

# *Annual Faculty Salary and Compensation Report, 2012-2013<sup>1</sup>*

## *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.<sup>2</sup> 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.<sup>3</sup> 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?

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<sup>1</sup> 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.

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

<sup>3</sup> 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)<sup>4</sup> 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 (21<sup>st</sup> out of 31 total institutions, down from 19<sup>th</sup>) and remained in the same position in comparison to the Traditional Group (7<sup>th</sup> 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 19<sup>th</sup> to 23<sup>rd</sup> in the New Group of 31 institutions, and from 7<sup>th</sup> to 9<sup>th</sup> in the Traditional Group of 13 institutions), moving below UVA and UMASS. Summaries of Full Professor data are given below.

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<sup>4</sup> 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 7<sup>th</sup> in 2010-11, remained at 7<sup>th</sup> in 2011-12, and moved up to 6<sup>th</sup> in 2012-13. In the New Group, Amherst similarly moved from 21<sup>st</sup> in 2010-11 and 2011-12 to 20<sup>th</sup> in 2012-13. (17<sup>th</sup> in the professionally adjusted group). For *compensation*, Amherst remained consistent in the 7<sup>th</sup> position for the traditional group, and moved up from 21<sup>st</sup> to 20<sup>th</sup> 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 8<sup>th</sup> place. In the New Group the ranking was 19<sup>th</sup> position in 2010-11, 21<sup>st</sup> in 2011-12 and returned to 20<sup>th</sup> 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 7<sup>th</sup> 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 20<sup>th</sup> 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**

<b>Year</b>	<b>Traditional Group (N=13)</b>	<b>New Group(N=31)</b>	<b>New Group (adjusted; N=31)</b>
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**

<b>Year</b>	<b>Traditional Group (N=13)</b>	<b>New Group (N=31)</b>
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.<sup>5</sup> 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

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<sup>5</sup> 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**

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

**Liberal Arts College Compensation Rankings**

<b>Year</b>	<b>Professor (N=12)</b>	<b>Associate Professor (N=12)</b>	<b>Assistant Professor (N=12)</b>
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**

<b>Rank</b>	<b>Female</b>			<b>Male</b>		
	<b>Median</b>	<b>Mean</b>	<b>Count</b>	<b>Median</b>	<b>Mean</b>	<b>Count</b>
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**

<b>Discipline/Rank</b>	<b>Median</b>	<b>Mean</b>	<b>Count</b>
<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.<sup>6</sup> 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,<sup>7</sup> 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

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<sup>6</sup>Teaching staff includes tenure and tenure-track faculty, coaches, lecturers and visitors.

<sup>7</sup>See 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
<b>PROFESSORS</b>			<b>PROFESSORS</b>			<b>PROFESSORS</b>		
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%
<b>AC Mean</b>	<b>137.2</b>	<b>2.5%</b>	U. Virginia	141.6	3.1%	U. Virginia	143.1	1.3%
U. Virginia	136.5	1.1%	<b>AC Mean</b>	<b>138.9</b>	<b>2.6%</b>	<b>AC Mean</b>	<b>137.7</b>	<b>4.2%</b>
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%
<b>AC Median</b>	<b>132.2</b>		<b>AC Median</b>	<b>134.5</b>		<b>AC Median</b>	<b>132.8</b>	
<b>Group Median (UVA)</b>	<b>136.5</b>		<b>Group Median (AC)</b>	<b>138.9</b>		<b>Group Median (AC)</b>	<b>137.7</b>	
<b>Group Mean</b>	<b>142.1</b>		<b>Group Mean</b>	<b>144.6</b>		<b>Group Mean</b>	<b>147.7</b>	
<b>ASSOCIATE PROFESSORS</b>			<b>ASSOCIATE PROFESSORS</b>			<b>ASSOCIATE PROFESSORS</b>		
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%	<b>AC Mean</b>	<b>95.8</b>	<b>5.6%</b>
<b>AC Mean</b>	<b>90.9</b>	<b>4.3%</b>	<b>AC Mean</b>	<b>92.9</b>	<b>4.3%</b>	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%
<b>AC Median</b>	<b>88.3</b>		<b>AC Median</b>	<b>90.6</b>		<b>AC Median</b>	<b>93.5</b>	
<b>Group Median (AC)</b>	<b>90.9</b>		<b>Group Median (AC)</b>	<b>92.9</b>		<b>Group Median (UMass)</b>	<b>95.2</b>	
<b>Group Mean</b>	<b>94.4</b>		<b>Group Mean</b>	<b>96.2</b>		<b>Group Mean</b>	<b>98.1</b>	
<b>ASSISTANT PROFESSORS</b>			<b>ASSISTANT PROFESSORS</b>			<b>ASSISTANT PROFESSORS</b>		
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%
<b>AC Mean</b>	<b>76.2</b>	<b>3.7%</b>	Indiana U.	77.4	7.0%	Indiana U.	80.4	3.7%
Smith	74.8	7.3%	<b>AC Mean</b>	<b>76.8</b>	<b>3.8%</b>	<b>AC Mean</b>	<b>79.0</b>	<b>5.3%</b>
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%
<b>AC Median</b>	<b>74.2</b>		<b>AC Median</b>	<b>75.0</b>		<b>AC Median</b>	<b>77.0</b>	
<b>Group Median (AC)</b>	<b>76.2</b>		<b>Group Median (Indiana)</b>	<b>77.4</b>		<b>Group Median (Indiana)</b>	<b>80.4</b>	
<b>Group Mean</b>	<b>79.0</b>		<b>Group Mean</b>	<b>80.9</b>		<b>Group Mean</b>	<b>82.6</b>	

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
<b>PROFESSORS</b>			<b>PROFESSORS</b>			<b>PROFESSORS</b>		
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%
<b>AC Mean</b>	<b>137.2</b>	<b>2.5%</b>	U. Virginia	141.6	3.1%	U. Virginia	143.1	1.3%
U. Virginia	136.5	1.1%	<b>AC Mean</b>	<b>138.9</b>	<b>2.6%</b>	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%	<b>AC Mean</b>	<b>137.7</b>	<b>4.2%</b>
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%
<b>AC Median</b>	<b>132.2</b>		<b>AC Median</b>	<b>134.5</b>		<b>AC Median</b>	<b>132.8</b>	
<b>Group Median (UVA)</b>	<b>146.1</b>		<b>Group Median (UMich)</b>	<b>148.8</b>		<b>Group Median (UMich)</b>	<b>148.6</b>	
<b>Group Mean</b>	<b>147.9</b>		<b>Group Mean</b>	<b>151.8</b>		<b>Group Mean</b>	<b>156.3</b>	

<sup>1</sup> Average Prof salary decreased for FY12-13 due to 10 entering phased retirement

