comparison of current AC plan with proposed 7.75%/9% plan. Note this is only the college contribution portion.

Salary	Plan comparison:		Gain
	6%/ 9%	7.75% / 9%	
	Match 3%	Match 3%	
	Break = \$50.1K	Break= \$118.5K	
\$25,000.00	\$2,250.00	\$2,687.500	\$437.500
\$30,000.00	\$2,700.00	\$3,225.000	\$525.000
\$35,000.00	\$3,150.00	\$3,762.500	\$612.500
\$40,000.00	\$3,600.00	\$4,300.000	\$700.000
\$45,000.00	\$4,050.00	\$4,837.500	\$787.500
\$50,000.00	\$4,500.00	\$5,375.000	\$875.000
\$55,000.00	\$5,097.00	\$5,912.500	\$815.500
\$60,000.00	\$5,697.00	\$6,450.000	\$753.000
\$65,000.00	\$6,297.00	\$6,987.500	\$690.500
\$70,000.00	\$6,897.00	\$7,525.000	\$628.000
\$75,000.00	\$7,497.00	\$8,062.500	\$565.500
\$80,000.00	\$8,097.00	\$8,600.000	\$503.000
\$85,000.00	\$8,697.00	\$9,137.500	\$440.500
\$90,000.00	\$9,297.00	\$9,675.000	\$378.000
\$95,000.00	\$9,897.00	\$10,212.500	\$315.500
\$100,000.00	\$10,497.00	\$10,750.000	\$253.000
\$105,000.00	\$11,097.00	\$11,287.500	\$190.500
\$110,000.00	\$11,697.00	\$11,825.000	\$128.000
\$115,000.00	\$12,297.00	\$12,362.500	\$65.500
\$120,000.00	\$12,897.00	\$12,918.75	\$21.750
\$125,000.00	\$13,497.00	\$13,518.75	\$21.750
\$130,000.00	\$14,097.00	\$14,118.75	\$21.750
\$135,000.00	\$14,697.00	\$14,718.75	\$21.750
\$140,000.00	\$15,297.00	\$15,318.75	\$21.750
\$145,000.00	\$15,897.00	\$15,918.75	\$21.750
\$150,000.00	\$16,497.00	\$16,518.75	\$21.750
\$155,000.00	\$17,097.00	\$17,118.75	\$21.750
\$160,000.00	\$17,697.00	\$17,718.75	\$21.750
\$165,000.00	\$18,297.00	\$18,318.75	\$21.750
\$170,000.00	\$18,897.00	\$18,918.75	\$21.750
\$175,000.00	\$19,497.00	\$19,518.75	\$21.750

APPENDIX

Table 2: What do other college retirement contribution plans look like?

Two-tier Rates:

Amherst: College contributes 6% up to \$50,100, 9% thereafter; 3% (1:1) match of employee 3% contribution.

Williams: College contributes 6% up to \$62,368, 9% thereafter; 3% (1:1) match of employee 3% contribution.

Pomona: College contributes 10% up to social security limit (\$118.5K), 12% thereafter; no match.

Hampshire: College contributes 9.5% up to social security limit (\$118.5K), 10% thereafter; no match.

Wesleyan: College contributes 7% up to 80.5K, 10% thereafter; 3% (half) of a 6% employee contribution is matched.

Smith: College contributes 9% up to \$60K, 13.3% thereafter; no match.

Davidson: College contributes 8.5% up to social security limit \$118.5K, 12.5% thereafter; 1% employee contribution is matched.

Wellesley: College contributes 3% flat rate; then 6% up to half of social security limit, then 9% for income over the second half of Ssec. limit; if employee contributes 3% it will be matched 1%.

Flat Rates:

Haverford: College contributes 11% flat rate; employees required to contribute 5% over \$30K.

Carleton: College contributes 10% flat rate; employees required to contribute 2%.

Mt. Holyoke: College contributes 10.5% flat rate; employees required to contribute 5% over \$30K.

Swarthmore: College contributes 10% flat rate; employees required to contribute 5.5% over \$20K.

Age-Based Rates:

Bowdoin: College contributes 10.12% up to age 49, 12.19% after age 49; plus 4.3% for income portion exceeding 60% of social security limit, regardless of age.

Vassar: Faculty: Age dependent: 26-29yrs 7%; 30-39yrs 11%; 40+ yrs 12%. Staff: 11% flat.

Middlebury: Age dependent: 21-44yrs Employee required to contribute 3%; college contributes 9%. At 45yrs+ employee required to contribute 6%; college contributes 15%.

Table 3: Current retirement contribution system for those who make a 3% match.

<u>Current System</u> 6% up to \$50,100 9% > \$50,100 Salary	COLLEGE CONTRIBUTION Core: 6% / 9% Match: 3%	EMPLOYEE CONTRIBUTION 3% to get match	TOTAL DEPOSIT	[match] Savings rate (%)
\$5,000	\$450	\$150	\$600	12.0
\$10,000	\$900	\$300	\$1,200	12.0
\$15,000	\$1,350	\$450	\$1,800	12.0
\$20,000	\$1,800	\$600	\$2,400	12.0
\$25,000	\$2,250	\$750	\$3,000	12.0
\$30,000	\$2,700	\$900	\$3,600	12.0
\$35,000	\$3,150	\$1,050	\$4,200	12.0
\$40,000	\$3,600	\$1,200	\$4,800	12.0
\$45,000	\$4,050	\$1,350	\$5,400	12.0
\$50,000	\$4,500	\$1,500	\$6,000	12.0
\$55,000	\$5,097	\$1,650	\$6,747	12.3
\$60,000	\$5,697	\$1,800	\$7,497	12.5
\$65,000	\$6,297	\$1,950	\$8,247	12.7
\$70,000	\$6,897	\$2,100	\$8,997	12.9
\$75,000	\$7,497	\$2,250	\$9,747	13.0
\$80,000	\$8,097	\$2,400	\$10,497	13.1
\$85,000	\$8,697	\$2,550	\$11,247	13.2
\$90,000	\$9,297	\$2,700	\$11,997	13.3
\$95,000	\$9,897	\$2,850	\$12,747	13.4
\$100,000	\$10,497	\$3,000	\$13,497	13.5
\$105,000	\$11,097	\$3,150	\$14,247	13.6
\$110,000	\$11,697	\$3,300	\$14,997	13.6
\$115,000	\$12,297	\$3,450	\$15,747	13.7
\$120,000	\$12,897	\$3,600	\$16,497	13.7
\$125,000	\$13,497	\$3,750	\$17,247	13.8
\$130,000	\$14,097	\$3,900	\$17,997	13.8
\$135,000	\$14,697	\$4,050	\$18,747	13.9
\$140,000	\$15,297	\$4,200	\$19,497	13.9
\$145,000	\$15,897	\$4,350	\$20,247	14.0
\$150,000	\$16,497	\$4,500	\$20,997	14.0
\$155,000	\$17,097	\$4,650	\$21,747	14.0
\$160,000	\$17,697	\$4,800	\$22,497	14.1
\$165,000	\$18,297	\$4,950	\$23,247	14.1
\$170,000	\$18,897	\$5,100	\$23,997	14.1
\$175,000	\$19,497	\$5,250	\$24,747	14.1

TABLE 4. Income Replacement estimates

A. Current AC formula; 34 year savings, 5% return, 3% annual raise, 7% pension factor, 2% inflation, and Center for Retirement Research estimates and data.

	6%/9%; Formula	\$50,100 break		Income
Salary	403(b) Contrib %	Social Sec. %	403(b) %	Replacement Rate
25000	[12%]	53.49%	40.89%	94.38%
50000	[12%]	40.70%	40.89%	81.59%
75000	[13%]	41.16%	44.29%	85.45%
100000	[13.5%]	35.04%	46.00%	81.04%
125000	[13.8%]	25.69%	47.02%	72.71%
150000	[14%]	21.41%	47.70%	69.11%
175000	[14.1%]	18.35%	48.04%	66.39%

B. Proposed 7.75%/9%, 118.5 break point rate; same assumptions as A

	7.75%/9% Formula	\$118,500 break		Income
Salary	403(b) Contrib %	Social Sec. %	403(b) %	Replacement Rate
25000	[13.75%]	53.49%	46.85%	100.34%
50000	[13.75%]	40.70%	46.85%	87.55%
75000	[13.75%]	41.16%	46.85%	88.01%
100000	[13.75%]	35.04%	46.85%	81.89%
125000	[13.82%]	25.69%	47.09%	72.78%
150000	[14.01%]	21.41%	47.73%	69.14%
175000	[14.15%]	18.35%	48.21%	66.56%

*Social Security replacement rates are based on estimates made by the center for retirement research (<http://crr.bc.edu/social-security-replacement-rate-data/>).

Table 5: Current retirement contribution system for those who do NOT make a match (n= 64).

Proportion NOT making match	Current System: 6% up to \$50,100 9% > \$50,100 Salary	COLLEGE CONTRIBUTION Core: 6% / 9% NO MATCH	EMPLOYEE CONTRIBUTION NONE	EMPLOYEE CONTRIBUTION TOTAL DEPOSIT	[no match] Savings rate (%)
15.5%	\$5,000	\$300	\$0	\$300	6.0
	\$10,000	\$600	\$0	\$600	6.0
	\$15,000	\$900	\$0	\$900	6.0
	\$20,000	\$1,200	\$0	\$1,200	6.0
	\$25,000	\$1,500	\$0	\$1,500	6.0
	\$30,000	\$1,800	\$0	\$1,800	6.0
	\$35,000	\$2,100	\$0	\$2,100	6.0
	\$40,000	\$2,400	\$0	\$2,400	6.0
	\$45,000	\$2,700	\$0	\$2,700	6.0
	\$50,000	\$3,000	\$0	\$3,000	6.0
8.8%	\$55,000	\$3,447	\$0	\$3,447	6.3
	\$60,000	\$3,897	\$0	\$3,897	6.5
	\$65,000	\$4,347	\$0	\$4,347	6.7
	\$70,000	\$4,797	\$0	\$4,797	6.9
	\$75,000	\$5,247	\$0	\$5,247	7.0
2.6%	\$80,000	\$5,697	\$0	\$5,697	7.1
	\$85,000	\$6,147	\$0	\$6,147	7.2
	\$90,000	\$6,597	\$0	\$6,597	7.3
	\$95,000	\$7,047	\$0	\$7,047	7.4
	\$100,000	\$7,497	\$0	\$7,497	7.5
5.5%	\$105,000	\$7,947	\$0	\$7,947	7.6
	\$110,000	\$8,397	\$0	\$8,397	7.6
	\$115,000	\$8,847	\$0	\$8,847	7.7
	\$120,000	\$9,297	\$0	\$9,297	7.7
	\$125,000	\$9,747	\$0	\$9,747	7.8
3.7%	\$130,000	\$10,197	\$0	\$10,197	7.8
	\$135,000	\$10,647	\$0	\$10,647	7.9
	\$140,000	\$11,097	\$0	\$11,097	7.9
	\$145,000	\$11,547	\$0	\$11,547	8.0
	\$150,000	\$11,997	\$0	\$11,997	8.0
0.0%	\$155,000	\$12,447	\$0	\$12,447	8.0
	\$160,000	\$12,897	\$0	\$12,897	8.1
	\$165,000	\$13,347	\$0	\$13,347	8.1
	\$170,000	\$13,797	\$0	\$13,797	8.1
	\$175,000	\$14,247	\$0	\$14,247	8.1

Table 6: Alternative retirement contribution formulas considered by the CPR

Option:	7.26% Flat, 3% Match	7.5% Flat, 3% Match	7.75% Flat, 3% Match	8% Flat, 3% Match	8%/9.5%, 2% match	8.5% Flat, 3% Match	4%/3.5% Match <50K/75K
Cost to annual budget	<u>\$0</u>	<u>\$153,000</u>	<u>\$312,000</u>	<u>\$472,000</u>	<u>\$196,000</u>	<u>\$791,000</u>	<u>\$171,000</u>
# people with a relative gain	546	610	673	738	≥738	~800	458
# people with a relative loss	256	192	129	64	≤64	3?	0
Example: \$25,000	+\$315 (+14%)	+\$375 (+16.6%)	+\$437.50 (+19.4%)	+\$500 (+22.22%)	+\$250 (11%)	+\$625 (+27%)	+\$250 (11%)
Example: \$50,000	+\$630 (+14%)	+\$750 (+16.6%)	+\$875 (+19.4%)	+\$1000 (+22.22%)	+\$500 (+11%)	+\$1250 (+27%)	+\$500 (+11%)
Example: \$75,000	+\$198 (+2.6%)	+\$378 (+5.0%)	+\$565 (+7.6%)	+\$753 (+10%)	+\$376.50 (+5.0%)	+\$1153 (+15%)	+\$375 (+5.0%)
Example: \$100,000	-\$237 (-2.4%)	+\$3 (+0.03%)	+\$253 (+2.4%)	+\$503 (+4.8%)	+\$252 (+2.4%)	+\$1003 (+10%)	NC
Example: \$150,000	-\$1107 (-6.4%)	-\$747 (-4.5%)	-\$372 (-2.2%)	+\$3 (+0.02%)	+\$1.50 (not much%)	+\$753 (+5%)	NC

Traditional Group

ACTUAL FY2012-13			ACTUAL FY2013-14			ACTUAL FY2014-15		
MEAN SALARY \$1,000s		%INC	MEAN SALARY \$1,000s		%INC	MEAN SALARY \$1,000s		%INC
PROFESSORS			PROFESSORS			PROFESSORS		
Harvard U	203.0	3.6%	Harvard U	207.1	3.2	Harvard U	213.5	3.6
Yale U	186.2	3.5%	Yale U	192.2	3.2	Yale U	198.4	3.0
Dartmouth Coll	167.4	4.3%	Dartmouth Coll	174.0	4.6	Dartmouth Coll	178.6	3.2
Wellesley Coll	152.2	3.6%	U Michigan-Ann Arbor	156.9	3.6	U Michigan-Ann Arbor	160.9	3.1
U Michigan-Ann Arbor	148.6	3.5%	Wellesley Coll	154.1	2.4	U Virginia	156.9	5.0
U Virginia	143.1	1.3%	U Virginia	150.8	6.5	Wellesley Coll	154.3	1.8
Amherst Coll	137.7	4.2%	Amherst Coll	140.0	4.2	Amherst Coll	145.1	4.0
Williams Coll	137.1	3.0%	Williams Coll	140.0	2.9	Wesleyan U	141.5	4.7
Wesleyan U	133.6	4.1%	U Massachusetts-Amherst	136.9	5.1	Williams Coll	141.2	3.1
Smith Coll	132.7	3.6%	Wesleyan U	136.3	4.4	U Massachusetts-Amherst	139.2	1.9
Indiana U-Bloomington	131.9	2.6%	Smith Coll	134.9	3.2	Smith Coll	136.2	3.5
U Massachusetts-Amherst	131.0	7.2%	Indiana U-Bloomington	132.6	2.4	Indiana U-Bloomington	135.0	2.5
Mount Holyoke Coll	117.1	2.0%	Mount Holyoke Coll	117.7	2.2	Mount Holyoke Coll	118.7	2.6
AC Median	132.8		AC Median	137.5		AC Median	140.0	
Group Median	137.7		Group Median	140.0		Group Median	145.1	
Group Mean	147.8		Group Mean	151.8		Group Mean	155.3	
ASSOCIATE			ASSOCIATE			ASSOCIATE		
Harvard U	118.9	9.0%	Harvard U	123.8	2.7	Harvard U	128.1	3.5
Yale U	113.0	7.5%	Yale U	118.3	7.0	Yale U	117.3	5.0
Dartmouth Coll	111.5	5.0%	Dartmouth Coll	113.6	5.5	Dartmouth Coll	113.2	4.1
Wellesley Coll	101.6	3.6%	U Michigan-Ann Arbor	103.9	3.6	U Michigan-Ann Arbor	106.8	4.4
U Michigan-Ann Arbor	101.0	3.8%	Wellesley Coll	103.4	4.1	U Virginia	104.9	5.9
Amherst Coll	95.8	5.6%	Amherst Coll	101.1	7.8	Amherst Coll	104.7	6.4
U Massachusetts-Amherst	95.2	8.6%	U Virginia	99.5	7.9	Wellesley Coll	102.4	3.4
U Virginia	93.7	2.0%	U Massachusetts-Amherst	98.0	5.9	U Massachusetts-Amherst	98.8	3.4
Smith Coll	91.8	3.8%	Smith Coll	93.3	3.6	Wesleyan U	97.7	6.2
Wesleyan U	90.2	6.2%	Wesleyan U	93.3	6.2	Williams Coll	94.4	4.5
Williams Coll	90.1	3.8%	Williams Coll	92.5	4.2	Smith Coll	93.8	4.0
Indiana U-Bloomington	88.5	3.4%	Indiana U-Bloomington	90.7	3.3	Indiana U-Bloomington	92.4	3.7
Mount Holyoke Coll	84.3	3.2%	Mount Holyoke Coll	87.8	4.4	Mount Holyoke Coll	90.0	5.1
AC Median	93.5		AC Median	100.0		AC Median	102.5	
Group Median	95.2		Group Median	99.5		Group Median	102.4	
Group Mean	98.1		Group Mean	101.5		Group Mean	103.4	
ASSISTANT			ASSISTANT			ASSISTANT		
Harvard U	113.3	5.1%	Harvard U	114.5	3.1	Harvard U	113.3	3.2
Yale U	94.1	4.9%	Yale U	95.9	4.5	Dartmouth Coll	100.1	4.7
Dartmouth Coll	89.4	5.4%	Dartmouth Coll	94.0	6.1	Yale U	99.6	3.7
U Michigan-Ann Arbor	88.7	3.4%	U Michigan-Ann Arbor	89.6	3.3	U Michigan-Ann Arbor	91.4	3.3
U Virginia	82.9	1.8%	U Virginia	87.0	6.2	U Virginia	90.6	5.0
Wellesley Coll	80.8	3.9%	Indiana U-Bloomington	83.0	3.9	Indiana U-Bloomington	87.7	4.0
Indiana U-Bloomington	80.4	3.7%	Wellesley Coll	82.0	3.7	U Massachusetts-Amherst	85.4	3.9
Amherst Coll	79.0	5.3%	Amherst Coll	80.8	4.5	Amherst Coll	83.7	5.1
U Massachusetts-Amherst	77.8	8.5%	U Massachusetts-Amherst	80.0	6.3	Wellesley Coll	83.2	2.9
Williams Coll	76.5	4.1%	Wesleyan U	79.2	5.2	Wesleyan U	81.9	4.7
Smith Coll	76.4	3.4%	Smith Coll	78.4	3.7	Williams Coll	80.0	5.2
Wesleyan U	76.3	6.7%	Williams Coll	78.2	7.3	Smith Coll	79.4	3.8
Mount Holyoke Coll	67.8	6.3%	Mount Holyoke Coll	73.2	3.2	Mount Holyoke Coll	74.2	2.4
AC Median	77.0		AC Median	79.0		AC Median	81.0	
Group Median	80.4		Group Median	82.0		Group Median	85.4	
Group Mean	83.3		Group Mean	85.8		Group Mean	88.5	

Liberal Arts Group (New)

ACTUAL FY2012-13 MEAN SALARY \$1,000s		ACTUAL FY2013-14 MEAN SALARY \$1,000s		ACTUAL FY2014-15 MEAN SALARY \$1,000s	
PROFESSORS		PROFESSORS		PROFESSORS	
Wellesley Coll	152.2	Wellesley Coll	154.1	Wellesley Coll	154.3
Pomona Coll	142.8	Pomona Coll	145.9	Pomona Coll	148.6
Swarthmore Coll	137.8	Swarthmore Coll	140.7	<u>Amherst Coll</u>	<u>145.1</u>
<u>Amherst Coll</u>	<u>137.7</u>	<u>Amherst Coll</u>	<u>140.0</u>	Williams Coll	141.2
Williams Coll	137.1	Williams Coll	140.0	Swarthmore Coll	141.0
Smith Coll	132.7	Bowdoin Coll	135.1	Bowdoin Coll	137.3
Bowdoin Coll	131.2	Smith Coll	134.9	Smith Coll	136.2
Vassar Coll	128.8	Vassar Coll	130.6	Middlebury Coll	133.6
Middlebury Coll	128.6	Middlebury Coll	129.8	Vassar Coll	131.2
Davidson Coll	120.0	Davidson Coll	124.6	Davidson Coll	128.2
Haverford Coll	119.8	Carleton Coll	121.6	Carleton Coll	125.4
Carleton	119.7	Haverford Coll	120.0	Haverford Coll	123.5
AC Median	132.8	AC Median	137.5	AC Median	140.0
Group Median	132.0	Group Median	135.0	Group Median	136.8
Group Mean	132.4	Group Mean	134.8	Group Mean	137.1
ASSOCIATE		ASSOCIATE		ASSOCIATE	
Wellesley Coll	101.6	Wellesley Coll	103.4	Pomona Coll	105.6
Pomona Coll	99.5	Pomona Coll	101.9	<u>Amherst Coll</u>	<u>104.7</u>
Swarthmore Coll	96.6	<u>Amherst Coll</u>	<u>101.1</u>	Wellesley Coll	102.4
<u>Amherst Coll</u>	<u>95.8</u>	Swarthmore Coll	97.6	Bowdoin Coll	99.3
Bowdoin Coll	94.9	Bowdoin Coll	96.9	Swarthmore Coll	98.6
Vassar Coll	94.6	Vassar Coll	95.3	Vassar Coll	97.3
Haverford Coll	93.2	Middlebury Coll	93.6	Middlebury Coll	96.6
Smith Coll	91.8	Haverford Coll	93.5	Haverford Coll	95.4
Williams Coll	90.1	Smith Coll	93.3	Davidson Coll	94.9
Middlebury Coll	89.6	Williams Coll	92.5	Williams Coll	94.4
Davidson Coll	89.3	Davidson Coll	92.0	Smith Coll	93.8
Carleton	87.3	Carleton Coll	88.3	Carleton Coll	90.3
AC Median	93.5	AC Median	100.0	AC Median	102.5
Group Median	93.9	Group Median	94.5	Group Median	97.0
Group Mean	93.7	Group Mean	95.8	Group Mean	97.8
ASSISTANT		ASSISTANT		ASSISTANT	
Wellesley Coll	80.8	Wellesley Coll	82.0	<u>Amherst Coll</u>	<u>83.7</u>
Vassar Coll	79.3	<u>Amherst Coll</u>	<u>80.8</u>	Wellesley Coll	83.2
<u>Amherst Coll</u>	<u>79.0</u>	Vassar Coll	80.8	Pomona Coll	82.8
Williams Coll	76.5	Pomona Coll	80.0	Vassar Coll	82.0
Smith Coll	76.4	Swarthmore Coll	78.7	Bowdoin Coll	80.8
Middlebury Coll	75.9	Smith Coll	78.4	Middlebury Coll	80.4
Swarthmore Coll	75.4	Williams Coll	78.2	Williams Coll	80.0
Pomona Coll	75.1	Middlebury Coll	78.1	Smith Coll	79.4
Bowdoin Coll	74.3	Bowdoin Coll	76.1	Swarthmore Coll	78.9
Haverford Coll	73.7	Carleton Coll	74.6	Carleton Coll	77.3
Carleton	72.6	Davidson Coll	73.5	Haverford Coll	74.7
Davidson Coll	69.3	Mount Holyoke Coll	73.2	Davidson Coll	73.3
AC Median	77.0	AC Median	79.0	AC Median	81.0
Group Median	75.7	Group Median	78.3	Group Median	80.2
Group Mean	75.7	Group Mean	77.9	Group Mean	79.7

Liberal Arts Group (Old)

ACTUAL FY2012-13			ACTUAL FY2013-14			ACTUAL FY2014-15		
MEAN SALARY \$1,000s	%INC		MEAN SALARY \$1,000s	%INC		MEAN SALARY \$1,000s	%INC	
FULL			FULL			FULL		
Wellesley Coll	152.2	3.6%	Wellesley Coll	154.1	2.4	Wellesley Coll	154.3	1.8
Pomona Coll	142.8	3.7%	Pomona Coll	145.9	2.7	Pomona Coll	148.6	2.5
Swarthmore Coll	137.8	5.1%	Swarthmore Coll	140.7	3.3	Amherst Coll	145.1	4.0
Amherst Coll	137.7	4.2%	Amherst Coll	140.0	4.2	Wesleyan U	141.5	4.7
Williams Coll	137.1	3.0%	Williams Coll	140.0	2.9	Williams Coll	141.2	3.1
Wesleyan U	133.6	4.1%	Wesleyan U	136.3	4.4	Swarthmore Coll	141.0	2.5
Smith Coll	132.7	3.6%	Bowdoin Coll	135.1	3.6	Bowdoin Coll	137.3	3.7
Bowdoin Coll	131.2	3.8%	Smith Coll	134.9	3.2	Smith Coll	136.2	3.5
Davidson Coll	120.0	4.8%	Davidson Coll	124.6	4.0	Davidson Coll	128.2	5.1
Haverford Coll	119.8	2.7%	Carleton Coll	121.6	3.7	Carleton Coll	125.4	5.1
Carleton	119.7	2.8%	Haverford Coll	120.0	2.3	Haverford Coll	123.5	2.7
Mount Holyoke	117.1	2.0%	Mount Holyoke	117.7	2.2	Mount Holyoke	118.7	2.6
AC Median	132.8		AC Median	137.5		AC Median	140.0	
Group Median	133.2		Group Median	135.7		Group Median	139.2	
Group Mean	131.8		Group Mean	134.2		Group Mean	136.8	
ASSOCIATE			ASSOCIATE			ASSOCIATE		
Wellesley Coll	101.6	3.6%	Wellesley Coll	103.4	4.1	Pomona Coll	105.6	4.0
Pomona Coll	99.5	4.3%	Pomona Coll	101.9	3.2	Amherst Coll	104.7	6.4
Swarthmore Coll	96.6	5.2%	Amherst Coll	101.1	7.8	Wellesley Coll	102.4	3.4
Amherst Coll	95.8	5.6%	Swarthmore Coll	97.6	3.1	Bowdoin Coll	99.3	4.3
Bowdoin Coll	94.9	3.9%	Bowdoin Coll	96.9	4.3	Swarthmore Coll	98.6	3.9
Haverford Coll	93.2	2.7%	Haverford Coll	93.5	2.5	Wesleyan U	97.7	6.2
Smith Coll	91.8	3.8%	Smith Coll	93.3	3.6	Haverford Coll	95.4	3.2
Wesleyan U	90.2	6.2%	Wesleyan U	93.3	6.2	Davidson Coll	94.9	5.6
Williams Coll	90.1	3.8%	Williams Coll	92.5	4.2	Williams Coll	94.4	4.5
Davidson Coll	89.3	5.2%	Davidson Coll	92.0	5.8	Smith Coll	93.8	4.0
Carleton	87.3	7.6%	Carleton Coll	88.3	3.6	Carleton Coll	90.3	5.6
Mount Holyoke	84.3	3.2%	Mount Holyoke	87.8	4.4	Mount Holyoke	90.0	5.1
AC Median	93.5		AC Median	100.0		AC Median	102.5	
Group Median	92.5		Group Median	93.4		Group Median	96.6	
Group Mean	92.9		Group Mean	95.1		Group Mean	97.3	
ASSISTANT			ASSISTANT			ASSISTANT		
Wellesley Coll	80.8	3.9%	Wellesley Coll	82.0	3.7	Amherst Coll	83.7	5.1
Amherst Coll	79.0	5.3%	Amherst Coll	80.8	4.5	Wellesley Coll	83.2	2.9
Williams Coll	76.5	4.1%	Pomona Coll	80.0	6.9	Pomona Coll	82.8	5.5
Smith Coll	76.4	3.4%	Wesleyan U	79.2	5.2	Wesleyan U	81.9	4.7
Wesleyan U	76.3	6.7%	Swarthmore Coll	78.7	6.2	Bowdoin Coll	80.8	6.2
Swarthmore Coll	75.4	5.7%	Smith Coll	78.4	3.7	Williams Coll	80.0	5.2
Pomona Coll	75.1	6.8%	Williams Coll	78.2	7.3	Smith Coll	79.4	3.8
Bowdoin Coll	74.3	3.8%	Bowdoin Coll	76.1	5.6	Swarthmore Coll	78.9	2.6
Haverford Coll	73.7	3.6%	Carleton Coll	74.6	3.6	Carleton Coll	77.3	5.6
Carleton	72.6	3.6%	Davidson Coll	73.5	8.3	Haverford Coll	74.7	3.5
Davidson Coll	69.3	7.3%	Mount Holyoke	73.2	3.2	Mount Holyoke	74.2	2.4
Mount Holyoke	67.8	6.3%	Haverford Coll	72.2	3.8	Davidson Coll	73.3	6.1
AC Median	77.0		AC Median	79.0		AC Median	81.0	
Group Median	75.3		Group Median	78.3		Group Median	79.7	
Group Mean	74.8		Group Mean	77.2		Group Mean	79.2	

Annual Faculty Salary and Compensation Report, 2014-2015¹

Committee on Priorities and Resources **Spring 2016**

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 compensation at Amherst with those at 12 other colleges and universities known as the Traditional Group. Since 2003-04, the CPR has also compared salaries and compensation with a broader group of colleges and universities that includes the original 12 plus an additional 18 institutions; this is the New Group.³ For this report (Spring 2016) the CPR has compared salaries and cost of living with a redefined group of 12 liberal arts colleges. The comparative data on average salaries by rank are provided by the American Association of University Professors (AAUP).

II. Background and New Issues Addressed

New issues:

This year the CPR considered three new issues. First, we have adjusted the newest comparison group composed of 12 liberal arts colleges, changing the composition slightly.⁴ Previously, the committee has compared Amherst College salaries with a “traditional group” group of research universities and liberal arts colleges. While the salary analysis in this report no longer provides only a condensed comparison with the traditional group, we will provide an online appendix with tables that list the average salaries for the traditional group. Second, the CPR has set a new benchmark that presents normalized salaries in a quartile system by rank. Third, we compare salaries with a cost of living adjustment.

Background:

¹ This report is submitted by the voting members of the Committee on Priorities and Resources (CPR). We would like to thank the colleagues who assisted in compiling data, especially in the Institutional Research and Human Resources offices. We thank the *ex officio* CPR members, including Thomas Dwyer, Catherine Epstein, Kevin Weinman, and Maria-Judith Rodriguez.

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

³ CPR created the New Group 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 The 12 liberal arts colleges are now Amherst, Bowdoin, Carleton, Davidson, Haverford, Middlebury, Pomona, Smith, Swarthmore, Vassar, Wellesley, and Williams.

Since the 1970s the CPR has compared faculty salaries with peer institutions. A Traditional Group was used for many years. In 2003, the Board of Trustees and the Administration asked the CPR to create a New Group to better define salary benchmarks that the faculty saw as comparable. However, issues regarding adjustments for professional schools at several universities in the larger New Group led to the formation of a Liberal Arts group in 2014, to allow direct comparisons with Liberal Arts peer institutions. This year the CPR proposes that the Liberal Arts groups be adopted for future salary benchmarking.

Data Resources and Limitations:

We rely primarily on salary data compiled by the AAUP (American Association of University Professors). These tend to be crude measures of the total compensation (which include some, but not all, benefits in various degrees across institutions), and they do not reflect regional or geographical differences in the cost of living. Moreover, salary information for Amherst faculty and that compiled by the AAUP includes only tenure-line faculty who are full-time teachers; faculty with partial administrative roles or with reduced teaching loads due to phased retirement or other factors are not included in this report.

Within the salary data there are two potential sources of bias: demographic balance within ranks and the role of professional schools at universities. First, AAUP does not report by years-in-rank or years-in-service; therefore an institution with many long-serving full professors will have a larger average salary at the full professor rank than an institution with proportionally more recently-promoted full professors. In 1997-98 the Amherst Administration conducted a confidential time-in-rank and salary survey and it concluded that demographic differences did not have a significant effect on Amherst's rankings in the Traditional Group. However, in recent years the college has experienced significant turnover and these shifts now do appear to contribute to changes in the current rankings, notably a drop in the average salary of Full Professors.

A second source of bias comes from the inclusion of professional school faculty salaries in the AAUP data, which contributes to salaries in the Traditional Group and the New Group. Salaries at professional schools (schools of law, medicine, etc.) are usually higher than salaries at liberal arts institutions, due to market competition given opportunities available to professionals in those fields outside of academia. In the last several years the CPR has carried the recommendation of the CPR's 2005 Institutional Comparison Group Report which recommend simple adjustments ranging from 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 universities tended to be less dramatic. We have discontinued inclusion of adjusted salary data in the New Group in this report, as these adjustments are mainly ad hoc guesses. Moving forward the CPR emphasizes focus on the Liberal Arts groups which do not involve any professional school bias.

A third source of bias in the past was regional variations in cost of living. However, for the first time this year the CPR now includes cost of living adjustments for salaries in the Liberal Arts group.

III. Benchmarks

History

Historically the Amherst College Board of Trustees has sought to raise faculty salaries to meet stated goals. As noted in the 2004-05 CPR Salary Report, in 1958 the Trustees issued a policy statement that Amherst faculty salaries should be "...as high as those in any other college in the country...". In 1970 this policy was updated to indicate that faculty compensation should be "...at a level no lower than that of other institutions of the highest quality...". Nevertheless, in the 1970s faculty salaries dropped significantly on a relative basis. This resulted in much discussion and a resolution by the Board in 1979 that by 1982 faculty salaries should be increased to regain Amherst's 1968 relative competitive position, which in 1968 corresponded to 3rd in the Traditional group (see the 2004-05 CPR Salary Report for details and caveats).

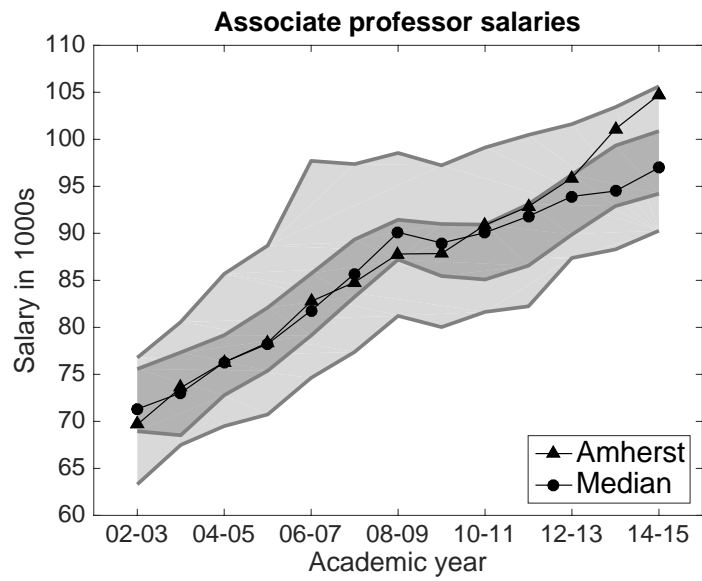
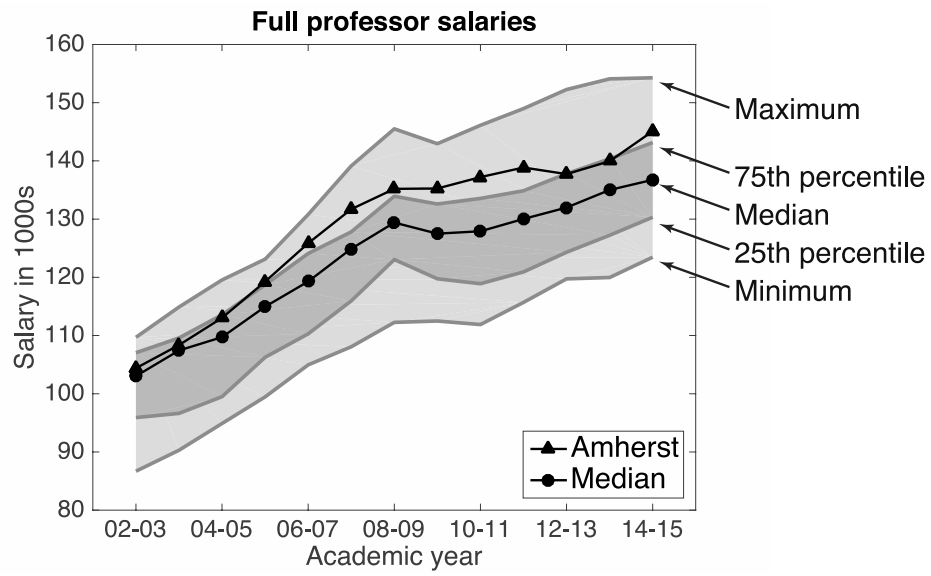
The benchmark targeted to be reached by 1982 was not achieved, and by the mid-1990s Amherst faculty salaries had once again lost relative ground. This resulted in a 1998 commitment to close the gaps for associate and full professors in particular. Then, in 2003, the Administration and Board of Trustees asked the CPR to set a benchmark for a ranking within the New Group that Amherst should try to reach and maintain. 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 salaries, salaries of Amherst professors have tended to rest below both the median and the mean (average) of the Traditional Group.

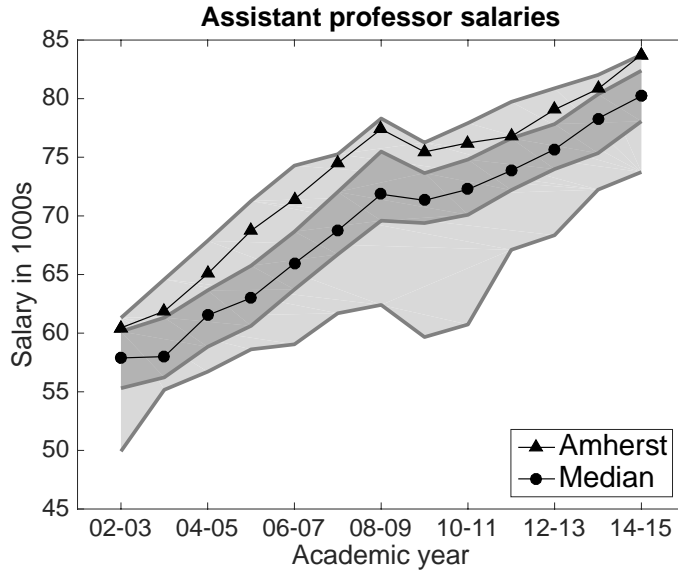
Current Benchmarks

The tables in this report include the comparison group of 12 liberal arts colleges: Amherst, Bowdoin, Carleton, Davidson, Haverford, Middlebury, Pomona, Smith, Swarthmore, Vassar, Wellesley, and Williams. The dark gray bands are outlined by the 1st and 3rd quartiles (25th and 75th percentiles), while the minimum and maximum values bound the light gray bands. The median marks the split between the upper 6 and the lower 6 salaries from this group of 12. The upper light gray band marks the top 3 salaries; dark gray band marks the middle 6 salaries; lower gray band marks the bottom 3 salaries.

1. Historic quartile analysis

The historic quartile analysis allows for a comparison of the past 13 years. The salary patterns are in absolute numbers.