## 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
<b>ASSOCIATE PROFESSORS</b>			<b>ASSOCIATE PROFESSORS</b>			<b>ASSOCIATE PROFESSORS</b>		
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%	<b>AC Mean</b>	<b>95.8</b>	<b>5.6%</b>
<b>AC Mean</b>	<b>90.9</b>	<b>4.3%</b>	<b>AC Mean</b>	<b>92.9</b>	<b>4.3%</b>	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%
<b>AC Median</b>	<b>88.3</b>		<b>AC Median</b>	<b>90.6</b>		<b>AC Median</b>	<b>93.5</b>	
<b>Group Median (UMich)</b>	<b>96.1</b>		<b>Group Median (Brown)</b>	<b>99.3</b>		<b>Group Median (UMich)</b>	<b>101.0</b>	
<b>Group Mean</b>	<b>98.6</b>		<b>Group Mean</b>	<b>101.5</b>		<b>Group Mean</b>	<b>104.0</b>	

<sup>1</sup> Average Prof salary decreased for FY12-13 due to 10 entering phased retirement



## 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
<b>ASSISTANT PROFESSORS</b>			<b>ASSISTANT PROFESSORS</b>			<b>ASSISTANT PROFESSORS</b>		
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%
<b>AC Mean</b>	<b>76.2</b>	<b>3.7%</b>	Pomona	78.0	11.6%	Indiana U.	80.4	3.7%
Smith	74.8	7.3%	Indiana U.	77.4	7.0%	<b>AC Mean</b>	<b>79.0</b>	<b>5.3%</b>
Williams	74.8	2.1%	<b>AC Mean</b>	<b>76.8</b>	<b>3.8%</b>	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%
<b>AC Median</b>	<b>74.2</b>		<b>AC Median</b>	<b>75.0</b>		<b>AC Median</b>	<b>77.0</b>	
<b>Group Median (Brown)</b>	<b>80.1</b>		<b>Group Median (UNC)</b>	<b>80.5</b>		<b>Group Median (UNC)</b>	<b>84.3</b>	
<b>Group Mean</b>	<b>82.4</b>		<b>Group Mean</b>	<b>85.2</b>		<b>Group Mean</b>	<b>87.4</b>	

<sup>1</sup> 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
<b>PROFESSORS</b>			<b>PROFESSORS</b>			<b>PROFESSORS</b>		
Wellesley	146.1	4.6%	Wellesley	149.0	2.8%	Wellesley	152.2	3.6%
<b>AC Mean</b>	<b>137.2</b>	<b>2.5%</b>	<b>AC Mean</b>	<b>138.9</b>	<b>2.6%</b>	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%	<b>AC Mean</b>	<b>137.7</b>	<b>4.2%</b>
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%
<b>AC Median</b>	<b>132.2</b>		<b>AC Median</b>	<b>134.5</b>		<b>AC Median</b>	<b>132.8</b>	
<b>Group Median</b>	<b>129.1</b>		<b>Group Median</b>	<b>130.1</b>		<b>Group Median</b>	<b>133.2</b>	
<b>Group Mean</b>	<b>127.8</b>		<b>Group Mean</b>	<b>128.8</b>		<b>Group Mean</b>	<b>131.8</b>	
<b>ASSOCIATE PROFESSORS</b>			<b>ASSOCIATE PROFESSORS</b>			<b>ASSOCIATE PROFESSORS</b>		
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%
<b>AC Mean</b>	<b>90.9</b>	<b>4.3%</b>	<b>AC Mean</b>	<b>92.9</b>	<b>4.3%</b>	<b>AC Mean</b>	<b>95.8</b>	<b>5.6%</b>
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%
<b>AC Median</b>	<b>88.3</b>		<b>AC Median</b>	<b>90.6</b>		<b>AC Median</b>	<b>93.5</b>	
<b>Group Median</b>	<b>90.1</b>		<b>Group Median</b>	<b>91.8</b>		<b>Group Median</b>	<b>92.5</b>	
<b>Group Mean</b>	<b>88.8</b>		<b>Group Mean</b>	<b>90.6</b>		<b>Group Mean</b>	<b>92.9</b>	
<b>ASSISTANT PROFESSORS</b>			<b>ASSISTANT PROFESSORS</b>			<b>ASSISTANT PROFESSORS</b>		
Wellesley	77.9	5.0%	Wellesley	79.7	3.0%	Wellesley	80.8	3.9%
<b>AC Mean</b>	<b>76.2</b>	<b>3.7%</b>	Pomona	78.0	11.6%	<b>AC Mean</b>	<b>79.0</b>	<b>5.3%</b>
Smith	74.8	7.3%	<b>AC Mean</b>	<b>76.8</b>	<b>3.8%</b>	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%
<b>AC Median</b>	<b>74.2</b>		<b>AC Median</b>	<b>75.0</b>		<b>AC Median</b>	<b>77.0</b>	
<b>Group Median</b>	<b>72.6</b>		<b>Group Median</b>	<b>73.6</b>		<b>Group Median</b>	<b>75.3</b>	
<b>Group Mean</b>	<b>72.3</b>		<b>Group Mean</b>	<b>73.6</b>		<b>Group Mean</b>	<b>74.8</b>	

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
<b>AC Mean</b>	<b>138.9</b>	<b>0</b>	<b>138.9</b>	<b>137.7</b>	<b>0</b>	<b>137.7</b>
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
<b>AC Median</b>	<b>134.5</b>	<b>0.0</b>	<b>134.5</b>	<b>132.8</b>	<b>0.0</b>	<b>132.8</b>
<b>Group Median (Smith)</b>	<b>138.9</b>	<b>0.0</b>	<b>135.1</b>	<b>137.7</b>	<b>0.0</b>	<b>137.1</b>
<b>Group Mean</b>	<b>144.6</b>	<b>3.5</b>	<b>138.8</b>	<b>147.8</b>	<b>3.5</b>	<b>141.9</b>

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	<b>AC Mean</b>	<b>0</b>	<b>95.8</b>
<b>AC Mean</b>	<b>92.9</b>	<b>0</b>	<b>92.9</b>	118.9	20	95.1
Smith	91.7	0	91.7	Smith	0	91.8
U. Virginia	95.0	5	90.3	Wesleyan	0	90.2
Williams	87.0	0	87.0	Williams	0	90.1
Wesleyan	86.2	0	86.2	U. Virginia	5	89.0
Mount Holyoke	83.7	0	83.7	UMass/Amherst	10	85.7
Indiana U.	87.0	5	82.7	Mount Holyoke	0	84.3
UMass/Amherst	90.8	10	81.7	Indiana U.	5	84.1
<b>AC Median</b>	<b>90.6</b>	<b>0.0</b>	<b>90.6</b>	<b>AC Median</b>	<b>0.0</b>	<b>93.5</b>
<b>Group Median (Smith)</b>	<b>92.9</b>	<b>5.0</b>	<b>91.7</b>	<b>Group Median (Smith)</b>	<b>5.0</b>	<b>91.8</b>
<b>Group Mean</b>	<b>96.2</b>	<b>4.6</b>	<b>91.3</b>	<b>Group Mean</b>	<b>4.6</b>	<b>93.2</b>