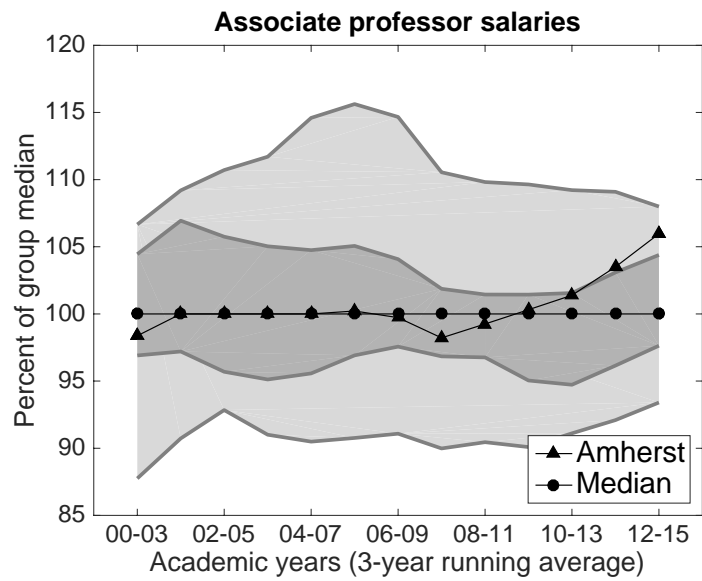
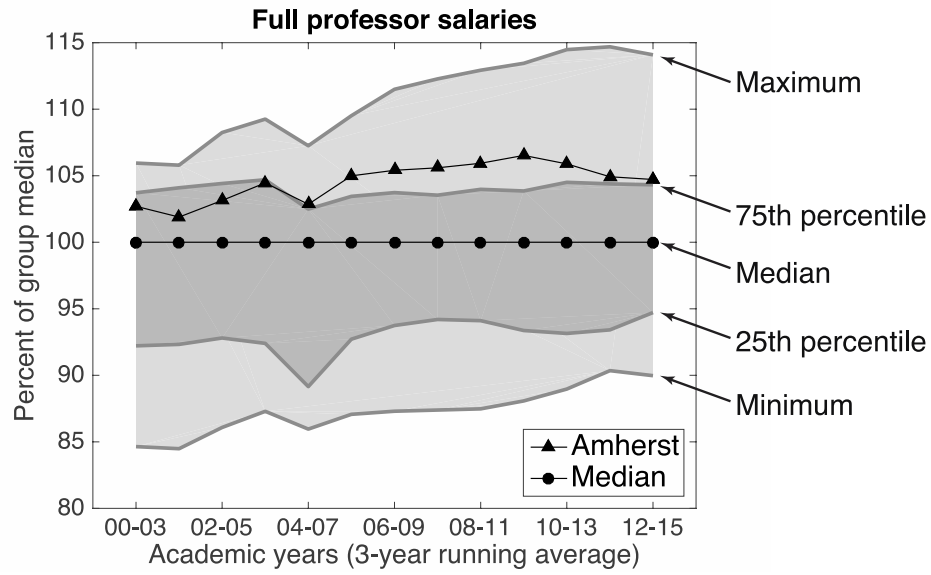


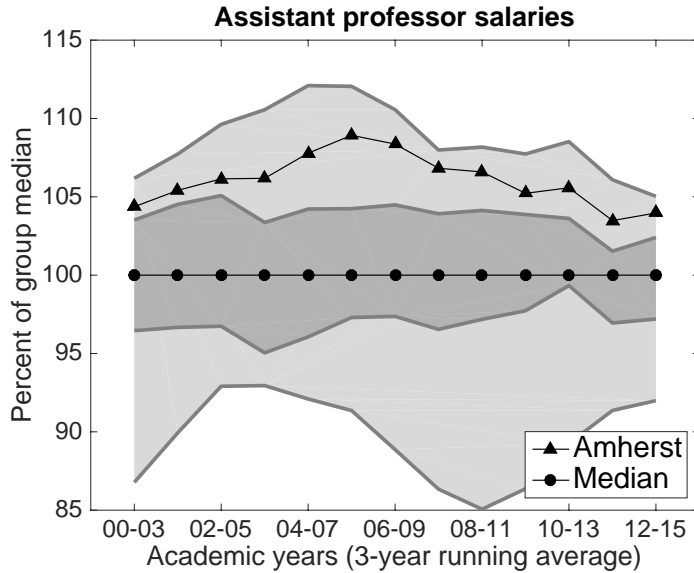


2. Normalized data

For easier comparison over time, we normalized the salaries by dividing each salary by the group median for that time point. The normalized graphs display the 3-year running average to smooth the data, with the center year indicated.

If the goal is to keep Amherst’s salaries among the top 3 (top quarter) in this group of peers (top light gray band) in order to remain competitive, then we have been doing well in terms of assistant professor salaries and have shown recent improvement in associate professor salaries. The full professor salaries are more complicated, as this group spans a wider range of experience, from newly promoted faculty to those nearing retirement after several decades at the college. A spate of retiring senior faculty replaced by younger faculty rising through the ranks can cause a large drop in full professor salaries.

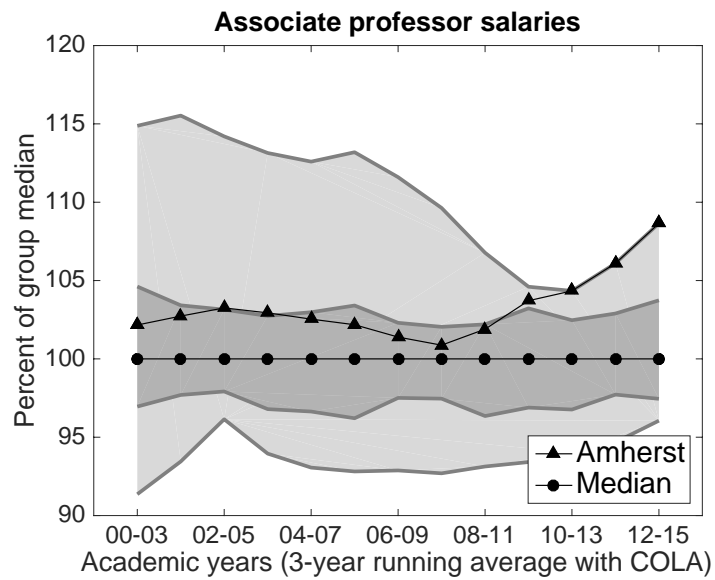
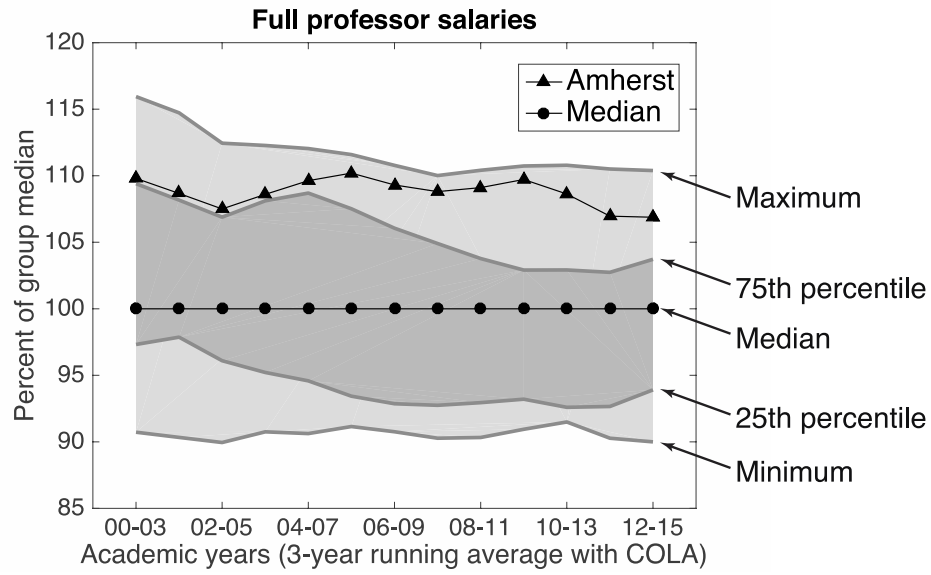


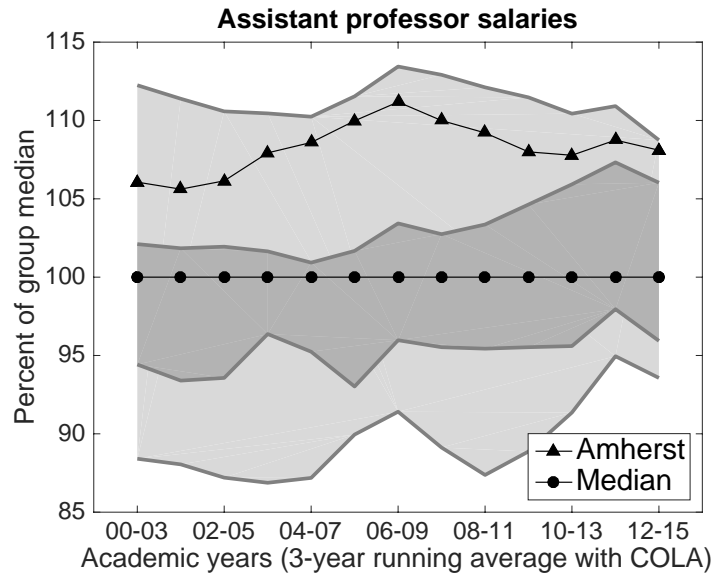


3. Cost of living adjusted data

We adjusted the salaries to take cost of living into account. The cost of living adjustments (COLA) in the following tables were generated from the MIT living wage calculations: <http://livingwage.mit.edu/>. The living wage is a measure of the cost of living of basics for a family of 4 with 1 worker (2 adults, 2 children, and only 1 adult working), and the website provides values for each county in the US. We adjusted the salaries relative to the cost of living in Hampshire County. For example, Pomona’s salaries tend to be higher than other peer institutions because of the high cost of living in that region. Since Pomona’s cost of basics is about 12.8% in excess of Amherst’s (based on the county where each college is located), we divide Pomona’s mean salary by 1.128 to calculate the COLA salary.

If the goal is to keep Amherst’s salaries among the top 3 (top quarter) in this group of peers (top light gray band) in order to remain competitive, then we have been doing well in terms of assistant professor salaries and have shown recent improvement in associate professor salaries. The full professor salaries are more complicated, as this group spans a wider range of experience, from newly promoted faculty to those nearing retirement after several decades at the college. A spate of retiring senior faculty replaced by younger faculty rising through the ranks can cause a large drop in full professor salaries.





IV. Actual Salary and Compensation Comparisons

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 ranks, thus overstating the actual salary increases for most members of the Assistant and Associate Professor groups. We also reiterate 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.

This year we continue to include median values for Amherst salaries. Median Amherst College salaries are meant to be compared only to the average Amherst salary within rank, to provide a better sense of the salary distribution within rank. This should not be compared with the median for the college/university comparison group, as this is the median of the average salaries reported. This is exemplified by the fact that the group median in many cases is the average Amherst salary, even though the Amherst median salary is somewhat lower.

A. Full Professors

For the 2014-15 academic year, the median salary for full professors at Amherst was \$140,000. This median salary was above the 75th percentile, that is, among the top three schools. With the exception of 2002-03 and 2004-05 school year, the full professor median salary has been at or above the 75th percentile. When the data is normalized for a 3-year average, the graph demonstrates that from 2000-03 to 2004-07 the full professor median salary was above the median for the 12 schools, but below the 75th percentile. However, the

salary rose above the 75th percentile in 2004-07. Since then, the normalized data suggests the full professor median salary was at the 75th percentile, or at the bottom of the top three schools. Nevertheless, when adjusted for cost of living expenses, since 2000-03 the full professor median salary has consistently remained above the 75th percentile.

B. Associate Professors

This is typically the most volatile group 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 a lower percentage of total faculty at the Associate rank at Amherst (about 20% of the faculty). Moreover, the rapid promotion (relative to many peer institutions) 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.

For the 2014-15 academic year, the median salary for associate professors at Amherst was \$102,500 and above the 75th percentile. The normalized data demonstrates that from 2000-03 to 2008-11 the associate professor salaries were at or below the group median. Only in 2012-15 did the associate professor salaries rise above the 75th percentile. When the data is adjusted for cost of living, the associate professor median salary remains between the 50th and 75th percentile, until 2008-11 when it rises above the 75th percentile. For 2010-13 and 2012-15, the associate professor median salary adjusted for cost of living has remained at the top of the 12 schools.

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 tenured professors are actively on the job market in any given year and thus receiving competitive offers.

For the 2014-15 academic year, the assistant professor median salary was \$81,000. The normalized data demonstrates that the assistant professor median salary has remained above the 75th percentile since 2002-03. The cost of living adjusted data suggests that the median assistant professor salary fluctuated between 105% and 110% of the group median, except in 2006-09 when it was above 110%.

V. Additional Issues

A. Tables with other comparisons

Given in thousands of dollars. For complete tables, see spreadsheet posted online:
https://www.amherst.edu/academiclife/dean_faculty/faccommittees/cpr.

Liberal arts college group salary data (Amherst, Bowdoin, Carleton, Davidson, Haverford, Middlebury, Pomona, Smith, Swarthmore, Vassar, Wellesley, Williams)

	FY2012-13		FY2013-14		FY2014-15
FULL		FULL		FULL	
AC Mean	137.7	AC Mean	140.0	AC Mean	145.1
AC Median	132.8	AC Median	137.5	AC Median	140.0
Group Median	133.2	Group Median	135.7	Group Median	139.2
Group Mean	131.8	Group Mean	134.2	Group Mean	136.8
ASSOCIATE		ASSOCIATE		ASSOCIATE	
AC Mean	95.8	AC Mean	101.1	AC Mean	104.7
AC Median	93.5	AC Median	100.0	AC Median	102.5
Group Median	92.5	Group Median	93.4	Group Median	96.6
Group Mean	92.9	Group Mean	95.1	Group Mean	97.3
ASSISTANT		ASSISTANT		ASSISTANT	
AC Mean	79.0	AC Mean	80.8	AC Mean	83.7
AC Median	77.0	AC Median	79.0	AC Median	81.0
Group Median	75.3	Group Median	78.3	Group Median	79.7
Group Mean	74.8	Group Mean	77.2	Group Mean	79.2

Traditional group salary data (Harvard, Yale, Dartmouth, Wellesley, U Michigan-Ann Arbor, U Virginia, Amherst College, Williams, Wesleyan, Smith, Indiana U-Bloomington, UMass-Amherst, Mount Holyoke)

	FY2012-13		FY2013-14		FY2014-15
FULL		FULL		FULL	
AC Mean	137.7	AC Mean	140.0	AC Mean	145.1
AC Median	132.8	AC Median	137.5	AC Median	140.0
Group Median	137.7	Group Median	140.0	Group Median	145.1
Group Mean	147.8	Group Mean	151.8	Group Mean	155.3
ASSOCIATE		ASSOCIATE		ASSOCIATE	
AC Mean	95.8	AC Mean	101.1	AC Mean	104.7
AC Median	93.5	AC Median	100.0	AC Median	102.5
Group Median	95.2	Group Median	99.5	Group Median	102.4
Group Mean	98.1	Group Mean	101.5	Group Mean	103.4
ASSISTANT		ASSISTANT		ASSISTANT	
AC Mean	79.0	AC Mean	80.8	AC Mean	83.7
AC Median	77.0	AC Median	79.0	AC Median	81.0
Group Median	80.4	Group Median	82.0	Group Median	85.4
Group Mean	83.3	Group Mean	85.8	Group Mean	88.5

New group salary data (31 institutions)

	FY2012-13		FY2013-14		FY2014-15
FULL		FULL		FULL	
AC Mean	137.7	AC Mean	140.0	AC Mean	145.1
AC Median	132.8	AC Median	137.5	AC Median	140.0
Group Median	148.6	Group Median	154.1	Group Median	156.9
Group Mean	156.3	Group Mean	160.6	Group Mean	165.0
ASSOCIATE		ASSOCIATE		ASSOCIATE	
AC Mean	95.8	AC Mean	101.1	AC Mean	104.7
AC Median	93.5	AC Median	100.0	AC Median	102.5
Group Median	101.0	Group Median	103.4	Group Median	105.6
Group Mean	104.0	Group Mean	107.2	Group Mean	110.3
ASSISTANT		ASSISTANT		ASSISTANT	
AC Mean	79.0	AC Mean	80.8	AC Mean	83.7
AC Median	77.0	AC Median	79.0	AC Median	81.0
Group Median	84.3	Group Median	87.0	Group Median	90.6
Group Mean	87.4	Group Mean	90.3	Group Mean	93.0

B. Comparisons across Disciplines and by Gender

In light of national conversations about inequalities between disciplines and by gender the CPR began to analyze Amherst salaries by gender and discipline in 2013-14 and found no major consistent trend by gender or discipline, except for a gender disparity in full professor salaries. Such differences are likely due to differences in age/years-in-rank and market conditions for specific disciplines. Further disaggregation by race, rank, and gender would yield cohort sizes so small that they would raise privacy concerns, so we did not test this hypothesis.

Analysis by Gender – FY 2014-15 salary data

Rank	Female			Male		
	Median	Mean	Count	Median	Mean	Count
Assistant	\$81,000	\$83,019	27	\$82,250	\$84,636	22
Associate	\$105,000	\$107,267	15	\$96,000	\$102,167	15
Full	\$135,000	\$137,607	29	\$143,750	\$149,443	50
All	\$107,000	\$110,438	71	\$117,000	\$124,904	87

Analysis by Discipline – FY 2014-15 salary data

Discipline/Rank	Median	Mean	Count
<i>Humanities</i>			
Assistant	\$81,000	\$81,367	15
Associate	\$96,250	\$100,813	16
Full	\$141,100	\$145,884	38
<i>Social Sciences</i>			
Assistant	\$81,000	\$86,917	18
Associate	\$124,000	\$117,143	7
Full	\$151,000	\$154,904	13
<i>Physical/Life Sci</i>			
Assistant	\$82,250	\$82,406	16
Associate	\$104,000	\$101,214	7
Full	\$135,000	\$139,479	28

C. How Salaries Are Set

Each year, the Administration, with the advice of the CPR and the approval of the Trustees, establishes a “pool” for faculty salary increases. This “pool” represents a percentage of the total salary budget for the teaching staff.⁵ A similar “pool” is established for staff and administrators. The amount of this percentage increase, 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, with corrections made in years when the pool is larger or smaller than normal, to ensure equity among cohorts promoted in different years.

Members of the Faculty have noted that salary notices are often not provided until only a few weeks or days before that new salary takes effect (July 1st). This has much to do with the timing of Board of Trustee meetings. But, waiting as late as possible to finalize the pool often allows the Administration to make positive adjustments to salaries as the budget plays itself out at the end of the fiscal year -- it allows the Dean to most fully distribute the salary pool.

⁵Teaching staff includes tenure and tenure-track faculty, coaches, lecturers and visitors.

VI. Conclusions and Recommendations

This year the CPR evaluated salary data across a new comparison group of 12 liberal arts colleges. We compared salary data normalized in a quartile system by rank and adjusted for cost of living. In sum, the historic quartile analysis in absolute numbers, the normalized data of median salaries, and the cost of living adjusted data demonstrate that the Amherst salary at all ranks is consistently around or above the 75th percentile, or among the top three schools. The data suggest that the 2014-15 Amherst salaries are competitive with our peer institutions. The CPR recommends that the top quartile of the liberal arts group be adopted as the new salary benchmark.

May 17, 2014

Summary Report from the Committee on Priorities and Resources (CPR)

The CPR is happy to share with the faculty this brief summary of the chief concerns and accomplishments of the committee's work this year. As you know this has been a year of intensive strategic planning and we have attempted to approach our responsibilities in ways that support these efforts and do not duplicate them.

We recognize that we are in a period of significant demographic change at the college in the make-up of the student body and as the result of retirements and hiring among both faculty and staff. These new populations have new and different needs and changes in institutional structures and supports have lagged behind the demographic changes for all groups. The question of how to align resources to meet these developing needs was the major focus of much of our conversation this year.

- a. **Student Affairs and the 365, 24/7 campus.** We met with Student Affairs and approved modest staffing increases for that work, and discussed the need to move from a reactive intervention model to a more pro-active fostering of student life at this residential college, and the integrated planning that entails. It is clear that for an array of reasons students are now on campus virtually year round and that the need for programming and for staff and faculty involvement in student activities has expanded, and it seems likely that as a result of changes in Student Affairs and in response to Strategic Planning insights and proposals it will expand further.
- b. **Workforce planning.** More year-round and round-the-clock programming has large implications for staffing. Presently many segments of the college are responding to these increased demands through ad hoc measures including increased use of casual employment and overtime. These staffing mechanisms have significant costs financially and in terms of effectiveness and staff morale. The CPR discussed these issues in meetings with the Employee and Managers Councils and urged managers to assess these new needs and to request regular positions where appropriate. The Job Classification and Compensation Review process (5 members of the CPR serve on the advisory committee for JCCR) together with initiatives of the Office of Human Resources to match goals to resources should prove helpful in fostering workforce planning across the college.

Consideration of the budget, salaries, and benefits remain core CPR responsibilities.

- a. **Budget process.** With a new Chief Financial Officer we initiated a number of new procedures this year in our consideration of the budget, both in terms of working within a preset expenditure rate for the endowment and in terms of beginning our consultation process in the fall—far earlier than in prior years. We assessed these changes in procedures throughout and found them productive.
- b. **Faculty Salary Report.** For the faculty salary report we created new charts of gender and disciplinary comparisons within the college and were pleased to find

them equitable. We also created a new comparison chart including only the liberal arts colleges in the “New Group” of comparison institutions and will be interested to see how the faculty as a whole responds to this model of benchmarking within a more truly peer cohort.

- c. **Benefits.** Work on benefits issues included developing a mechanism to smooth the medical coverage increases for low-income staff as they move up in the sliding scale; concern over inequities for “essential” service workers with “casual status” during weather emergencies; and beginning discussions about childcare provisions at the college. Our assessment of the findings of the COACHE report reflects comparative faculty dissatisfaction with this and other “Personal/Family Policy” benefits at the college.

Curricular initiatives assessed by the CPR include

- a. The committee’s support of the creation of a **Humanities Center**
- b. The committee’s support of the creation of an **Environmental Studies Department**

Committee governance was also a topic of consideration this year.

- a. **Administrators.** The committee expressed a strong consensus that the inclusion of relevant administrators as ex officio members of this committee strengthened our functioning and our capacity not only to deliberate, but also, as appropriate, to effect specific policy changes. We approved the addition of the Provost as an ex officio member of the CPR.
- b. **Dissemination of Minutes.** We agreed to post our minutes not only on the Dean of Faculty website but also through the Employee Council.
- c. **Committee Membership.** With this year’s concerns about student life and about staff overtime and the use of casuals, the committee keenly felt and appreciated the advantages of our committee structure and how it enables the inclusion of students, staff, faculty, and administrators in these deliberations.

We look forward to discussing these issues with the faculty on the morning of May 22nd

Karen Sánchez-Eppler, Chair of the CPR
John-Paul Baird
Nicola Courtright
Jonathan Devins
Christopher Friend ’14
Danielle Laferriere
Pavel Machala
Sairam Nagulapalli ’15
Abigail Xu ’15

Ex officio members
Sarah Barr
Gregory Call
Thomas Dwyer
Maria-Judith Rodriguez
Peter Uvin
Kevin Weinman

Annual Faculty Salary and Compensation Report, 2012-2013¹

Committee on Priorities and Resources Spring 2014

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. Since 2003-04, 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 2013 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?

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 the *ex officio* CPR members, including Greg Call, Thomas Dwyer, Kevin Weinman, Peter Uvin and Maria-Judith Rodriguez, as well as Sarah Barr, and the staff of the Office of the Chief Financial Officer, Human Resources, and 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.

3) 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. While our report this year follows the procedures used in previous years, we have recommended meaningful changes to the process for the future. We are including some new tables in this report demonstrating what a liberal arts college comparison group would look like, and assessing differentials in Amherst salaries across disciplines, and by gender. The comparisons that follow, even if imperfect, remain important because 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 continued 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 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 in various degrees across institutions), and they do not reflect regional or geographical differences in the costs of living. Compensation information for Amherst faculty and that compiled by the AAUP includes only tenure-line faculty who are full-time teachers; compensation figures for faculty with partial administrative roles or with reduced teaching loads due to phased retirement or other factors are not included in this report.

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. At that time the Administration concluded that demographic differences did not seem to have a significant effect on Amherst's rankings in the

Traditional Group, however in recent years the college has experienced significant turnover and these shifts do now appear to contribute to changes in the current rankings.

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. 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.

We wish to note that this year we included median values for Amherst salaries. It should be noted that median Amherst College salaries are not directly comparable to the median for the group, as the latter is merely the median of the average salaries reported. This is exemplified by the fact that the median for the group in many cases is the average Amherst College salary, even though the Amherst College median salary is somewhat lower. Ideally we would be able to compute a mean of the median salaries for each institute, but lacking these data we must settle for a median of the means.

In the CPR's 2004-05 Report, no new benchmarks were set, and in 2007-08 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. In 2008-09 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 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. Following the financial crisis of 2008, the goal was postponed until after 2012 so that the College could follow the global budgetary plan set by the Advisory Budget Committee (ABC)⁴ in June 2009. We are pleased to see that with this report faculty salaries are indeed nearing these benchmark goals for the Assistant and Associate Professor levels, reaching 100% of the median for both ranks.

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

Amherst's rankings within both the Traditional and the New Group have changed in some categories as discussed below. 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 ranks, thus overstating the actual salary increases for most members of the Assistant and Associate Professor groups. We also reiterate 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 show that among full professors Amherst dropped significantly last year in the New Group (21st out of 31 total institutions, down from 19th) and remained in the same position in comparison to the Traditional Group (7th out of 13 total). Amherst's Full Professor salaries remained at the median for the Traditional Group and they continue to be below the median for the New Group. This drop may be related to recent retirements. Recent data show that the mean and median ages of Full Professors are as follows: FY11: mean = 60 yrs, median = 59 yrs; FY12: identical to FY11; FY13: mean = 58.5 yrs, median = 58 yrs.

The *compensation* data for full professors also shows that Amherst dropped in both groups (from 19th to 23rd in the New Group of 31 institutions, and from 7th to 9th in the Traditional Group of 13 institutions), moving below UVA and UMASS. Summaries of Full Professor data are given below.

⁴ The report of the Advisory Budget Committee (ABC) is available on the College website.

Full Professor *Salary* Rankings

<u>Year</u>	<u>Traditional Group (N=13)</u>	<u>New Group (N=31)</u>	<u>New Group (adjusted; N=31)</u>
2007-08	7	18	15
2008-09	6	19	17
2009-10	6	18	17
2010-11	6	18	17
2011-12	7	19	17
2012-13	7	21	19

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
2010-11	6	18
2011-12	7	19
2012-13	9	23

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 a lower percentage of total faculty at the Associate rank at Amherst (about 20% of the faculty). Moreover, the rapid promotion (relative to many peer institutions) 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. Nevertheless, Amherst's position has risen in terms of both salary and compensation in all comparison groups.

For *salary* in the last three years in the Traditional Group, Amherst began at the 7th in 2010-11, remained at 7th in 2011-12, and moved up to 6th in 2012-13. In the New Group, Amherst similarly moved from 21st in 2010-11 and 2011-12 to 20th in 2012-13. (17th in the professionally adjusted group). For *compensation*, Amherst remained consistent in the 7th position for the traditional group, and moved up from 21st to 20th in the New Group. Amherst Associate Professors are now at the median of institutions in both the New and Traditional Groups, even though on average Associate Professors at these institutions are

likely to have more years of service. Summaries of the salary and compensation data for Associate Professors are given below.

Associate Professor Salary Rankings

<u>Year</u>	<u>Traditional Group (N=13)</u>	<u>New Group (N=31)</u>	<u>New Group (adjusted; N=31)</u>
2007-08	10	25	20
2008-09	10	26	21
2009-10	10	26	22
2010-11	7	21	17
2011-12	7	21	18
2012-13	6	20	17

Associate Professor Compensation Rankings

<u>Year</u>	<u>Traditional Group (N=13)</u>	<u>New Group (N=31)</u>
2007-08	7	21
2008-09	9	25
2009-10	9	24
2010-11	7	21
2011-12	7	21
2012-13	7	20

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 tenured professors are actively on the job market in any given year and thus receiving competitive offers.

In the comparison of salaries, Assistant Professors are now at the median for the adjusted New Group, and they have improved in the rankings within the other two groups.

Ranking for *salaries* of Assistant Professors at Amherst in the Traditional Group remained stable against last year, in 8th place. In the New Group the ranking was 19th position in 2010-11, 21st in 2011-12 and returned to 20th in 2012-13. The *salary* increases awarded to Amherst’s Assistant Professors were 5.3% in the past year. In all of these cases only one liberal arts college (Wellesley) ranks above Amherst in salaries paid to junior faculty.

In comparing *compensation* in the Traditional Group, Amherst’s Assistant Professors increased to 7th place, and appear to be the most highly compensated liberal arts college in this cohort. The comparison of *compensation* in the New Group shows that Amherst has moved up three rankings to the 20th position overall, with only Haverford as a liberal arts

college offering a larger compensation package. Summaries of salary and compensation data for Assistant Professors are below.

Assistant Professor *Salary* Rankings

Year	Traditional Group (N=13)	New Group(N=31)	New Group (adjusted; N=31)
2007-08	6	17	12
2008-09	6	17	11
2009-10	6	18	16
2010-11	7	18	16
2011-12	8	21	18
2012-13	8	20	16

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
2010-11	7	20
2011-12	8	23
2012-13	7	20

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.

The past three years had seen a drop in Amherst’s rankings for Assistant Professors in both salaries and total compensation. It is entirely possible that this drop was due to Amherst’s larger-than-usual rate of faculty turnover in the past few years, possibly skewing our ranks of Assistant Professors towards very recent hires in comparison to our peer institutions. On the other hand, it is also possible that our peer institutions had encountered similar shifts but had simply increased salaries and compensation more than we had; or perhaps it is a combination of the two factors. In any case the trend has now changed, with Amherst exhibiting a meaningful gain in this year’s salaries and compensation that brings us to, or closer to, the median for all groups.

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; the situation with Assistant Professors' rankings seems to show a downward trend in recent years.

Meanwhile, the parental leave policy was improved starting in 2012-13 to make it more competitive. The College is also undertaking 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

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

incomplete, but they 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—are 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 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

Our conclusions based upon these admittedly rough calculations are that:

- 1) The formula for correction of Professional school salaries was set in 2007-08, and needs to be updated every three to five years to take into account systematic changes in the disparity between salaries of faculty in Law, Medicine, Business etc. and their liberal arts counterparts in large universities. The CPR did not undertake this task in time for this 2012-13 report, but it has taken steps to initiate this work over the summer so as to be able to employ an updated formula for the 2013-14 report.
- 2) The absolute difference in salaries when compared with most other schools ahead of us in the rankings is less formidable than the uncorrected data suggest. However, Amherst remains at least slightly below the benchmark for salary at all ranks.

C. Comparisons with Liberal Arts Colleges

In our conversations about the benchmarking provided by these comparison groups the CPR noted the extent to which both groups use benchmark cohorts with a large number of research university constituents. Consideration of only the liberal arts colleges in these groups ranks Amherst near the top of such comparisons. We wonder about the effect of creating comparison groups in which our goal will always be the median, and whether we might not be better served by a comparison group that only included truly peer institutions. We are including with this report a table that presents only the results for the 12 liberal arts colleges in the New Group. A summary for that data on comparison with liberal arts colleges is shown below.

Liberal Arts College Salary Rankings

Year	Professor (N=12)	Associate Professor (N=12)	Assistant Professor (N=12)
2010-11	2	4	2
2011-12	2	4	3
2012-13	4	4	2

Liberal Arts College Compensation Rankings

Year	Professor (N=12)	Associate Professor (N=12)	Assistant Professor (N=12)
2010-11	2	6	4
2011-12	3	5	5
2012-13	5	4	2

D. Comparisons across Disciplines and by Gender

In light of national conversations about inequalities between disciplines and by gender the CPR analyzed Amherst salaries to show these break-downs for the present year. We believe that these are important equity concerns and useful data to track and we would recommend that the CPR continue to provide such data in the future.

Given the timeframe of this request and the difficulty of attaining data for the prior year, we used FY2014 figures for this table. Further analysis suggests that the observed differences across gender are more likely due to differences in age/years-in-rank and market conditions for specific disciplines than due to gender itself. With the exception of Economics and Computer Science, it appears that other disciplines are comparable in compensation. We did not include a request for disaggregation by race because the cohort sizes are so small that they raise privacy concerns.

Tenure-Track Faculty Salary Analysis by Gender

Rank	Female			Male		
	Median	Mean	Count	Median	Mean	Count
Assistant	\$78,000	\$79,700	25	\$80,000	\$82,114	22
Associate	\$99,400	\$102,450	14	\$100,000	\$100,105	19
Full	\$130,000	\$133,277	35	\$143,650	\$145,029	46
All	\$104,000	\$109,345	74	\$111,000	\$119,309	87

Tenure-Track Faculty Salary Analysis by Discipline

Discipline/Rank	Median	Mean	Count
<i>Humanities</i>			
Assistant	\$78,000	\$79,269	13
Associate	\$98,650	\$100,236	14
Full	\$137,500	\$141,690	37
<i>Social Sciences</i>			
Assistant	\$78,000	\$83,618	17
Associate	\$108,000	\$106,000	10
Full	\$142,000	\$143,032	19
<i>Physical/Life Sci</i>			
Assistant	\$80,000	\$79,176	17
Associate	\$97,000	\$97,000	9
Full	\$132,400	\$135,036	25
<i>TOTAL</i>			
Assistant	\$79,000	\$80,830	47
Associate	\$100,000	\$101,100	33
Full	\$137,500	\$139,951	81

E. 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.

F. 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 staff.⁶ A similar “pool” is established for other groups of employees. The amount of this percentage increase, 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, with corrections made in years when the pool is larger or smaller than normal, to ensure equity among cohorts promoted in different years.

Members of the Faculty have criticized the 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. Last year the CPR asked 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. The faculty salary pool is the amount of money budgeted for all faculty salaries. Given the timing of the budget process and of Board of Trustee approval it is again not possible to provide approved pool figures by the end of Spring semester. Moreover, the methods of dispersing salary to individual faculty often result in percentage adjustments for individuals that are generally somewhat higher than the percentage change in the pool as a whole. Insisting on receiving individual salary letters earlier has potential economic costs to the faculty because waiting to near the close of the prior year allows the Dean to more fully distribute the faculty salary pool.

VII. Conclusions and Recommendations

Following the recommendations of the Advisory Budget Committee,⁷ 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 or exhibited some downward trends. With FY2012-13 increases have been observed, particularly at the

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

⁷See footnote 4 on page 3.

Assistant and Associate levels where little attrition occurred. We have not yet reached the 102 - 105% benchmark, but the current trends appear to be in the better direction. As noted earlier, however, it is possible that some, or all, of the drop at the Full Professor rank is due to retirements. Be that as it may, efforts should be made to keep all groups moving towards the targeted benchmarks.

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. If future CPRs believe with us that a Liberal Arts College comparison group is useful, such a group would call for quite different benchmarking goals.

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE TRADITIONAL GROUP

5/14/2014

RANK/ INSTITUTION	ACTUAL FY2010-11 MEAN SALARY \$	% INC	RANK/ INSTITUTION	ACTUAL FY2011-12 MEAN SALARY \$	% INC	RANK/ INSTITUTION	ACTUAL FY2012-13 MEAN SALARY \$	% INC
PROFESSORS			PROFESSORS			PROFESSORS		
Harvard	193.8	3.8%	Harvard	198.4	2.8%	Harvard	203.0	3.6%
Yale	177.1	2.3%	Yale	180.4	2.8%	Yale	186.2	3.5%
Dartmouth	157.7	3.1%	Dartmouth	162.1	3.7%	Dartmouth	167.4	4.3%
U. Michigan	146.9	2.4%	Wellesley	149.0	2.8%	Wellesley	152.2	3.6%
Wellesley	146.1	4.6%	U. Michigan	148.8	3.0%	U. Michigan	146.6	3.5%
AC Mean	137.2	2.5%	U. Virginia	141.6	3.1%	U. Virginia	143.1	1.3%
U. Virginia	136.5	1.1%	AC Mean	138.9	2.6%	AC Mean	137.7	4.2%
Williams	132.0	2.0%	Williams	135.1	2.6%	Williams	137.1	3.0%
Wesleyan	130.2	2.0%	Smith	130.1	2.7%	Wesleyan	133.6	4.1%
Smith	130.0	3.3%	Wesleyan	129.2	1.6%	Smith	132.7	3.6%
Indiana U.	120.9	0.4%	Indiana U.	128.4	6.0%	Indiana U.	131.9	2.6%
Mount Holyoke	119.9	2.9%	UMass/Amherst	122.5	3.5%	UMass/Amherst	131.0	7.2%
UMass/Amherst	118.6	2.6%	Mount Holyoke	115.0	-0.1%	Mount Holyoke	117.1	2.0%
AC Median	132.2		AC Median	134.5		AC Median	132.8	
Group Median (UVA)	136.5		Group Median (AC)	138.9		Group Median (AC)	137.7	
Group Mean	142.1		Group Mean	144.6		Group Mean	147.7	
ASSOCIATE PROFESSORS			ASSOCIATE PROFESSORS			ASSOCIATE PROFESSORS		
Harvard	120.7	5.4%	Harvard	120.9	5.7%	Harvard	118.9	9.0%
Dartmouth	107.3	3.3%	Yale	108.6	6.0%	Yale	113.0	7.5%
Yale	103.8	4.4%	Dartmouth	108.5	4.4%	Dartmouth	111.5	5.0%
Wellesley	99.1	4.3%	Wellesley	100.5	2.6%	Wellesley	101.6	3.6%
U. Michigan	96.1	2.9%	U. Michigan	98.2	3.1%	U. Michigan	101.0	3.8%
U. Virginia	91.8	2.0%	U. Virginia	95.0	3.8%	AC Mean	95.8	5.6%
AC Mean	90.9	4.3%	AC Mean	92.9	4.3%	UMass/Amherst	95.2	8.6%
Smith	90.7	3.9%	Smith	91.7	3.0%	U. Virginia	93.7	2.0%
UMass/Amherst	88.8	3.2%	UMass/Amherst	90.8	5.4%	Smith	91.8	3.8%
Williams	86.7	2.3%	Williams	87.0	3.7%	Wesleyan	90.2	6.2%
Wesleyan	85.2	2.1%	Indiana U.	87.0	6.8%	Williams	90.1	3.8%
Mount Holyoke	83.3	4.3%	Wesleyan	86.2	3.2%	Indiana U.	88.5	3.4%
Indiana U.	82.2	1.2%	Mount Holyoke	83.7	3.9%	Mount Holyoke	84.3	3.2%
AC Median	88.3		AC Median	90.6		AC Median	93.5	
Group Median (AC)	90.9		Group Median (AC)	92.9		Group Median (UMass)	95.2	
Group Mean	94.4		Group Mean	96.2		Group Mean	98.1	
ASSISTANT PROFESSORS			ASSISTANT PROFESSORS			ASSISTANT PROFESSORS		
Harvard	104.0	4.1%	Harvard	109.8	5.2%	Harvard	113.3	5.1%
Yale	87.5	3.5%	Yale	89.7	3.1%	Dartmouth	89.4	5.4%
Dartmouth	85.4	5.1%	Dartmouth	89.7	5.6%	U. Michigan	88.7	3.4%
U. Michigan	84.5	2.5%	U. Michigan	85.8	3.0%	Yale	84.1	4.9%
Wellesley	77.9	5.0%	U. Virginia	80.3	3.8%	U. Virginia	82.9	1.8%
U. Virginia	76.3	0.9%	Wellesley	79.7	3.0%	Wellesley	80.8	3.9%
AC Mean	76.2	3.7%	Indiana U.	77.4	7.0%	Indiana U.	80.4	3.7%
Smith	74.8	7.3%	AC Mean	76.8	3.8%	AC Mean	79.0	5.3%
Williams	74.8	2.1%	Williams	76.5	4.4%	UMass/Amherst	77.8	8.5%
Indiana U.	72.8	1.1%	Smith	75.6	3.5%	Williams	76.5	4.1%
Mount Holyoke	72.3	4.1%	UMass/Amherst	72.7	5.6%	Smith	76.4	3.4%
Wesleyan	71.2	3.3%	Wesleyan	72.4	3.8%	Wesleyan	76.3	6.7%
UMass/Amherst	69.9	3.3%	Mount Holyoke	65.7	1.3%	Mount Holyoke	67.8	6.3%
AC Median	74.2		AC Median	75.0		AC Median	77.0	
Group Median (AC)	76.2		Group Median (Indiana)	77.4		Group Median (Indiana)	80.4	
Group Mean	79.0		Group Mean	80.9		Group Mean	82.6	