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	Yale	5	89.4
Dartmouth	89.7	5	85.2	Dartmouth	5	84.9
U. Michigan	85.8	5	81.5	U. Michigan	5	84.3
Wellesley	79.7	0	79.7	Wellesley	0	80.8
<b>AC Mean</b>	<b>76.8</b>	<b>0</b>	<b>76.8</b>	<b>AC Mean</b>	<b>0</b>	<b>79.0</b>
Williams	76.5	0	76.5	U. Virginia	5	78.8
U. Virginia	80.3	5	76.3	UMass/Amherst	0	77.8
Smith	75.6	0	75.6	Williams	0	76.5
Indiana U.	77.4	5	73.5	Indiana U.	5	76.4
UMass/Amherst	72.7	0	72.7	Smith	0	76.4
Wesleyan	72.4	0	72.4	Wesleyan	0	76.3
Mount Holyoke	65.7	0	65.7	Mount Holyoke	0	67.8
<b>AC Median</b>	<b>75.0</b>	<b>0.0</b>	<b>75.0</b>	<b>AC Median</b>	<b>0.0</b>	<b>77.0</b>
<b>Group Median (Williams)</b>	<b>77.4</b>	<b>0.0</b>	<b>76.5</b>	<b>Group Median (UVA)</b>	<b>0.0</b>	<b>78.8</b>
<b>Group Mean</b>	<b>80.9</b>	<b>3.5</b>	<b>77.6</b>	<b>Group Mean</b>	<b>3.5</b>	<b>79.9</b>

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
<b>AC Mean</b>	<b>138.9</b>	<b>0</b>	<b>138.9</b>	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	<b>AC Mean</b>	<b>137.7</b>	<b>0</b> <b>137.7</b>
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
<b>AC Median</b>	<b>134.5</b>	<b>0.0</b>	<b>134.5</b>	<b>AC Median</b>	<b>132.8</b>	<b>0.0</b> <b>132.8</b>
<b>Group Median (UMich)</b>	<b>148.8</b>	<b>5.0</b>	<b>141.4</b>	<b>Group Median (Pomona)</b>	<b>148.6</b>	<b>5.0</b> <b>142.8</b>
<b>Group Mean</b>	<b>151.8</b>	<b>4.0</b>	<b>144.9</b>	<b>Group Mean</b>	<b>156.3</b>	<b>4.0</b> <b>149.2</b>

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	<b><u>AC Mean</u></b>	<b><u>95.8</u></b>	<b><u>0</u></b>	<b><u>95.8</u></b>
<b><u>AC Mean</u></b>	<b><u>92.9</u></b>	<b><u>0</u></b>	<b><u>92.9</u></b>	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
<b>AC Median</b>	<b>90.6</b>	<b>0.0</b>	<b>90.6</b>	<b>AC Median</b>	<b>93.5</b>	<b>0.0</b>	<b>93.5</b>
<b>Group Median (Swarthmore)</b>	<b>99.3</b>	<b>5.0</b>	<b>93.4</b>	<b>Group Median (UMich)</b>	<b>101.3</b>	<b>5.0</b>	<b>96.0</b>
<b>Group Mean</b>	<b>101.5</b>	<b>5.5</b>	<b>95.3</b>	<b>Group Mean</b>	<b>104.5</b>	<b>5.5</b>	<b>97.7</b>

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	<b>AC Mean</b>	<b>79.0</b>	<b>0</b>	<b>79.0</b>
Pomona	78.0	0	78.0	U. Virginia	82.9	5	78.8
<b>AC Mean</b>	<b>76.8</b>	<b>0</b>	<b>76.8</b>	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
<b>AC Median</b>	<b>75.0</b>	<b>0.0</b>	<b>75.0</b>	<b>AC Median</b>	<b>77.0</b>	<b>0.0</b>	<b>77.0</b>
<b>Group Median (Northwestern)</b>	<b>80.5</b>	<b>5.0</b>	<b>79.1</b>	<b>Group Median (AC)</b>	<b>84.3</b>	<b>5.0</b>	<b>79.0</b>
<b>Group Mean</b>	<b>85.2</b>	<b>5.8</b>	<b>79.5</b>	<b>Group Mean</b>	<b>87.4</b>	<b>5.8</b>	<b>81.5</b>

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.

COMPARISON OF COMPENSATION - AMHERST COLLEGE AND THE TRADITIONAL GROUP

5/14/2014

RANK/ INSTITUTION	ACTUAL FY2010-11 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2011-12 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2012-13 COMPENSATION
<b>PROFESSORS</b>		<b>PROFESSORS</b>		<b>PROFESSORS</b>	
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
<b><u>AC Mean</u></b>	<b><u>172.2</u></b>	Williams	176.9	Williams	178.3
Williams	171.7	<b><u>AC Mean</u></b>	<b><u>175.1</u></b>	U. Virginia	178.0
Smith	170.4	U. Virginia	174.4	UMass/Amherst	175.9
U. Virginia	168.1	Smith	167.2	<b><u>AC Mean</u></b>	<b><u>174.1</u></b>
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
<b>Group Median</b>	<b>171.7</b>	<b>Group Median</b>	<b>175.1</b>	<b>Group Median</b>	<b>178.0</b>
<b>Group Mean</b>	<b>178.6</b>	<b>Group Mean</b>	<b>182.4</b>	<b>Group Mean</b>	<b>186.2</b>
<b>ASSOCIATE PROFESSORS</b>		<b>ASSOCIATE PROFESSORS</b>		<b>ASSOCIATE PROFESSORS</b>	
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
<b><u>AC Mean</u></b>	<b><u>118.8</u></b>	<b><u>AC Mean</u></b>	<b><u>121.8</u></b>	<b><u>AC Mean</u></b>	<b><u>126.0</u></b>
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
<b>Group Median</b>	<b>118.8</b>	<b>Group Median</b>	<b>121.8</b>	<b>Group Median</b>	<b>126.0</b>
<b>Group Mean</b>	<b>122.0</b>	<b>Group Mean</b>	<b>124.5</b>	<b>Group Mean</b>	<b>127.3</b>
<b>ASSISTANT PROFESSORS</b>		<b>ASSISTANT PROFESSORS</b>		<b>ASSISTANT PROFESSORS</b>	
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
<b><u>AC Mean</u></b>	<b><u>99.9</u></b>	Williams	101.0	<b><u>AC Mean</u></b>	<b><u>104.8</u></b>
Williams	99.6	<b><u>AC Mean</u></b>	<b><u>100.9</u></b>	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
<b>Group Median</b>	<b>99.9</b>	<b>Group Median</b>	<b>101.0</b>	<b>Group Median</b>	<b>104.8</b>
<b>Group Mean</b>	<b>103.0</b>	<b>Group Mean</b>	<b>104.1</b>	<b>Group Mean</b>	<b>107.4</b>

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
<b>PROFESSORS</b>		<b>PROFESSORS</b>		<b>PROFESSORS</b>	
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
<b><u>AC Mean</u></b>	<b><u>172.2</u></b>	Williams	176.9	Pomona	178.5
Williams	171.7	<b><u>AC Mean</u></b>	<b><u>175.1</u></b>	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	<b><u>AC Mean</u></b>	<b><u>174.1</u></b>
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
<b>Group Median</b>	<b>179.4</b>	<b>Group Median</b>	<b>180.9</b>	<b>Group Median</b>	<b>183.0</b>
<b>Group Mean</b>	<b>186.4</b>	<b>Group Mean</b>	<b>192.1</b>	<b>Group Mean</b>	<b>197.6</b>