1 Average Prof salary decreased for FY12-13 due to 10 Prof entering phased retirement 1

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE NEW GROUP

RANK/ INSTITUTION	ACTUAL FY2010-11 MEAN SALARY \$	% INC	RANK/ INSTITUTION	ACTUAL FY2011-12 MEAN SALARY \$	% INC	RANK/ INSTITUTION	ACTUAL FY2012-13 MEAN SALARY \$	% INC
PROFESSORS			PROFESSORS			PROFESSORS		
Harvard	193.8	3.8%	Harvard	198.4	2.8%	Columbia U.	212.3	6.8%
Columbia U.	191.4	1.6%	Columbia U.	197.8	6.2%	Stanford U.	207.3	5.8%
Stanford U.	188.4	4.8%	Stanford U.	195.4	4.6%	Harvard	203.0	3.6%
Princeton U.	186.0	2.1%	Princeton U.	193.8	4.1%	Princeton U.	200.0	3.8%
Yale	177.1	2.3%	U. Pennsylvania	181.6	3.5%	U. Pennsylvania	186.9	3.3%
U. Pennsylvania	175.1	3.0%	Yale	180.4	2.8%	Yale	186.2	3.5%
Northwestern U.	169.5	2.4%	Duke U.	175.3	4.3%	Duke U.	180.2	4.2%
MIT	165.8	2.9%	Washington U.	172.4	n.d	MIT	178.7	4.6%
Washington U.	164.9	n.d	Northwestern U.	172.1	3.0%	Northwestern U.	176.6	3.0%
Duke U.	163.4	1.1%	MIT	171.8	4.2%	Washington U.	175.8	n.d
Dartmouth	157.7	3.1%	U. CA-Los Angeles	162.6	n.d	Dartmouth	167.4	4.3%
U. CA-Los Angeles	153.7	n.d	Dartmouth	162.1	3.7%	U. CA-Los Angeles	167.0	n.d
Brown U.	150.7	3.4%	Brown U.	156.7	3.6%	Brown U.	160.8	3.9%
U. CA-Berkeley	149.1	n.d	U. CA-Berkeley	154.0	n.d	U. CA-Berkeley	158.8	n.d
U. Michigan	146.9	2.4%	Wellesley	149.0	2.8%	Wellesley	152.2	3.6%
Wellesley	146.1	4.6%	U. Michigan	148.8	3.0%	U. Michigan	148.6	3.5%
U. NC-Chapel Hill	143.3	1.2%	U. NC-Chapel Hill	144.0	1.2%	U. NC-Chapel Hill	147.8	3.2%
AC Mean	137.2	2.5%	U. Virginia	141.6	3.1%	U. Virginia	143.1	1.3%
U. Virginia	136.5	1.1%	AC Mean	138.9	2.6%	Pomona	142.8	3.7%
Pomona	135.1	1.6%	Williams	135.1	2.6%	Swarthmore	137.8	5.1%
Williams	132.0	2.0%	Pomona	134.6	3.8%	AC Mean	137.7	4.2%
Wesleyan	130.2	2.0%	Swarthmore	131.4	5.7%	Williams	137.1	3.0%
Smith	130.0	3.3%	Smith	130.1	2.7%	Wesleyan	133.6	4.1%
Swarthmore	128.2	3.0%	Bowdoin	130.0	2.9%	Smith	132.7	3.6%
Bowdoin	127.6	2.0%	Wesleyan	129.2	1.6%	Indiana U.	131.9	2.6%
Indiana U.	120.9	0.4%	Indiana U.	128.4	6.0%	Bowdoin	131.2	3.8%
Mount Holyoke	119.9	2.9%	UMass/Amherst	122.5	3.5%	UMass/Amherst	131.0	7.2%
UMass/Amherst	118.6	2.6%	Haverford	118.9	1.9%	Davidson	120.0	4.8%
Haverford	117.8	1.1%	Carleton	117.9	1.8%	Haverford	119.8	2.7%
Carleton	117.4	3.2%	Davidson	115.7	3.0%	Carleton	119.7	2.8%
Davidson	111.9	3.0%	Mount Holyoke	115.0	-0.1%	Mount Holyoke	117.1	2.0%
AC Median	132.2		AC Median	134.5		AC Median	132.8	
Group Median (UVA)	146.1		Group Median (UMich)	148.8		Group Median (UMich)	148.6	
Group Mean	147.9		Group Mean	151.8		Group Mean	156.3	

¹ Average Prof salary decreased for FY12-13 due to 10 entering phased retirement
n.d = no data

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE NEW GROUP

RANK/ INSTITUTION	ACTUAL FY2010-11 MEAN SALARY \$	% INC	RANK/ INSTITUTION	ACTUAL FY2011-12 MEAN SALARY \$	% INC	RANK/ INSTITUTION	ACTUAL FY2012-13 MEAN SALARY \$	% INC
ASSOCIATE PROFESSORS			ASSOCIATE PROFESSORS			ASSOCIATE PROFESSORS		
Stanford U.	126.8	5.3%	Stanford U.	131.2	7.2%	Stanford U.	135.0	6.2%
Columbia U.	122.5	5.9%	Columbia U.	125.0	8.3%	Columbia U.	132.4	8.4%
Princeton U.	120.8	3.6%	Princeton U.	123.7	10.3%	Princeton U.	129.1	12.2%
Harvard	120.7	5.4%	Harvard	120.9	5.7%	MIT	122.5	5.9%
MIT	115.1	5.5%	MIT	120.3	5.4%	Duke U.	119.9	5.0%
U. Pennsylvania	112.5	3.1%	U. Pennsylvania	117.8	4.0%	Harvard	118.9	9.0%
Northwestern U.	108.3	4.0%	Northwestern U.	110.2	4.4%	U. Pennsylvania	117.3	3.9%
Dartmouth	107.3	3.3%	Dartmouth	108.5	4.4%	Yale	113.0	7.5%
Duke U.	103.9	2.7%	Duke U.	114.5	5.8%	Northwestern U.	112.4	4.6%
Yale	103.8	4.4%	Yale	108.6	6.0%	Dartmouth	111.5	5.0%
U. CA-Berkeley	101.5	n.d	U. CA-Los Angeles	107.4	n.d	U. CA-Los Angeles	109.9	n.d
U. CA-Los Angeles	100.6	n.d	U. CA-Berkeley	104.6	n.d	U. CA-Berkeley	107.2	n.d
Washington U.	99.8	n.d	Wellesley	100.5	2.6%	Washington U.	103.5	n.d
Wellesley	99.1	4.3%	Washington U.	100.2	n.d	Brown U.	103.4	5.7%
Brown U.	96.8	5.2%	Pomona	99.4	6.4%	Wellesley	101.6	3.6%
U. Michigan	96.1	2.9%	Brown U.	99.3	5.0%	U. Michigan	101.0	3.8%
Pomona	94.5	4.0%	U. Michigan	98.2	3.1%	Pomona	99.5	4.3%
U. NC-Chapel Hill	93.1	1.7%	U. Virginia	95.0	3.8%	Swarthmore	96.6	5.2%
U. Virginia	91.8	2.0%	U. NC-Chapel Hill	94.6	1.6%	U. NC-Chapel Hill	96.5	4.0%
Haverford	91.0	1.4%	Swarthmore	93.4	5.5%	AC Mean	95.8	5.6%
AC Mean	90.9	4.3%	AC Mean	92.9	4.3%	UMass/Amherst	95.2	8.6%
Smith	90.7	3.9%	Haverford	92.4	2.1%	Bowdoin	94.9	3.9%
Swarthmore	90.5	3.0%	Bowdoin	91.9	3.4%	U. Virginia	93.7	2.0%
Bowdoin	89.6	2.3%	Smith	91.7	3.0%	Haverford	93.2	2.7%
UMass/Amherst	88.8	3.2%	UMass/Amherst	90.8	5.4%	Smith	91.8	3.8%
Williams	86.7	2.3%	Indiana U.	87.0	6.8%	Wesleyan	90.2	6.2%
Wesleyan	85.2	2.1%	Williams	87.0	3.7%	Williams	90.1	3.8%
Mount Holyoke	83.3	4.3%	Wesleyan	86.2	3.2%	Davidson	89.3	5.2%
Davidson	82.4	3.1%	Davidson	86.2	5.5%	Indiana U.	88.5	3.4%
Indiana U.	82.2	1.2%	Mount Holyoke	83.7	3.9%	Carleton	87.3	7.6%
Carleton	81.6	3.8%	Carleton	82.2	2.8%	Mount Holyoke	84.3	3.2%
AC Median	88.3		AC Median	90.6		AC Median	93.5	
Group Median (UMich)	96.1		Group Median (Brown)	99.3		Group Median (UMich)	101.0	
Group Mean	98.6		Group Mean	101.5		Group Mean	104.0	

¹ Average Prof salary decreased for FY12-13 due to 10 entering phased retirement

n.d = no data

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE NEW GROUP

RANK/ INSTITUTION	ACTUAL FY2010-11 MEAN SALARY \$	% INC	RANK/ INSTITUTION	ACTUAL FY2011-12 MEAN SALARY \$	% INC	RANK/ INSTITUTION	ACTUAL FY2012-13 MEAN SALARY \$	% INC
ASSISTANT PROFESSORS			ASSISTANT PROFESSORS			ASSISTANT PROFESSORS		
U. Pennsylvania	106.8	3.4%	U. Pennsylvania	112.3	3.6%	U. Pennsylvania	116.2	3.7%
Harvard	104.0	4.1%	Harvard	109.8	5.2%	Harvard	113.3	5.1%
Stanford U.	103.4	7.2%	Stanford U.	109.8	5.2%	Stanford U.	111.2	5.8%
MIT	100.0	2.0%	MIT	102.8	3.9%	MIT	106.3	4.5%
Columbia U.	97.2	4.2%	Columbia U.	99.0	1.2%	Columbia U.	105.8	6.5%
Northwestern U.	96.8	3.9%	Northwestern U.	98.9	4.4%	Washington U.	98.7	n.d
Princeton U.	90.8	6.6%	Washington U.	96.8	n.d	Northwestern U.	98.3	4.1%
Washington U.	89.9	n.d	Duke U.	96.0	4.1%	Duke U.	97.2	4.0%
U. CA-Berkeley	88.4	n.d	Princeton U.	94.2	7.0%	Princeton U.	96.7	7.4%
Yale	87.5	3.5%	U. CA-Berkeley	92.3	n.d	U. CA-Berkeley	94.6	n.d
Duke U.	87.2	2.0%	Yale	89.7	3.1%	Yale	94.1	4.9%
Dartmouth	85.4	5.1%	Dartmouth	89.7	5.6%	Dartmouth	89.4	5.4%
U. Michigan	84.5	2.5%	U. CA-Los Angeles	87.4	n.d	U. CA-Los Angeles	88.8	n.d
U. CA-Los Angeles	84.0	n.d	U. Michigan	85.8	3.0%	U. Michigan	88.7	3.4%
U. NC-Chapel Hill	81.1	1.4%	Brown U.	82.3	5.3%	Brown U.	86.0	4.0%
Brown U.	80.1	5.7%	U. NC-Chapel Hill	80.5	1.4%	U. NC-Chapel Hill	84.3	4.1%
Wellesley	77.9	5.0%	U. Virginia	80.3	3.8%	U. Virginia	82.9	1.8%
U. Virginia	76.3	0.9%	Wellesley	79.7	3.0%	Wellesley	80.8	3.9%
AC Mean	76.2	3.7%	Pomona	78.0	11.6%	Indiana U.	80.4	3.7%
Smith	74.8	7.3%	Indiana U.	77.4	7.0%	AC Mean	79.0	5.3%
Williams	74.8	2.1%	AC Mean	76.8	3.8%	UMass/Amherst	77.8	8.5%
Pomona	74.5	4.9%	Williams	76.5	4.4%	Williams	76.5	4.1%
Haverford	72.9	2.0%	Smith	75.6	3.5%	Smith	76.4	3.4%
Indiana U.	72.8	1.1%	Bowdoin	74.0	7.2%	Wesleyan	76.3	6.7%
Mount Holyoke	72.3	4.1%	Haverford	73.2	3.6%	Swarthmore	75.4	5.7%
Swarthmore	71.6	3.0%	Swarthmore	72.7	3.6%	Pomona	75.1	6.8%
Wesleyan	71.2	3.3%	UMass/Amherst	72.7	5.6%	Bowdoin	74.3	3.8%
Bowdoin	70.6	3.5%	Wesleyan	72.4	3.8%	Haverford	73.7	3.6%
Carleton	70.3	2.3%	Carleton	71.7	3.3%	Carleton	72.6	3.6%
UMass/Amherst	69.9	3.3%	Davidson	67.1	8.0%	Davidson	69.3	7.3%
Davidson	60.7	7.0%	Mount Holyoke	65.7	1.3%	Mount Holyoke	67.8	6.3%
AC Median	74.2		AC Median	75.0		AC Median	77.0	
Group Median (Brown)	80.1		Group Median (UNC)	80.5		Group Median (UNC)	84.3	
Group Mean	82.4		Group Mean	85.2		Group Mean	87.4	

¹ Average Prof salary decreased for FY12-13 due to 10 entering phased retirement
n.d = no data

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE LIBERAL ARTS GROUP

5/14/2014

RANK/ INSTITUTION	ACTUAL FY2010-11 MEAN SALARY \$	% INC	RANK/ INSTITUTION	ACTUAL FY2011-12 MEAN SALARY \$	% INC	RANK/ INSTITUTION	ACTUAL FY2012-13 MEAN SALARY \$	% INC
PROFESSORS			PROFESSORS			PROFESSORS		
Wellesley	146.1	4.6%	Wellesley	149.0	2.8%	Wellesley	152.2	3.6%
AC Mean	137.2	2.5%	AC Mean	138.9	2.6%	Pomona	142.8	3.7%
Pomona	135.1	1.6%	Williams	135.1	2.6%	Swarthmore	137.8	5.1%
Williams	132.0	2.0%	Pomona	134.6	3.8%	AC Mean	137.7	4.2%
Wesleyan	130.2	2.0%	Swarthmore	131.4	5.7%	Williams	137.1	3.0%
Smith	130.0	3.3%	Smith	130.1	2.7%	Wesleyan	133.6	4.1%
Swarthmore	128.2	3.0%	Bowdoin	130.0	2.9%	Smith	132.7	3.6%
Bowdoin	127.6	2.0%	Wesleyan	129.2	1.6%	Bowdoin	131.2	3.8%
Mount Holyoke	119.9	2.9%	Haverford	118.9	1.9%	Davidson	120.0	4.8%
Haverford	117.8	1.1%	Carleton	117.9	1.8%	Haverford	119.8	2.7%
Carleton	117.4	3.2%	Davidson	115.7	3.0%	Carleton	119.7	2.8%
Davidson	111.9	3.0%	Mount Holyoke	115.0	-0.1%	Mount Holyoke	117.1	2.0%
AC Median	132.2		AC Median	134.5		AC Median	132.8	
Group Median	129.1		Group Median	130.1		Group Median	133.2	
Group Mean	127.8		Group Mean	128.8		Group Mean	131.8	
ASSOCIATE PROFESSORS			ASSOCIATE PROFESSORS			ASSOCIATE PROFESSORS		
Wellesley	99.1	4.3%	Wellesley	100.5	2.6%	Wellesley	101.6	3.6%
Pomona	94.5	4.0%	Pomona	99.4	6.4%	Pomona	99.5	4.3%
Haverford	91.0	1.4%	Swarthmore	93.4	5.5%	Swarthmore	96.6	5.2%
AC Mean	90.9	4.3%	AC Mean	92.9	4.3%	AC Mean	95.8	5.6%
Smith	90.7	3.9%	Haverford	92.4	2.1%	Bowdoin	94.9	3.9%
Swarthmore	90.5	3.0%	Bowdoin	91.9	3.4%	Haverford	93.2	2.7%
Bowdoin	89.6	2.3%	Smith	91.7	3.0%	Smith	91.8	3.8%
Williams	86.7	2.3%	Williams	87.0	3.7%	Wesleyan	90.2	6.2%
Wesleyan	85.2	2.1%	Davidson	86.2	5.5%	Williams	90.1	3.8%
Mount Holyoke	83.3	4.3%	Wesleyan	86.2	3.2%	Davidson	89.3	5.2%
Davidson	82.4	3.1%	Mount Holyoke	83.7	3.9%	Carleton	87.3	7.6%
Carleton	81.6	3.8%	Carleton	82.2	2.8%	Mount Holyoke	84.3	3.2%
AC Median	88.3		AC Median	90.6		AC Median	93.5	
Group Median	90.1		Group Median	91.8		Group Median	92.5	
Group Mean	88.8		Group Mean	90.6		Group Mean	92.9	
ASSISTANT PROFESSORS			ASSISTANT PROFESSORS			ASSISTANT PROFESSORS		
Wellesley	77.9	5.0%	Wellesley	79.7	3.0%	Wellesley	80.8	3.9%
AC Mean	76.2	3.7%	Pomona	78.0	11.6%	AC Mean	79.0	5.3%
Smith	74.8	7.3%	AC Mean	76.8	3.8%	Williams	76.5	4.1%
Williams	74.8	2.1%	Williams	76.5	4.4%	Smith	76.4	3.4%
Pomona	74.5	4.9%	Smith	75.6	3.5%	Wesleyan	76.3	6.7%
Haverford	72.9	2.0%	Bowdoin	74.0	7.2%	Swarthmore	75.4	5.7%
Mount Holyoke	72.3	4.1%	Haverford	73.2	3.6%	Pomona	75.1	6.8%
Swarthmore	71.6	3.0%	Swarthmore	72.7	3.6%	Bowdoin	74.3	3.8%
Wesleyan	71.2	3.3%	Wesleyan	72.4	3.8%	Haverford	73.7	3.6%
Bowdoin	70.6	3.5%	Carleton	71.7	3.3%	Carleton	72.6	3.6%
Carleton	70.3	2.3%	Davidson	67.1	8.0%	Davidson	69.3	7.3%
Davidson	60.7	7.0%	Mount Holyoke	65.7	1.3%	Mount Holyoke	67.8	6.3%
AC Median	74.2		AC Median	75.0		AC Median	77.0	
Group Median	72.6		Group Median	73.6		Group Median	75.3	
Group Mean	72.3		Group Mean	73.6		Group Mean	74.8	

PROFESSIONAL SCHOOL ADJUSTMENTS TRADITIONAL GROUP

	2011-2012			2012-2013		
	Salary	Prof.	Adjusted	Salary	Prof.	Adjusted
	Dollars	School	Mean	Dollars	School	Mean
	AAUP	Adjust %	Salary	AAUP	Adjust %	Salary
PROFESSORS						
Harvard	198.4	10	178.6	203.0	10	182.7
Yale	180.4	10	162.4	186.2	10	167.6
Wellesley	149.0	0	149.0	152.2	0	152.2
Dartmouth	162.1	10	145.9	167.4	10	150.7
U. Michigan	148.8	5	141.4	148.6	5	141.2
AC Mean	138.9	0	138.9	137.7	0	137.7
Williams	135.1	0	135.1	137.1	0	137.1
U. Virginia	141.6	5	134.5	143.1	5	135.9
Smith	130.1	0	130.1	133.6	0	133.6
Wesleyan	129.2	0	129.2	132.7	0	132.7
UMass/Amherst	122.5	0	122.5	131.0	0	131.0
Indiana U.	128.4	5	122.0	131.9	5	125.3
Mount Holyoke	115.0	0	115.0	117.1	0	117.1
AC Median	134.5	0.0	134.5	132.8	0.0	132.8
Group Median (Smith)	138.9	0.0	135.1	137.7	0.0	137.1
Group Mean	144.6	3.5	138.8	147.8	3.5	141.9

PROFESSIONAL SCHOOL ADJUSTMENTS TRADITIONAL GROUP

	2011-2012			2012-2013		
	Salary	Prof.	Adjusted	Salary	Prof.	Adjusted
	Dollars	School	Mean	Dollars	School	Mean
	AAUP	Adjust %	Salary	AAUP	Adjust %	Salary
ASSOCIATE PROFESSORS						
Yale	108.6	5	103.2	113.0	5	107.4
Wellesley	100.5	0	100.5	101.6	0	101.6
Dartmouth	108.5	10	97.7	111.5	10	100.4
Harvard	120.9	20	96.7	101.0	5	96.0
U. Michigan	98.2	5	93.3	AC Mean	0	95.8
AC Mean	92.9	0	92.9	118.9	20	95.1
Smith	91.7	0	91.7	91.8	0	91.8
U. Virginia	95.0	5	90.3	90.2	0	90.2
Williams	87.0	0	87.0	90.1	0	90.1
Wesleyan	86.2	0	86.2	93.7	5	89.0
Mount Holyoke	83.7	0	83.7	95.2	10	85.7
Indiana U.	87.0	5	82.7	84.3	0	84.3
UMass/Amherst	90.8	10	81.7	88.5	5	84.1
AC Median	90.6	0.0	90.6	93.5	0.0	93.5
Group Median (Smith)	92.9	5.0	91.7	95.2	5.0	91.8
Group Mean	96.2	4.6	91.3	98.1	4.6	93.2

PROFESSIONAL SCHOOL ADJUSTMENTS TRADITIONAL GROUP

	2011-2012			2012-2013		
	Salary	Prof.	Adjusted	Salary	Prof.	Adjusted
	Dollars	School	Mean	Dollars	School	Mean
	AAUP	Adjust %	Salary	AAUP	Adjust %	Salary
ASSISTANT PROFESSORS						
Harvard	109.8	20	87.8	113.3	20	90.6
Yale	89.7	5	85.2	94.1	5	89.4
Dartmouth	89.7	5	85.2	89.4	5	84.9
U. Michigan	85.8	5	81.5	88.7	5	84.3
Wellesley	79.7	0	79.7	80.8	0	80.8
AC Mean	76.8	0	76.8	AC Mean	0	79.0
Williams	76.5	0	76.5	82.9	5	78.8
U. Virginia	80.3	5	76.3	77.8	0	77.8
Smith	75.6	0	75.6	76.5	0	76.5
Indiana U.	77.4	5	73.5	80.4	5	76.4
UMass/Amherst	72.7	0	72.7	76.4	0	76.4
Wesleyan	72.4	0	72.4	76.3	0	76.3
Mount Holyoke	65.7	0	65.7	67.8	0	67.8
AC Median	75.0	0.0	75.0	77.0	0.0	77.0
Group Median (Williams)	77.4	0.0	76.5	80.4	0.0	78.8
Group Mean	80.9	3.5	77.6	83.3	3.5	79.9

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.