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
<b>ASSOCIATE PROFESSORS</b>		<b>ASSOCIATE PROFESSORS</b>		<b>ASSOCIATE PROFESSORS</b>	
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	<b><u>AC Mean</u></b>	<b><u>126.0</u></b>
<b><u>AC Mean</u></b>	<b><u>118.8</u></b>	<b><u>AC Mean</u></b>	<b><u>121.8</u></b>	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
<b>Group Median</b>	<b>123.1</b>	<b>Group Median</b>	<b>126.1</b>	<b>Group Median</b>	<b>129.4</b>
<b>Group Mean</b>	<b>127.9</b>	<b>Group Mean</b>	<b>131.9</b>	<b>Group Mean</b>	<b>135.5</b>

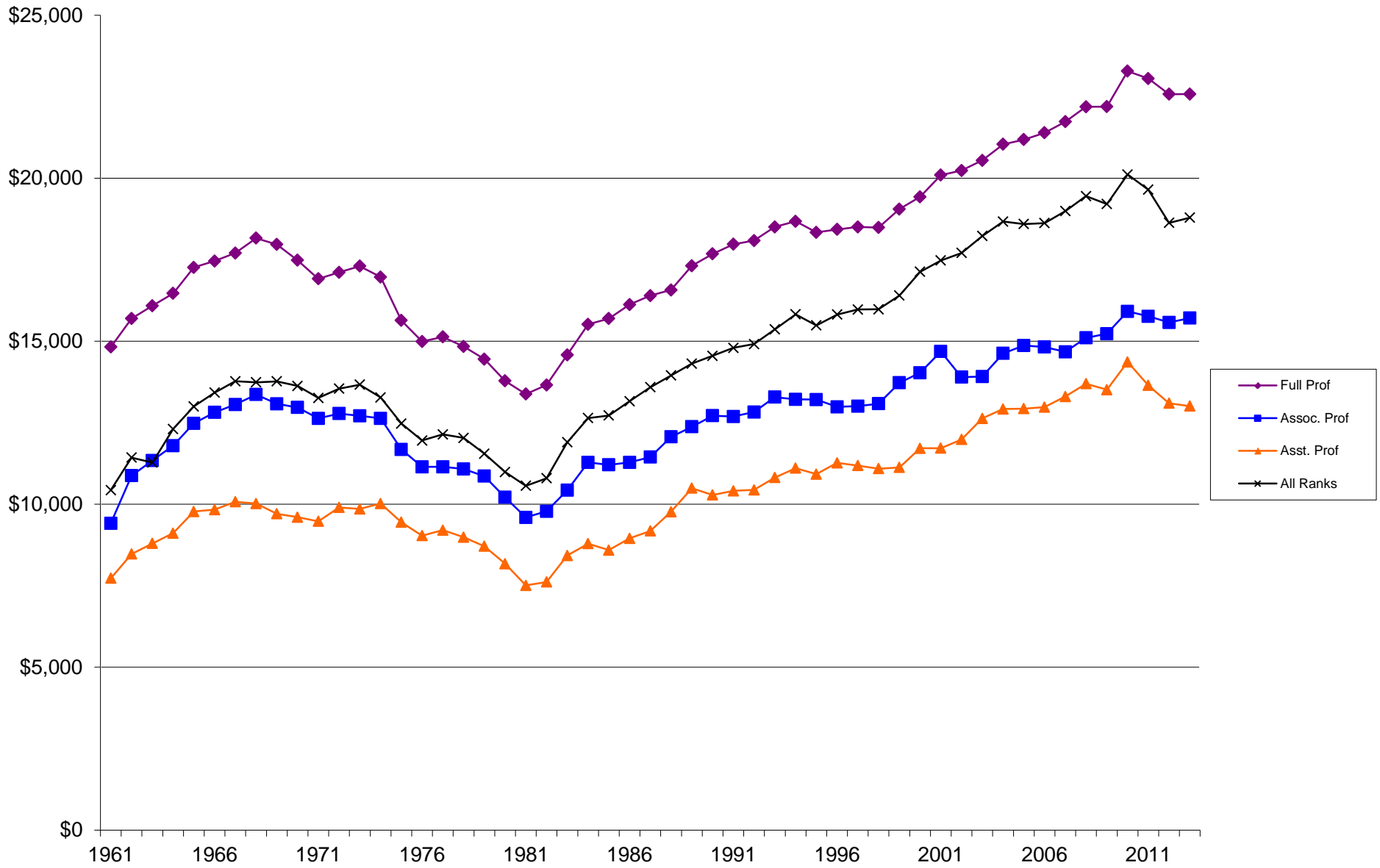
COMPARISON OF COMPENSATION - AMHERST COLLEGE AND THE NEW GROUP

5/14/2014

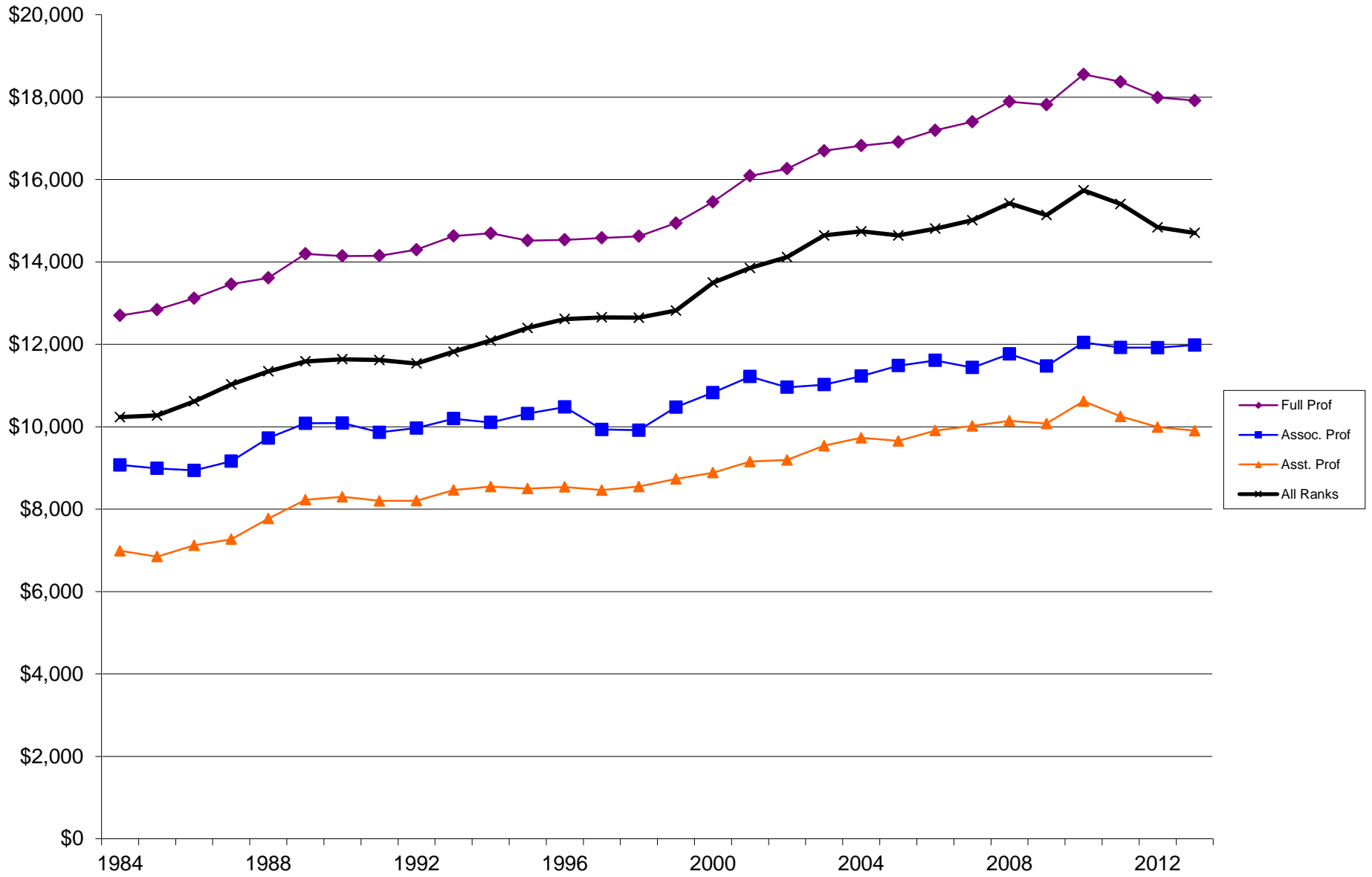
RANK/ INSTITUTION	ACTUAL FY2010-11 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2011-2012 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2012-2013 COMPENSATION
<b>ASSISTANT PROFESSORS</b>		<b>ASSISTANT PROFESSORS</b>		<b>ASSISTANT PROFESSORS</b>	
U. Pennsylvania	138.6	U. Pennsylvania	153.4	U. Pennsylvania	160.9
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
<b><u>AC Mean</u></b>	<b><u>99.9</u></b>	Wellesley	102.6	<b><u>AC Mean</u></b>	<b><u>104.8</u></b>
Williams	99.6	U. Virginia	102.5	Wellesley	104.4
Smith	98.6	Williams	101.0	Indiana U.	102.4
U. Virginia	98.2	<b><u>AC Mean</u></b>	<b><u>100.9</u></b>	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
<b>Group Median</b>	<b>107.0</b>	<b>Group Median</b>	<b>105.8</b>	<b>Group Median</b>	<b>107.9</b>
<b>Group Mean</b>	<b>106.8</b>	<b>Group Mean</b>	<b>110.7</b>	<b>Group Mean</b>	<b>113.1</b>

RANK/ INSTITUTION	ACTUAL FY2010-11 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2011-12 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2012-13 COMPENSATION
<b>PROFESSORS</b>		<b>PROFESSORS</b>		<b>PROFESSORS</b>	
Wellesley	187.9	Wellesley	189.0	Wellesley	192.6
<b><u>AC Mean</u></b>	<b><u>172.2</u></b>	Williams	176.9	Pomona	178.5
Williams	171.7	<b><u>AC Mean</u></b>	<b><u>175.1</u></b>	Williams	178.3
Pomona	171.1	Pomona	170.0	Swarthmore	174.7
Smith	170.4	Bowdoin	169.3	<b><u>AC Mean</u></b>	<b><u>174.1</u></b>
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
<b>Group Median</b>	<b>165.7</b>	<b>Group Median</b>	<b>166.9</b>	<b>Group Median</b>	<b>171.3</b>
<b>Group Mean</b>	<b>164.1</b>	<b>Group Mean</b>	<b>164.9</b>	<b>Group Mean</b>	<b>168.8</b>
<b>ASSOCIATE PROFESSORS</b>		<b>ASSOCIATE PROFESSORS</b>		<b>ASSOCIATE PROFESSORS</b>	
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	<b><u>AC Mean</u></b>	<b><u>126.0</u></b>
Swarthmore	120.0	<b><u>AC Mean</u></b>	<b><u>121.8</u></b>	Bowdoin	125.8
<b><u>AC Mean</u></b>	<b><u>118.8</u></b>	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
<b>Group Median</b>	<b>118.8</b>	<b>Group Median</b>	<b>120.8</b>	<b>Group Median</b>	<b>124.0</b>
<b>Group Mean</b>	<b>117.3</b>	<b>Group Mean</b>	<b>119.0</b>	<b>Group Mean</b>	<b>122.5</b>
<b>ASSISTANT PROFESSORS</b>		<b>ASSISTANT PROFESSORS</b>		<b>ASSISTANT PROFESSORS</b>	
Mount Holyoke	109.4	Haverford	103.8	Haverford	105.4
Haverford	104.1	Pomona	103.0	<b><u>AC Mean</u></b>	<b><u>104.8</u></b>
Wellesley	103.3	Wellesley	102.6	Wellesley	104.4
<b><u>AC Mean</u></b>	<b><u>99.9</u></b>	Williams	101.0	Smith	101.4
Williams	99.6	<b><u>AC Mean</u></b>	<b><u>100.9</u></b>	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
<b>Group Median</b>	<b>98.1</b>	<b>Group Median</b>	<b>97.3</b>	<b>Group Median</b>	<b>98.8</b>
<b>Group Mean</b>	<b>96.5</b>	<b>Group Mean</b>	<b>96.4</b>	<b>Group Mean</b>	<b>98.3</b>