PROFESSIONAL SCHOOL ADJUSTMENTS NEW GROUP

	2011-2012			2012-2013		
	Salary	Prof.	Adjusted	Salary	Prof.	Adjusted
	Dollars	School	Mean	Dollars	School	Mean
	AAUP	Adjust %	Salary	AAUP	Adjust %	Salary
PROFESSORS				PROFESSORS		
Princeton U.	193.8	0	193.8	Princeton U.	200.0	0 200.0
Stanford U.	195.4	5	185.6	Stanford U.	207.3	5 196.9
Harvard	198.4	10	178.6	Columbia U.	212.3	10 191.1
Columbia U.	197.8	10	178.0	Harvard	203.0	10 182.7
Duke U.	175.3	5	166.5	Duke U.	180.2	5 171.2
U. Pennsylvania	181.6	10	163.4	U. Pennsylvania	186.9	10 168.2
Yale	180.4	10	162.4	Yale	186.2	10 167.6
Brown U.	156.7	0	156.7	Brown U.	160.8	0 160.8
Washington U.	172.4	10	155.2	MIT	178.7	10 160.8
Northwestern U.	172.1	10	154.9	Northwestern U.	176.6	10 158.9
MIT	171.8	10	154.6	UCal - LA	167.0	5 158.7
UCal - LA	162.6	5	154.5	Washington U.	175.8	10 158.2
Wellesley	149.0	0	149.0	Wellesley	152.2	0 152.2
UCal - Berkeley	154.0	5	146.3	UCal - Berkeley	158.8	5 150.9
Dartmouth	162.1	10	145.9	Dartmouth	167.4	10 150.7
U. Michigan	148.8	5	141.4	Pomona	142.8	0 142.8
AC Mean	138.9	0	138.9	U. Michigan	148.6	5 141.2
Williams	135.1	0	135.1	Swarthmore	137.8	0 137.8
Pomona	134.6	0	134.6	AC Mean	137.7	0 137.7
U. Virginia	141.6	5	134.5	Williams	137.1	0 137.1
Swarthmore	131.4	0	131.4	U. Virginia	143.1	5 135.9
Smith	130.1	0	130.1	Wesleyan	133.6	0 133.6
Bowdoin	130.0	0	130.0	UNC-Chapel Hill	147.8	10 133.0
UNC-Chapel Hill	144.0	10	129.6	Smith	132.7	0 132.7
Wesleyan	129.2	0	129.2	Bowdoin	131.2	0 131.2
UMass/Amherst	122.5	0	122.5	UMass/Amherst	131.0	0 131.0
Indiana U.	128.4	5	122.0	Indiana U.	131.9	5 125.3
Haverford	118.9	0	118.9	Davidson	120.0	0 120.0
Carleton	117.9	0	117.9	Haverford	119.8	0 119.8
Davidson	115.7	0	115.7	Carleton	119.7	0 119.7
Mount Holyoke	115.0	0	115.0	Mount Holyoke	117.1	0 117.1
AC Median	134.5	0.0	134.5	AC Median	132.8	0.0 132.8
Group Median (UMich)	148.8	5.0	141.4	Group Median (Pomona)	148.6	5.0 142.8
Group Mean	151.8	4.0	144.9	Group Mean	156.3	4.0 149.2

PROFESSIONAL SCHOOL ADJUSTMENTS NEW GROUP

	2011-2012			2012-2013			
	Salary	Prof.	Adjusted	Salary	Prof.	Adjusted	
	Dollars	School	Mean	Dollars	School	Mean	
	AAUP	Adjust %	Salary	AAUP	Adjust %	Salary	
ASSOCIATE PROFESSORS				ASSOCIATE PROFESSORS			
Princeton U.	123.7	5	117.5	Princeton U.	129.1	5	122.6
Stanford U.	131.2	15	111.5	Stanford U.	135.0	15	114.8
MIT	120.3	10	108.3	Columbia U.	132.4	15	112.5
Columbia U.	125.0	15	106.3	MIT	122.5	10	110.3
UCal - Berkeley	104.6	0	104.6	Yale	113.0	5	107.4
Yale	108.6	5	103.2	UCal - Berkeley	107.2	0	107.2
UCal - LA	107.4	5	102.0	Brown U.	103.4	0	103.4
Wellesley	100.5	0	100.5	Duke U.	119.9	15	101.9
U. Pennsylvania	117.8	15	100.1	UCal - LA	107.2	5	101.8
Pomona	99.4	0	99.4	Wellesley	101.6	0	101.6
Brown U.	99.3	0	99.3	Northwestern U.	112.4	10	101.2
Northwestern U.	110.2	10	99.2	Dartmouth	111.5	10	100.4
Dartmouth	108.5	10	97.7	U. Pennsylvania	117.3	15	99.7
Duke U.	114.5	15	97.3	Pomona	99.5	0	99.5
Harvard	120.9	20	96.7	Swarthmore	96.6	0	96.6
Swarthmore	93.4	0	93.4	U. Michigan	101.0	5	96.0
U. Michigan	98.2	5	93.3	<u>AC Mean</u>	<u>95.8</u>	<u>0</u>	<u>95.8</u>
<u>AC Mean</u>	<u>92.9</u>	<u>0</u>	<u>92.9</u>	Harvard	118.9	20	95.1
Haverford	92.4	0	92.4	Bowdoin	94.9	0	94.9
Bowdoin	91.9	0	91.9	Haverford	93.2	0	93.2
Smith	91.7	0	91.7	Washington U.	103.5	10	93.2
U. Virginia	95.0	5	90.3	Smith	91.8	0	91.8
Washington U.	100.2	10	90.2	Wesleyan	90.2	0	90.2
Williams	87.0	0	87.0	Williams	90.1	0	90.1
Wesleyan	86.2	0	86.2	Davidson	89.3	0	89.3
Davidson	86.2	0	86.2	U. Virginia	93.7	5	89.0
UNC-Chapel Hill	94.6	10	85.1	Carleton	87.3	0	87.3
Mount Holyoke	83.7	0	83.7	UNC-Chapel Hill	96.5	10	86.9
Indiana U.	87.0	5	82.7	UMass/Amherst	95.2	10	85.7
Carleton	82.2	0	82.2	Mount Holyoke	84.3	0	84.3
UMass/Amherst	90.8	10	81.7	Indiana U.	88.5	5	84.1
AC Median	90.6	0.0	90.6	AC Median	93.5	0.0	93.5
Group Median (Swarthmore)	99.3	5.0	93.4	Group Median (UMich)	101.3	5.0	96.0
Group Mean	101.5	5.5	95.3	Group Mean	104.5	5.5	97.7

PROFESSIONAL SCHOOL ADJUSTMENTS NEW GROUP

	2011-2012				2012-2013		
	Salary	Prof.	Adjusted		Salary	Prof.	Adjusted
	Dollars	School	Mean		Dollars	School	Mean
	AAUP	Adjust %	Salary	AAUP	Adjust %	Salary	
ASSISTANT PROFESSORS				ASSISTANT PROFESSORS			
Stanford U.	109.8	15	93.3	MIT	106.3	10	95.7
MIT	102.8	10	92.5	Stanford U.	111.2	15	94.5
U. Pennsylvania	112.3	20	89.8	U. Pennsylvania	116.2	20	93.0
Princeton U.	94.2	5	89.5	Princeton U.	96.7	5	91.9
Harvard	109.8	20	87.8	Harvard	113.3	20	90.6
UCal - Berkeley	92.3	5	87.7	UCal - Berkeley	94.6	5	89.9
Washington U.	96.8	10	87.1	Yale	94.1	5	89.4
Yale	89.7	5	85.2	Washington U.	98.7	10	88.8
Dartmouth	89.7	5	85.2	Dartmouth	89.4	5	84.9
UCal - LA	87.4	5	83.0	Brown U.	86.0	0	86.0
Brown U.	82.3	0	82.3	UCal - LA	88.8	5	84.4
Duke U.	96.0	15	81.6	Columbia U.	105.8	20	84.6
U. Michigan	85.8	5	81.5	U. Michigan	88.7	5	84.3
Wellesley	79.7	0	79.7	Duke U.	97.2	15	82.6
Columbia U.	99.0	20	79.2	Wellesley	80.8	0	80.8
Northwestern U.	98.9	20	79.1	AC Mean	79.0	0	79.0
Pomona	78.0	0	78.0	U. Virginia	82.9	5	78.8
AC Mean	76.8	0	76.8	Northwestern U.	98.3	20	78.6
Williams	76.5	0	76.5	UMass/Amherst	77.8	0	77.8
U. Virginia	80.3	5	76.3	Williams	76.5	0	76.5
Smith	75.6	0	75.6	Indiana U.	80.4	5	76.4
Bowdoin	74.0	0	74.0	Smith	76.4	0	76.4
Indiana U.	77.4	5	73.5	Wesleyan	76.3	0	76.3
Haverford	73.2	0	73.2	UNC-Chapel Hill	84.3	10	75.9
Swarthmore	72.7	0	72.7	Swarthmore	75.4	0	75.4
UMass/Amherst	72.7	0	72.7	Pomona	75.1	0	75.1
UNC-Chapel Hill	80.5	10	72.5	Bowdoin	74.3	0	74.3
Wesleyan	72.4	0	72.4	Haverford	73.7	0	73.7
Carleton	71.7	0	71.7	Carleton	72.6	0	72.6
Davidson	67.1	0	67.1	Davidson	69.3	0	69.3
Mount Holyoke	65.7	0	65.7	Mount Holyoke	67.8	0	67.8
AC Median	75.0	0.0	75.0	AC Median	77.0	0.0	77.0
Group Median (Northwestern)	80.5	5.0	79.1	Group Median (AC)	84.3	5.0	79.0
Group Mean	85.2	5.8	79.5	Group Mean	87.4	5.8	81.5

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.

RANK/ INSTITUTION	ACTUAL FY2010-11 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2011-12 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2012-13 COMPENSATION
PROFESSORS		PROFESSORS		PROFESSORS	
Harvard	242.1	Harvard	248.8	Harvard	254.9
Yale	214.5	Yale	217.6	Yale	224.5
Dartmouth	203.1	Dartmouth	205.4	Dartmouth	211.9
Wellesley	187.9	Wellesley	189.0	Wellesley	192.6
U. Michigan	179.3	U. Michigan	180.9	U. Michigan	181.6
<u>AC Mean</u>	<u>172.2</u>	Williams	176.9	Williams	178.3
Williams	171.7	<u>AC Mean</u>	<u>175.1</u>	U. Virginia	178.0
Smith	170.4	U. Virginia	174.4	UMass/Amherst	175.9
U. Virginia	168.1	Smith	167.2	<u>AC Mean</u>	<u>174.1</u>
Wesleyan	161.6	UMass/Amherst	164.5	Smith	170.8
Indiana U.	154.0	Indiana U.	163.0	Wesleyan	167.3
Mount Holyoke	153.5	Wesleyan	162.0	Indiana U.	164.7
UMass/Amherst	143.7	Mount Holyoke	146.7	Mount Holyoke	146.2
Group Median	171.7	Group Median	175.1	Group Median	178.0
Group Mean	178.6	Group Mean	182.4	Group Mean	186.2
ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS	
Harvard	152.5	Harvard	154.3	Harvard	152.6
Dartmouth	140.5	Dartmouth	139.4	Dartmouth	143.6
Yale	131.5	Yale	136.9	Yale	142.9
Wellesley	129.2	Wellesley	129.2	Wellesley	132.2
Smith	123.1	U. Michigan	123.9	UMass/Amherst	128.2
U. Michigan	121.9	UMass/Amherst	122.4	U. Michigan	127.8
<u>AC Mean</u>	<u>118.8</u>	<u>AC Mean</u>	<u>121.8</u>	<u>AC Mean</u>	<u>126.0</u>
U. Virginia	116.8	U. Virginia	121.1	Smith	122.1
Williams	116.1	Smith	120.0	U. Virginia	120.8
Mount Holyoke	112.9	Williams	116.5	Williams	120.3
UMass/Amherst	108.3	Indiana U.	113.3	Wesleyan	116.7
Wesleyan	107.7	Wesleyan	111.1	Indiana U.	112.9
Indiana U.	107.2	Mount Holyoke	108.8	Mount Holyoke	109.4
Group Median	118.8	Group Median	121.8	Group Median	126.0
Group Mean	122.0	Group Mean	124.5	Group Mean	127.3
ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		ASSISTANT PROFESSORS	
Harvard	131.8	Harvard	139.6	Harvard	144.3
Yale	112.6	Yale	115.3	Yale	120.3
Mount Holyoke	109.4	Dartmouth	111.8	U. Michigan	113.4
Dartmouth	108.6	U. Michigan	109.5	Dartmouth	111.3
U. Michigan	108.3	Wellesley	102.6	U. Virginia	106.0
Wellesley	103.3	U. Virginia	102.5	UMass/Amherst	105.0
<u>AC Mean</u>	<u>99.9</u>	Williams	101.0	<u>AC Mean</u>	<u>104.8</u>
Williams	99.6	<u>AC Mean</u>	<u>100.9</u>	Wellesley	104.4
Smith	98.6	Indiana U.	100.3	Indiana U.	102.4
U. Virginia	98.2	UMass/Amherst	98.1	Smith	101.4
Indiana U.	95.0	Smith	96.2	Williams	99.0
Wesleyan	89.1	Wesleyan	90.4	Wesleyan	97.2
UMass/Amherst	84.1	Mount Holyoke	84.6	Mount Holyoke	87.1
Group Median	99.9	Group Median	101.0	Group Median	104.8
Group Mean	103.0	Group Mean	104.1	Group Mean	107.4

COMPARISON OF COMPENSATION - AMHERST COLLEGE AND THE NEW GROUP

5/14/2014

RANK/ INSTITUTION	ACTUAL FY2010-11 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2011-2012 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2012-2013 COMPENSATION
PROFESSORS		PROFESSORS		PROFESSORS	
Harvard	242.1	Columbia U.	261.5	Columbia U.	259.6
Columbia U.	239.1	Harvard	248.8	Harvard	254.9
Stanford U.	231.0	Stanford U.	240.8	Stanford U.	253.1
Princeton U.	228.0	Princeton U.	234.2	Princeton U.	241.4
U. Pennsylvania	223.9	U. Pennsylvania	231.8	U. Pennsylvania	241.0
Northwestern U.	214.7	Northwestern U.	217.9	Duke U.	228.6
Yale	214.5	Yale	217.6	Yale	224.5
MIT	206.0	U. CA-Los Angeles	215.7	Northwestern U.	223.8
Washington U.	203.1	Duke U.	214.8	MIT	223.2
U. CA-Los Angeles	203.0	MIT	214.2	U. CA-Los Angeles	222.5
Duke U.	199.9	Washington U.	212.2	Washington U.	218.0
Dartmouth	198.8	Dartmouth	205.4	U. CA-Berkeley	212.3
U. CA-Berkeley	197.3	U. CA-Berkeley	205.0	Dartmouth	211.9
Wellesley	187.9	Brown U.	195.8	Brown U.	201.8
Brown U.	186.4	Wellesley	189.0	Wellesley	192.6
U. Michigan	179.4	U. Michigan	180.9	U. NC-Chapel Hill	183.0
U. NC-Chapel Hill	175.4	U. NC-Chapel Hill	177.5	U. Michigan	181.6
AC Mean	<u>172.2</u>	Williams	176.9	Pomona	178.5
Williams	171.7	AC Mean	<u>175.1</u>	Williams	178.3
Pomona	171.1	U. Virginia	174.4	U. Virginia	178.0
Smith	170.4	Pomona	170.0	UMass/Amherst	175.9
U. Virginia	168.1	Bowdoin	169.3	Swarthmore	174.7
Bowdoin	166.4	Smith	167.2	AC Mean	<u>174.1</u>
Swarthmore	165.0	Swarthmore	166.5	Bowdoin	171.7
Wesleyan	161.6	UMass/Amherst	164.5	Smith	170.8
Haverford	159.5	Indiana U.	163.0	Wesleyan	167.3
Indiana U.	154.0	Wesleyan	162.0	Indiana U.	164.7
Mount Holyoke	153.5	Haverford	159.7	Haverford	162.5
Carleton	151.1	Carleton	154.1	Carleton	157.0
UMass/Amherst	143.7	Mount Holyoke	146.7	Davidson	151.5
Davidson	138.7	Davidson	142.7	Mount Holyoke	146.2
Group Median	179.4	Group Median	180.9	Group Median	183.0
Group Mean	186.4	Group Mean	192.1	Group Mean	197.6