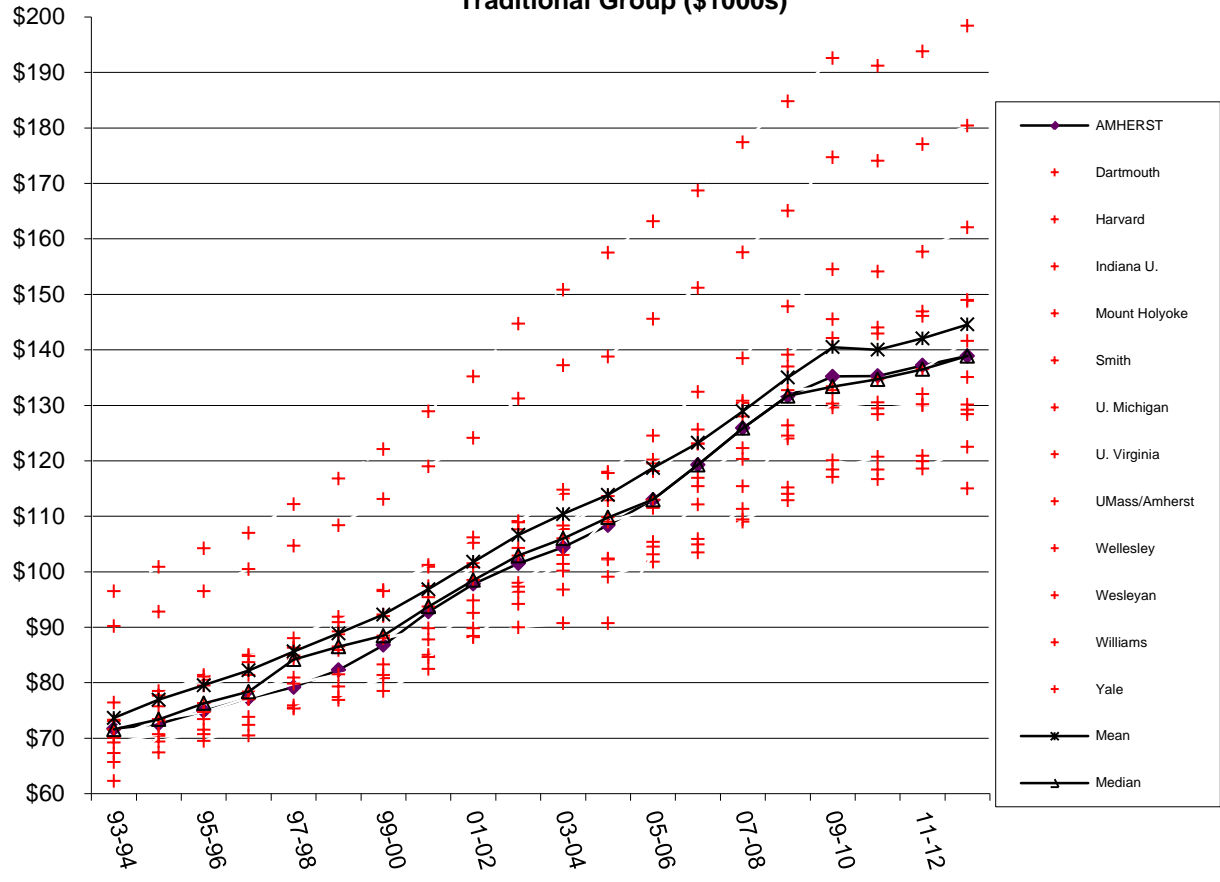
## Real Compensation (net of inflation), 1960 Dollars Amherst College



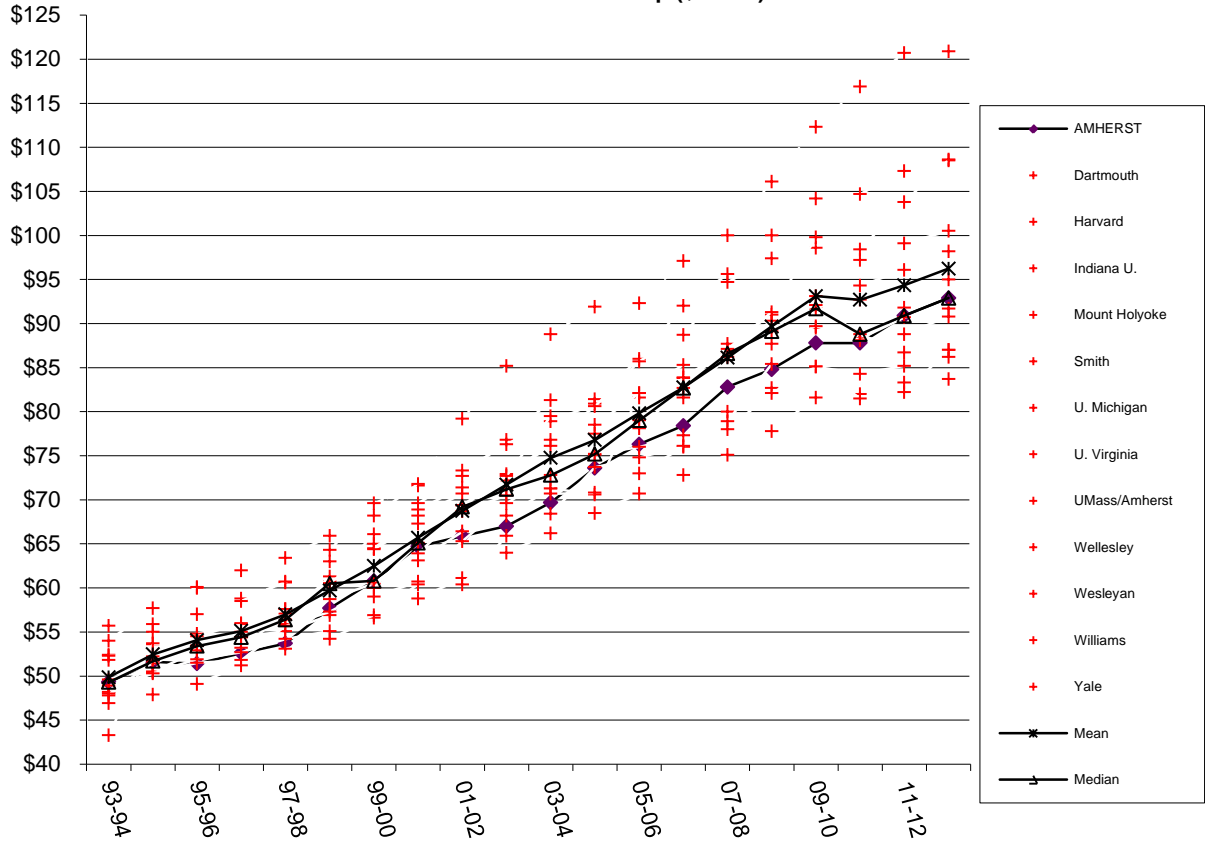
### Real Salary (net of inflation), 1960 Dollars Amherst College



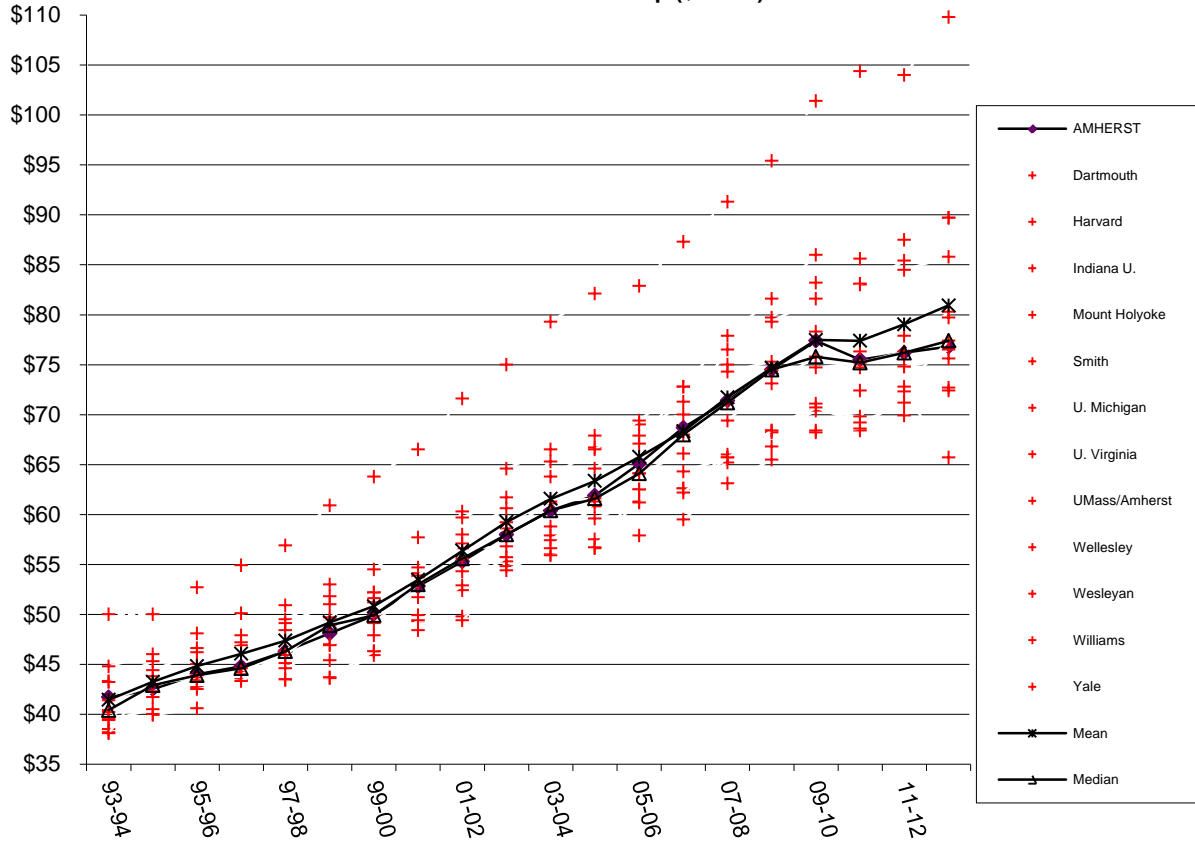
### Full Professor Average Salary Traditional Group (\$1000s)



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

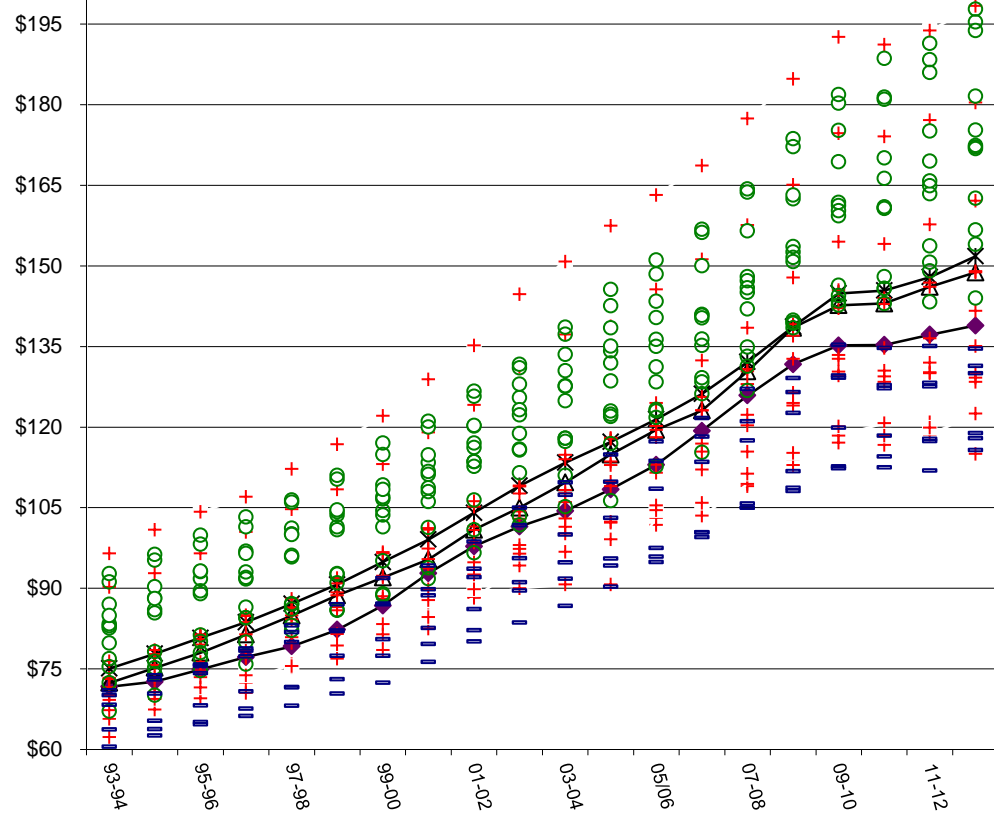


Assistant Professor Average Salary  
Traditional Group (\$1000s)