COMPARISON OF COMPENSATION - AMHERST COLLEGE AND THE NEW GROUP

5/14/2014

RANK/ INSTITUTION	ACTUAL FY2010-11 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2011-2012 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2012-2013 COMPENSATION
ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS	
Stanford U.	162.9	Stanford U.	171.9	Stanford U.	174.4
Columbia U.	156.6	Columbia U.	165.0	Columbia U.	164.9
U. Pennsylvania	153.3	U. Pennsylvania	159.8	U. Pennsylvania	162.5
Harvard	152.5	Harvard	154.3	Princeton U.	158.0
Princeton U.	151.0	MIT	152.3	MIT	156.9
MIT	146.5	Princeton U.	152.2	Duke U.	155.0
Northwestern U.	142.6	U. CA-Los Angeles	146.2	Harvard	152.6
Dartmouth	140.5	Northwestern U.	145.0	U. CA-Los Angeles	150.7
U. CA-Berkeley	137.6	U. CA-Berkeley	142.7	Northwestern U.	147.9
U. CA-Los Angeles	136.5	Duke U.	142.6	U. CA-Berkeley	147.3
Yale	131.5	Dartmouth	139.4	Dartmouth	143.6
Duke U.	130.9	Yale	136.9	Yale	142.9
Wellesley	129.2	Haverford	130.4	Wellesley	132.2
Haverford	128.1	Wellesley	129.2	Brown U.	131.7
Washington U.	124.2	Pomona	126.8	Haverford	131.2
Smith	123.1	Brown U.	126.1	Washington U.	129.4
Pomona	122.0	Washington U.	125.0	Swarthmore	128.4
U. Michigan	121.9	U. Michigan	123.9	UMass/Amherst	128.2
Brown U.	121.0	Swarthmore	123.3	U. Michigan	127.8
Swarthmore	120.0	UMass/Amherst	122.4	<u>AC Mean</u>	<u>126.0</u>
<u>AC Mean</u>	<u>118.8</u>	<u>AC Mean</u>	<u>121.8</u>	Bowdoin	125.8
Bowdoin	118.7	Bowdoin	121.5	Pomona	125.8
U. NC-Chapel Hill	117.3	U. Virginia	121.2	U. NC-Chapel Hill	122.7
U. Virginia	116.8	Smith	120.0	Smith	122.1
Williams	116.1	U. NC-Chapel Hill	119.8	U. Virginia	120.8
Mount Holyoke	112.9	Williams	116.5	Williams	120.3
Carleton	108.4	Indiana U.	113.3	Carleton	117.4
UMass/Amherst	108.3	Carleton	111.5	Wesleyan	116.7
Wesleyan	107.7	Wesleyan	111.1	Davidson	114.1
Indiana U.	107.2	Mount Holyoke	108.8	Indiana U.	112.9
Davidson	102.0	Davidson	106.5	Mount Holyoke	109.4
Group Median	123.1	Group Median	126.1	Group Median	129.4
Group Mean	127.9	Group Mean	131.9	Group Mean	135.5

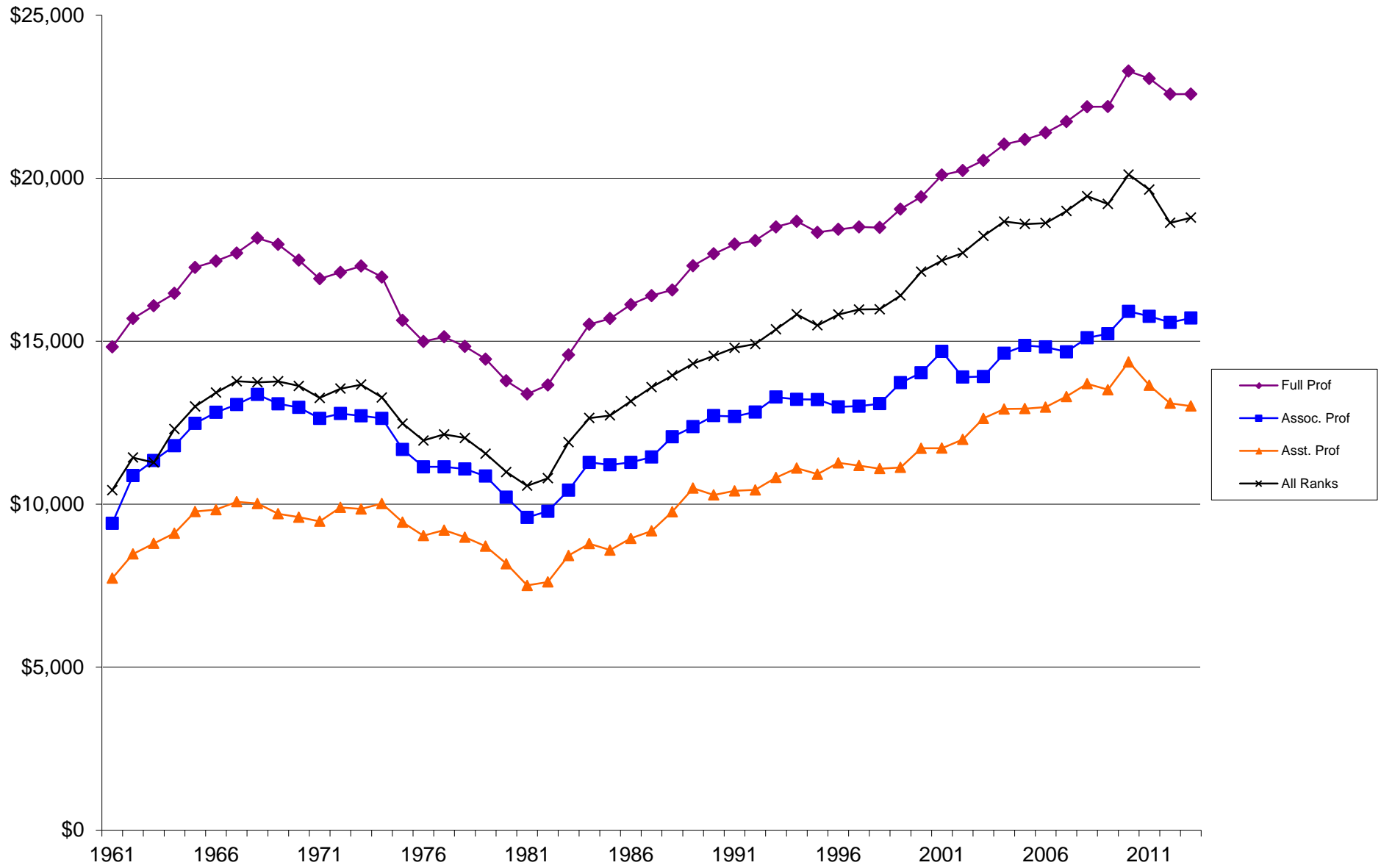
COMPARISON OF COMPENSATION - AMHERST COLLEGE AND THE NEW GROUP

5/14/2014

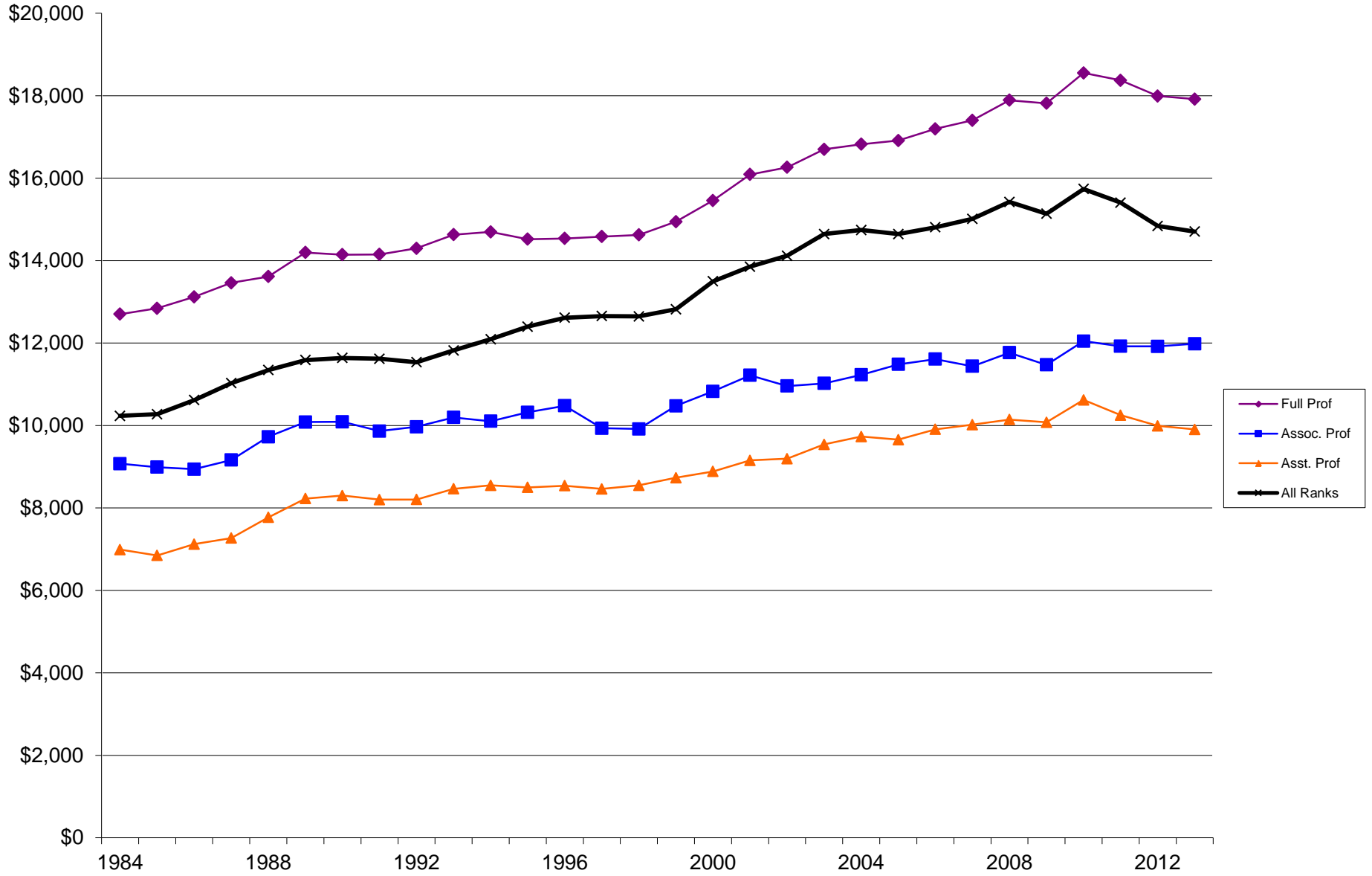
RANK/ INSTITUTION	ACTUAL FY2010-11 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2011-2012 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2012-2013 COMPENSATION
ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		ASSISTANT PROFESSORS	
U. Pennsylvania	138.6	U. Pennsylvania	153.4	U. Pennsylvania	160.9
Harvard	131.8	Harvard	139.6	Harvard	144.3
MIT	128.5	Stanford U.	138.9	Stanford U.	140.3
Stanford U.	127.0	MIT	131.9	MIT	136.8
Northwestern U.	126.0	Northwestern U.	130.7	U. CA-Berkeley	131.4
U. CA-Berkeley	121.1	U. CA-Berkeley	127.2	Northwestern U.	130.2
Columbia U.	118.7	Columbia U.	121.3	Columbia U.	127.4
U. CA-Los Angeles	115.7	U. CA-Los Angeles	121.2	U. CA-Los Angeles	124.0
Princeton U.	115.1	Duke U.	118.4	Yale	120.3
Yale	112.6	Princeton U.	116.9	Princeton U.	120.1
Mount Holyoke	109.4	Washington U.	115.6	Duke U.	118.0
Dartmouth	108.6	Yale	115.3	Washington U.	115.6
Duke U.	108.1	Indiana U.	113.3	U. Michigan	113.4
U. Michigan	108.0	Dartmouth	111.8	Dartmouth	111.3
Washington U.	108.0	U. Michigan	109.5	Brown U.	110.8
U. NC-Chapel Hill	107.0	Brown U.	105.8	U. NC-Chapel Hill	107.9
Haverford	104.1	Haverford	103.8	U. Virginia	106.0
Wellesley	103.3	Pomona	103.0	Haverford	105.4
Brown U.	101.8	U. NC-Chapel Hill	102.7	UMass/Amherst	105.0
<u>AC Mean</u>	<u>99.9</u>	Wellesley	102.6	<u>AC Mean</u>	<u>104.8</u>
Williams	99.6	U. Virginia	102.5	Wellesley	104.4
Smith	98.6	Williams	101.0	Indiana U.	102.4
U. Virginia	98.2	<u>AC Mean</u>	<u>100.9</u>	Smith	101.4
Pomona	97.5	Bowdoin	98.2	Bowdoin	99.4
Indiana U.	95.0	UMass/Amherst	98.1	Williams	99.0
Swarthmore	94.6	Swarthmore	96.3	Pomona	98.6
Bowdoin	94.3	Smith	96.2	Swarthmore	98.1
Carleton	93.2	Carleton	95.2	Wesleyan	97.2
Wesleyan	89.1	Wesleyan	90.4	Carleton	96.1
UMass/Amherst	84.1	Davidson	84.8	Davidson	87.8
Davidson	74.1	Mount Holyoke	84.6	Mount Holyoke	87.1
Group Median	107.0	Group Median	105.8	Group Median	107.9
Group Mean	106.8	Group Mean	110.7	Group Mean	113.1

RANK/ INSTITUTION	ACTUAL FY2010-11 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2011-12 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2012-13 COMPENSATION
PROFESSORS		PROFESSORS		PROFESSORS	
Wellesley	187.9	Wellesley	189.0	Wellesley	192.6
<u>AC Mean</u>	<u>172.2</u>	Williams	176.9	Pomona	178.5
Williams	171.7	<u>AC Mean</u>	<u>175.1</u>	Williams	178.3
Pomona	171.1	Pomona	170.0	Swarthmore	174.7
Smith	170.4	Bowdoin	169.3	<u>AC Mean</u>	<u>174.1</u>
Bowdoin	166.4	Smith	167.2	Bowdoin	171.7
Swarthmore	165.0	Swarthmore	166.5	Smith	170.8
Wesleyan	161.6	Wesleyan	162.0	Wesleyan	167.3
Haverford	159.5	Haverford	159.7	Haverford	162.5
Mount Holyoke	153.5	Carleton	154.1	Carleton	157.0
Carleton	151.1	Mount Holyoke	146.7	Davidson	151.5
Davidson	138.7	Davidson	142.7	Mount Holyoke	146.2
Group Median	165.7	Group Median	166.9	Group Median	171.3
Group Mean	164.1	Group Mean	164.9	Group Mean	168.8
ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS	
Wellesley	129.2	Haverford	130.4	Wellesley	132.2
Haverford	128.1	Wellesley	129.2	Haverford	131.2
Smith	123.1	Pomona	126.8	Swarthmore	128.4
Pomona	122.0	Swarthmore	123.3	<u>AC Mean</u>	<u>126.0</u>
Swarthmore	120.0	<u>AC Mean</u>	<u>121.8</u>	Bowdoin	125.8
<u>AC Mean</u>	<u>118.8</u>	Bowdoin	121.5	Pomona	125.8
Bowdoin	118.7	Smith	120.0	Smith	122.1
Williams	116.1	Williams	116.5	Williams	120.3
Mount Holyoke	112.9	Carleton	111.5	Carleton	117.4
Carleton	108.4	Wesleyan	111.1	Wesleyan	116.7
Wesleyan	107.7	Mount Holyoke	108.8	Davidson	114.1
Davidson	102.0	Davidson	106.5	Mount Holyoke	109.4
Group Median	118.8	Group Median	120.8	Group Median	124.0
Group Mean	117.3	Group Mean	119.0	Group Mean	122.5
ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		ASSISTANT PROFESSORS	
Mount Holyoke	109.4	Haverford	103.8	Haverford	105.4
Haverford	104.1	Pomona	103.0	<u>AC Mean</u>	<u>104.8</u>
Wellesley	103.3	Wellesley	102.6	Wellesley	104.4
<u>AC Mean</u>	<u>99.9</u>	Williams	101.0	Smith	101.4
Williams	99.6	<u>AC Mean</u>	<u>100.9</u>	Bowdoin	99.4
Smith	98.6	Bowdoin	98.2	Williams	99.0
Pomona	97.5	Swarthmore	96.3	Pomona	98.6
Swarthmore	94.6	Smith	96.2	Swarthmore	98.1
Bowdoin	94.3	Carleton	95.2	Wesleyan	97.2
Carleton	93.2	Wesleyan	90.4	Carleton	96.1
Wesleyan	89.1	Davidson	84.8	Davidson	87.8
Davidson	74.1	Mount Holyoke	84.6	Mount Holyoke	87.1
Group Median	98.1	Group Median	97.3	Group Median	98.8
Group Mean	96.5	Group Mean	96.4	Group Mean	98.3

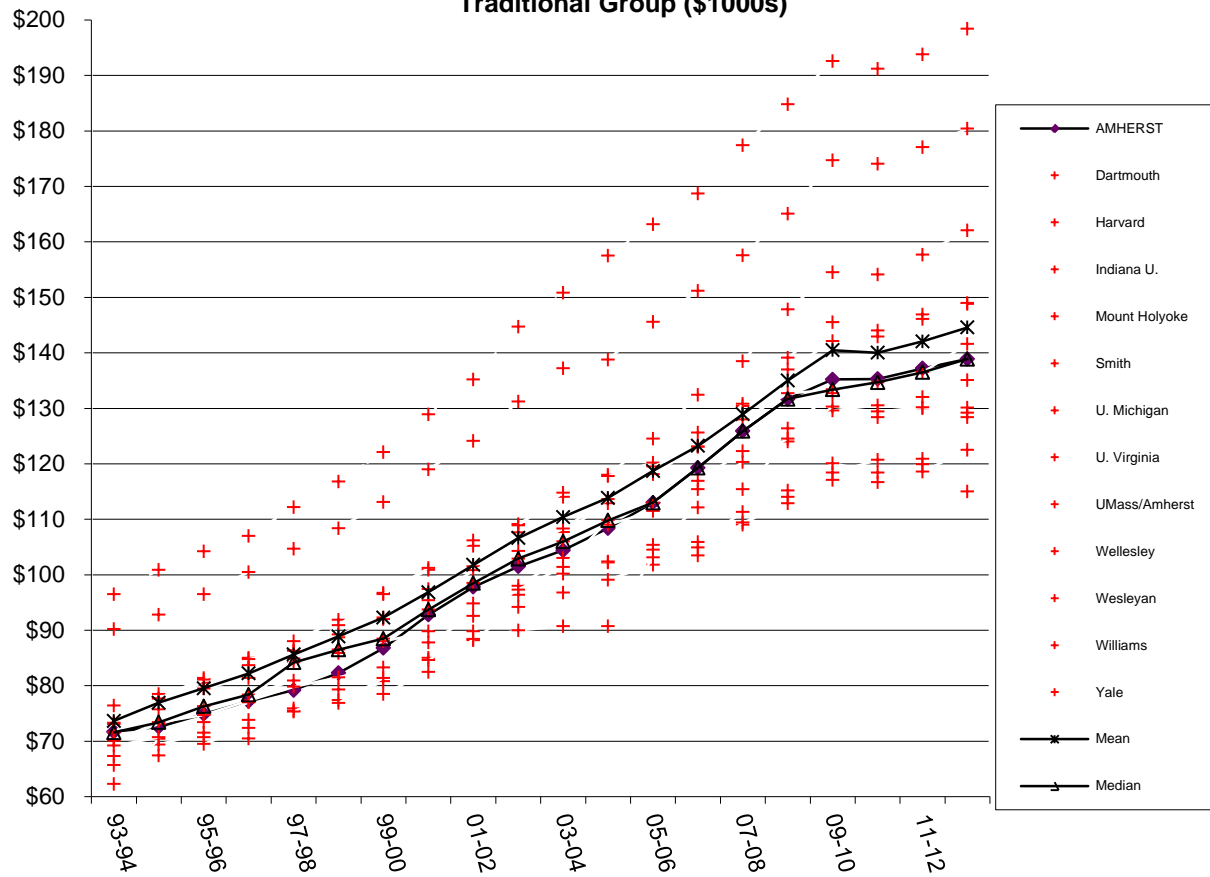
Real Compensation (net of inflation), 1960 Dollars Amherst College



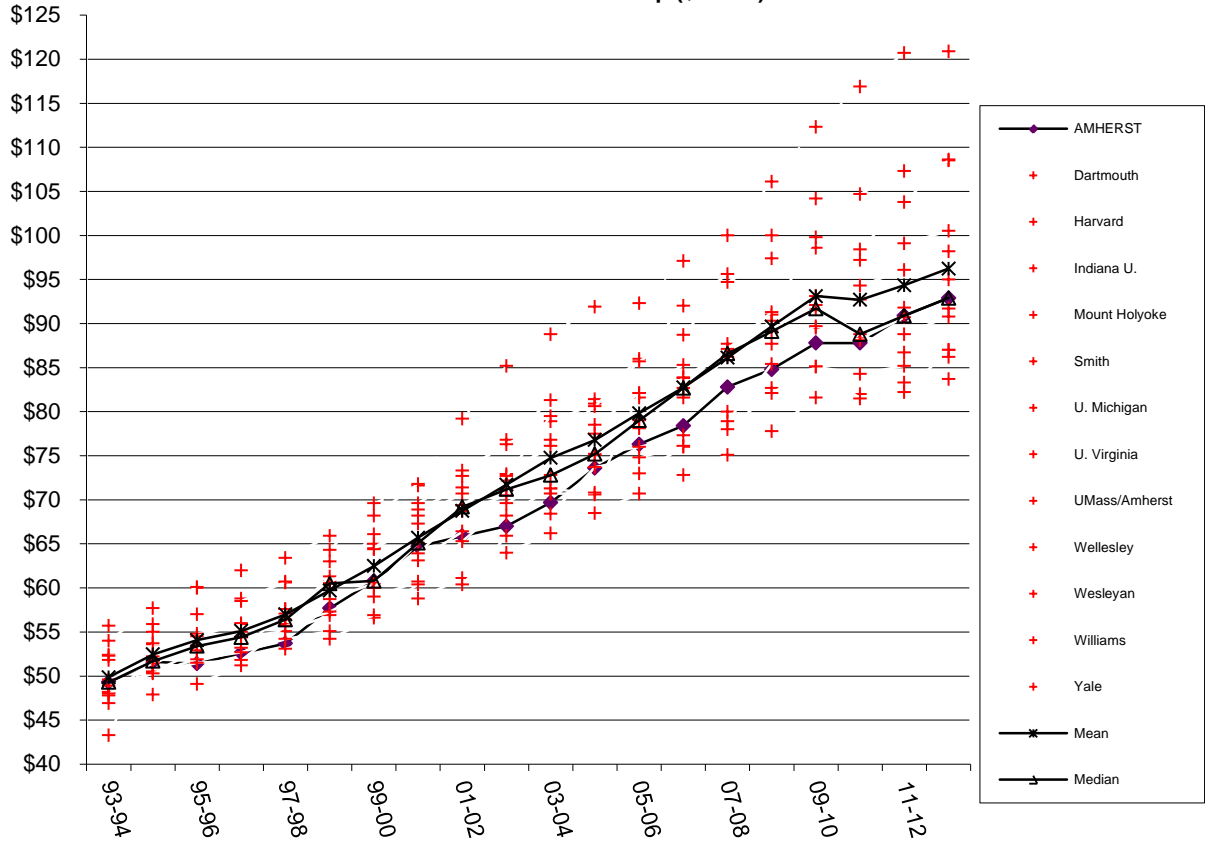
Real Salary (net of inflation), 1960 Dollars Amherst College



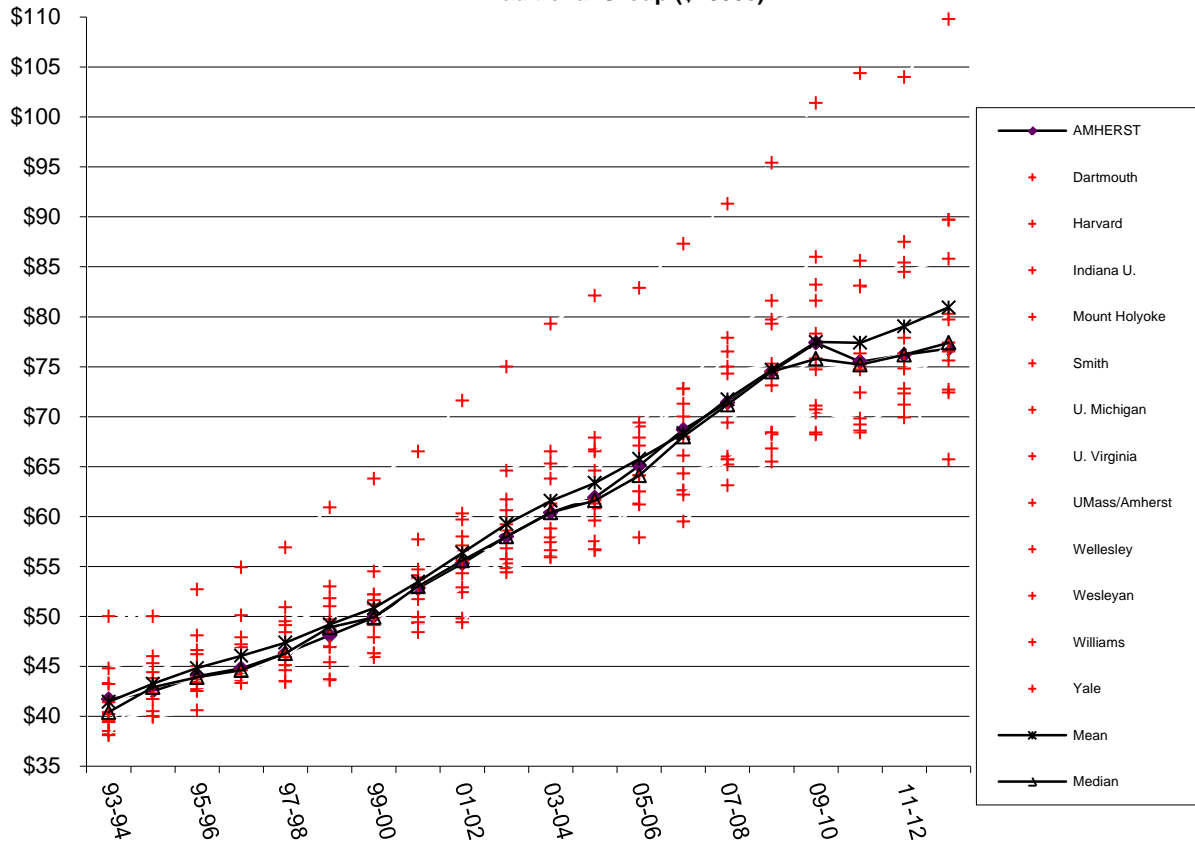
**Full Professor Average Salary
Traditional Group (\$1000s)**



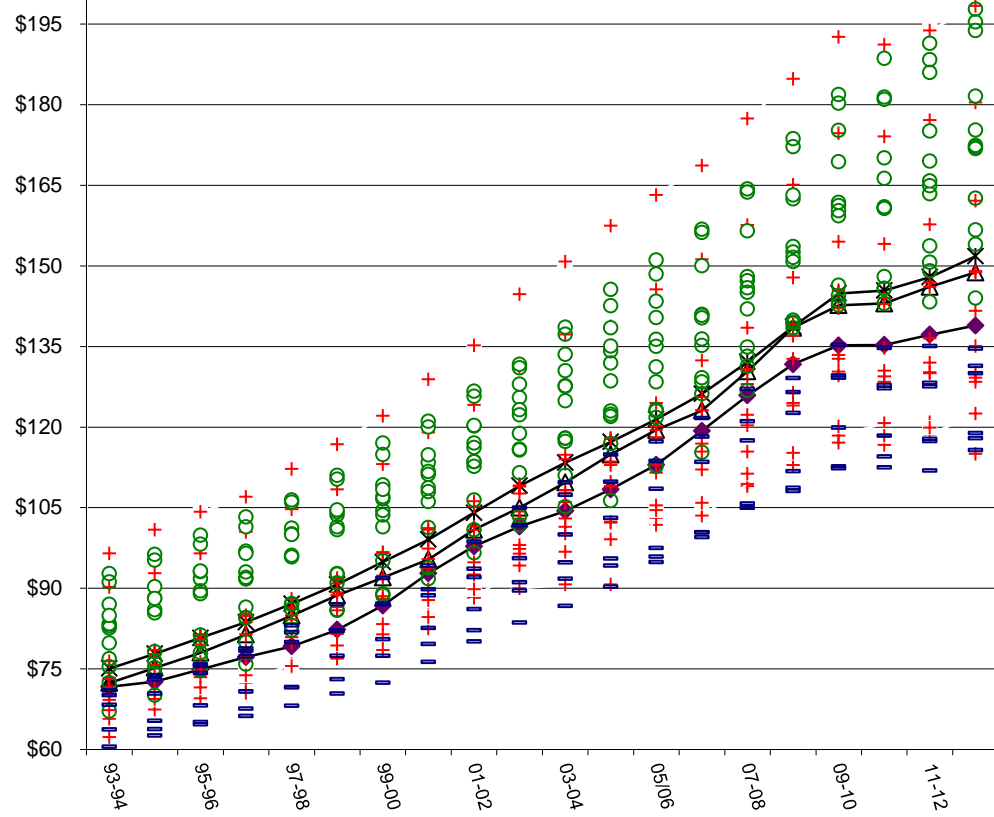
Associate Professor Average Salary
Traditional Group (\$1000s)



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

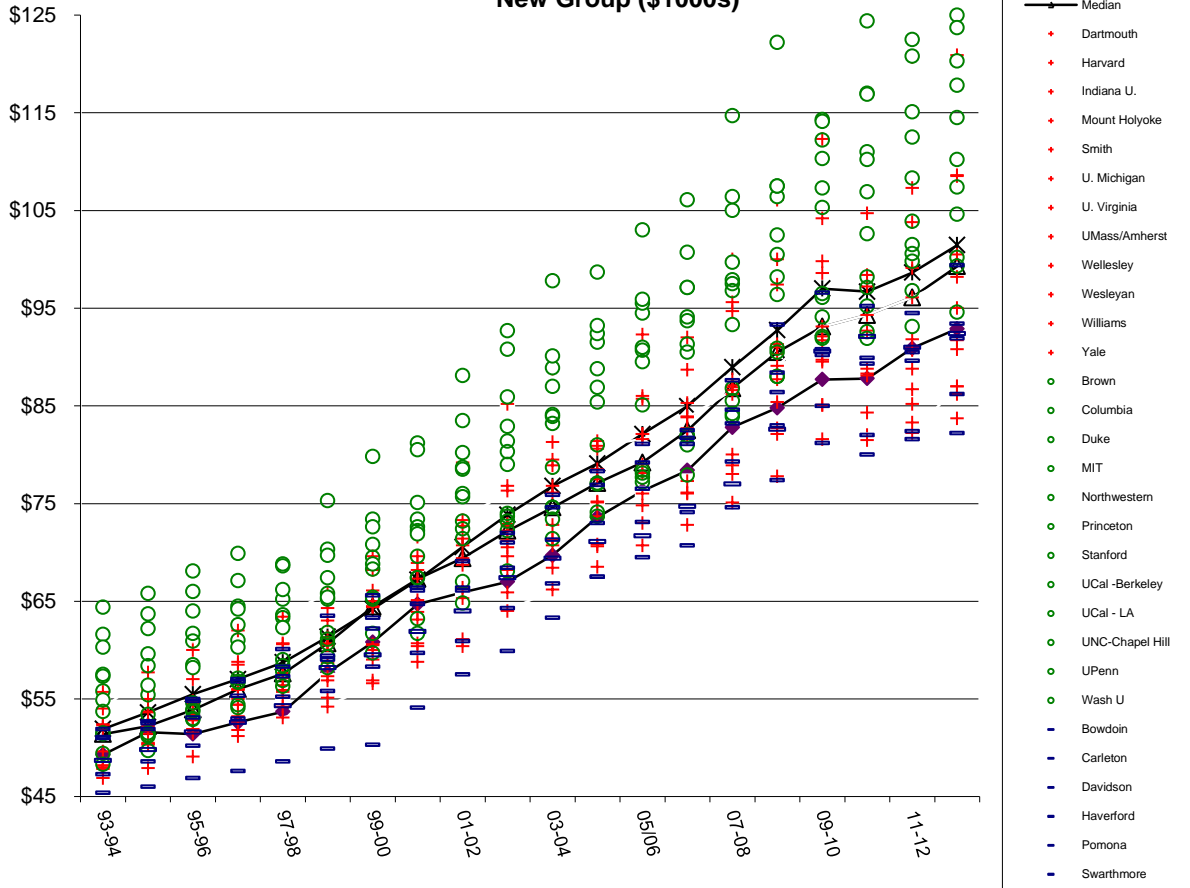


Full Professor Average Salary New Group (\$1000s)

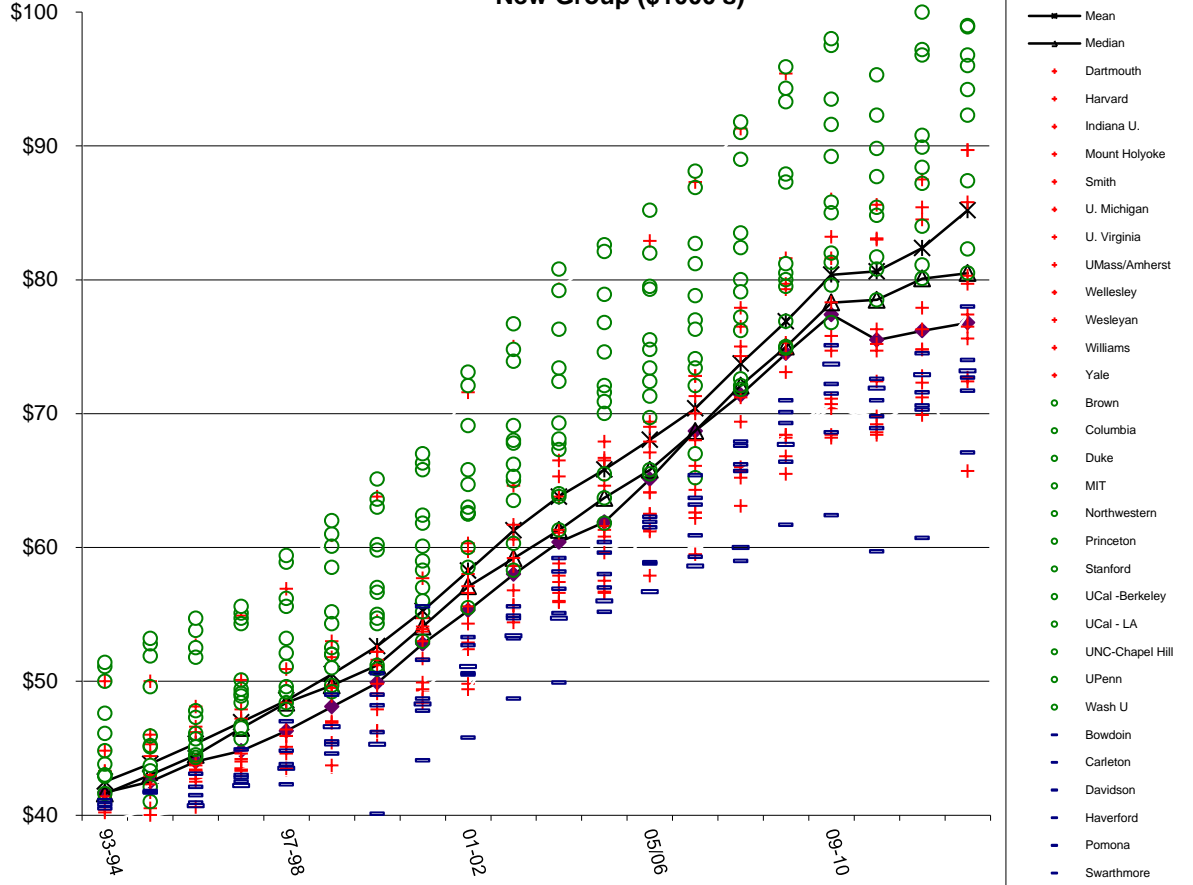


- ◆— AMHERST
- Mean
- ▲— Median
- + Dartmouth
- + Harvard
- + Indiana U.
- + Mount Holyoke
- + Smith
- + U. Michigan
- + U. Virginia
- + UMass/Amherst
- + Wellesley
- + Wesleyan
- + Williams
- + Yale
- Brown
- Columbia
- Duke
- MIT
- Northwestern
- Princeton
- Stanford
- UCal - Berkeley
- UCal - LA
-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

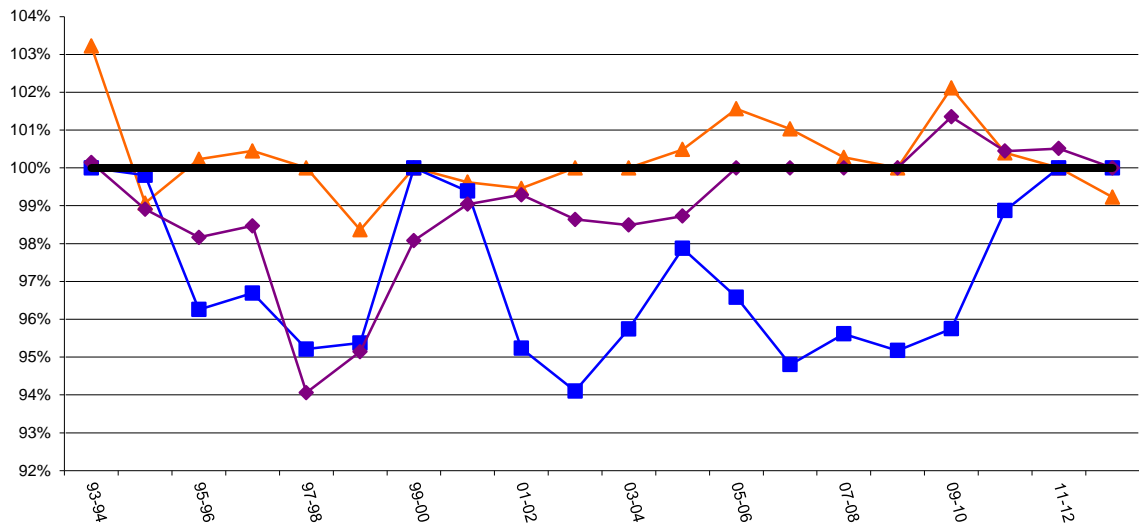
Associate Professor Average Salary New Group (\$1000s)



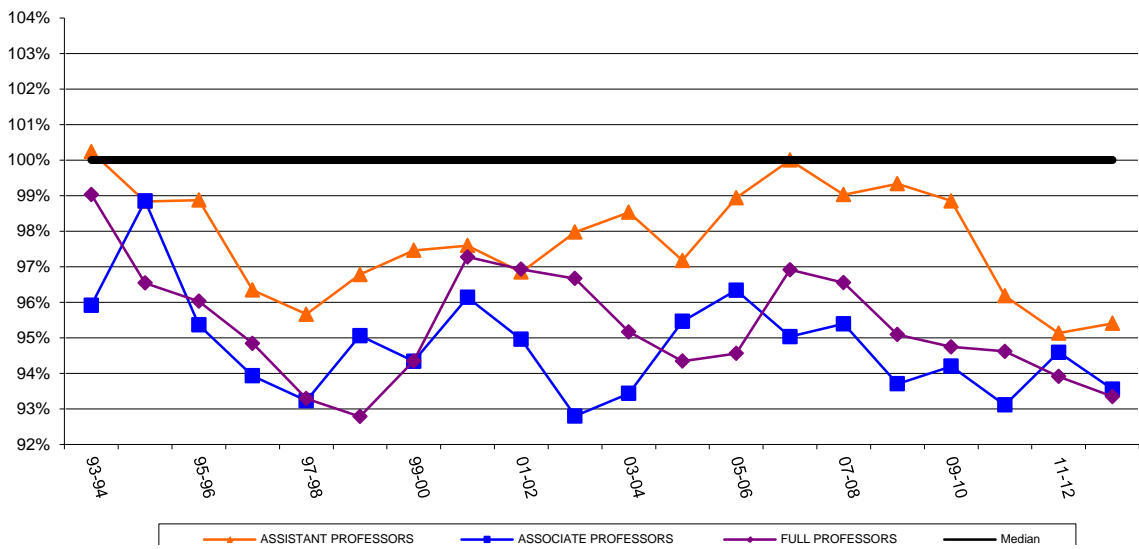
**Assistant Professor Average Salary
New Group (\$1000's)**



Amherst Salary as % of Traditional Group Median, by Rank



Amherst Salary as % of New Group Median, by Rank



—▲ ASSISTANT PROFESSORS
 —■ ASSOCIATE PROFESSORS
 —◆ FULL PROFESSORS
 — Median