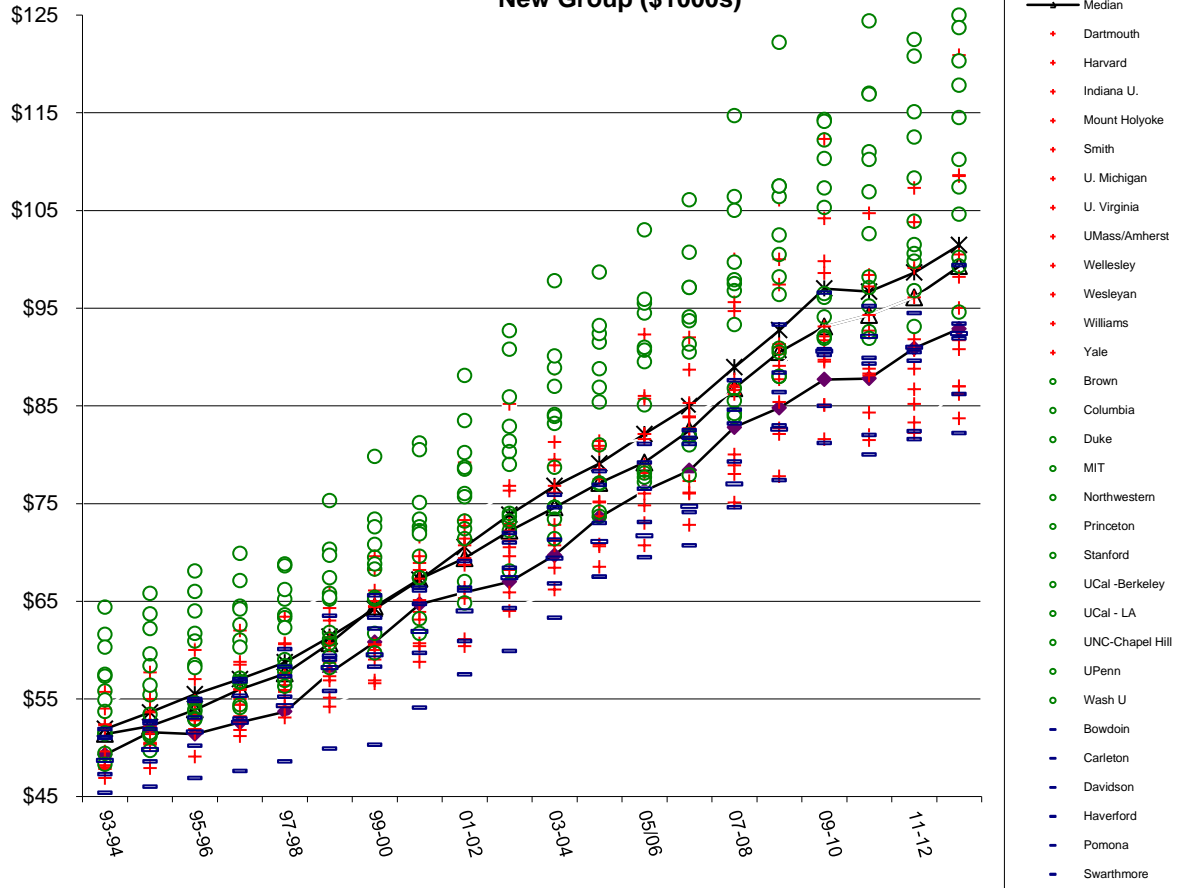


### Full Professor Average Salary New Group (\$1000s)

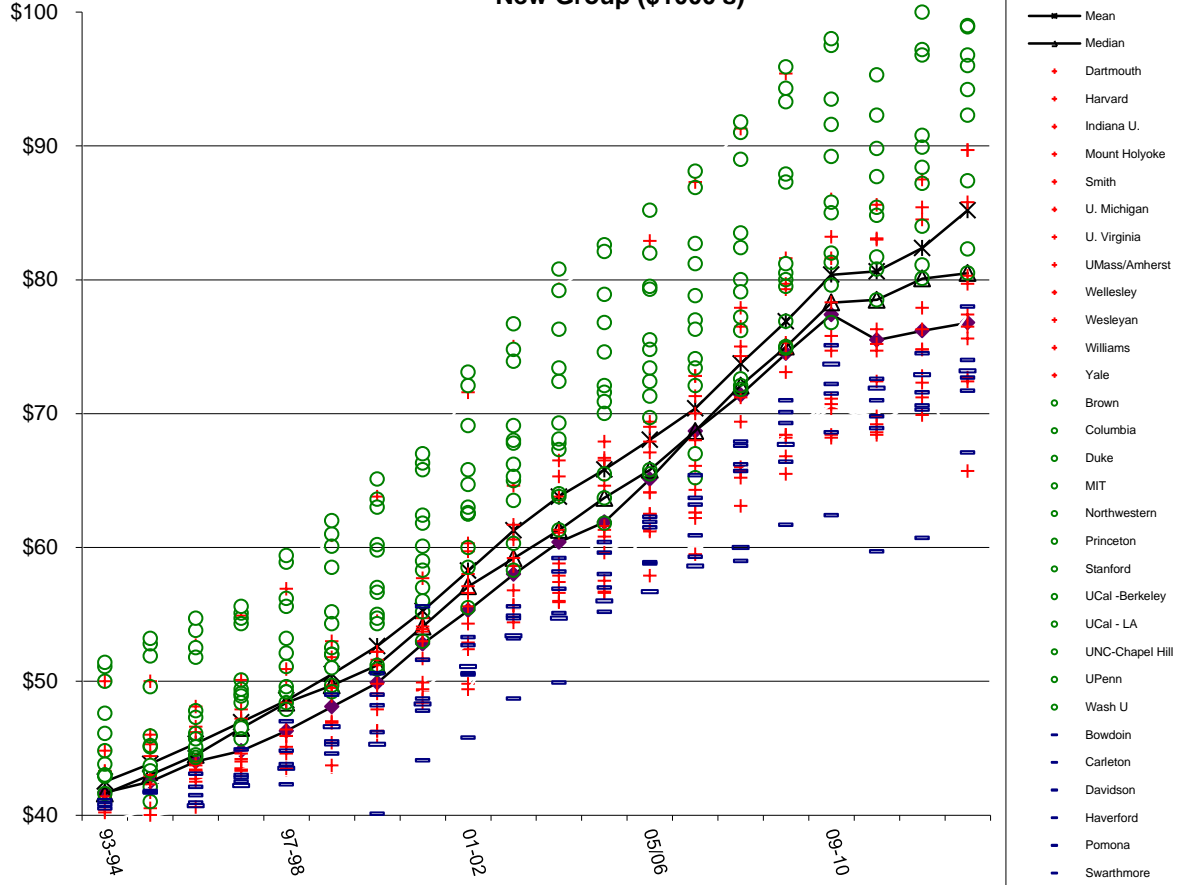


- ◆— AMHERST
- Mean
- ▲— Median
- + Dartmouth
- + Harvard
- + Indiana U.
- + Mount Holyoke
- + Smith
- + U. Michigan
- + U. Virginia
- + UMass/Amherst
- + Wellesley
- + Wesleyan
- + Williams
- + Yale
- Brown
- Columbia
- Duke
- MIT
- Northwestern
- Princeton
- Stanford
- UCal - Berkeley
- UCal - LA
-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

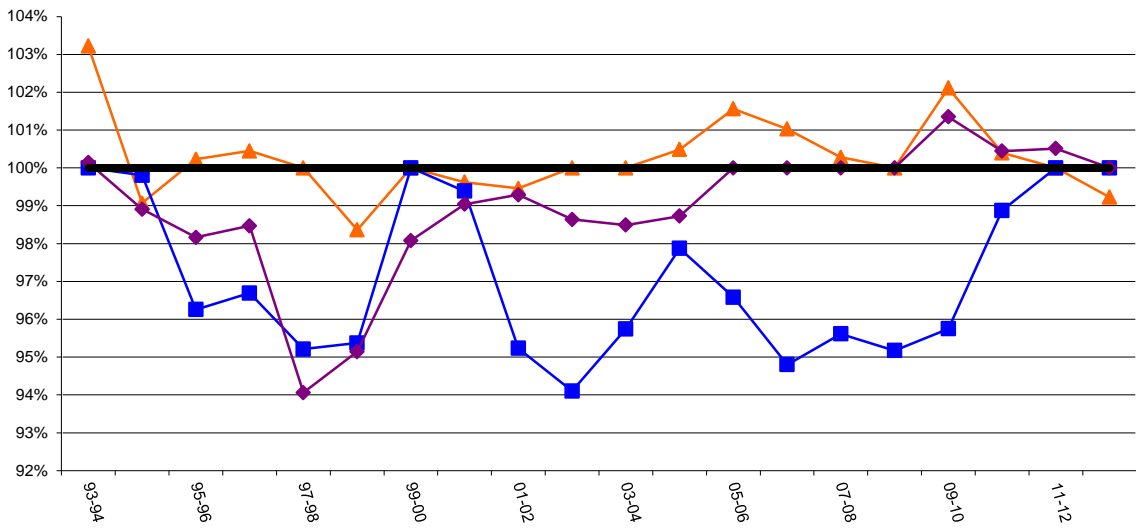
### Associate Professor Average Salary New Group (\$1000s)



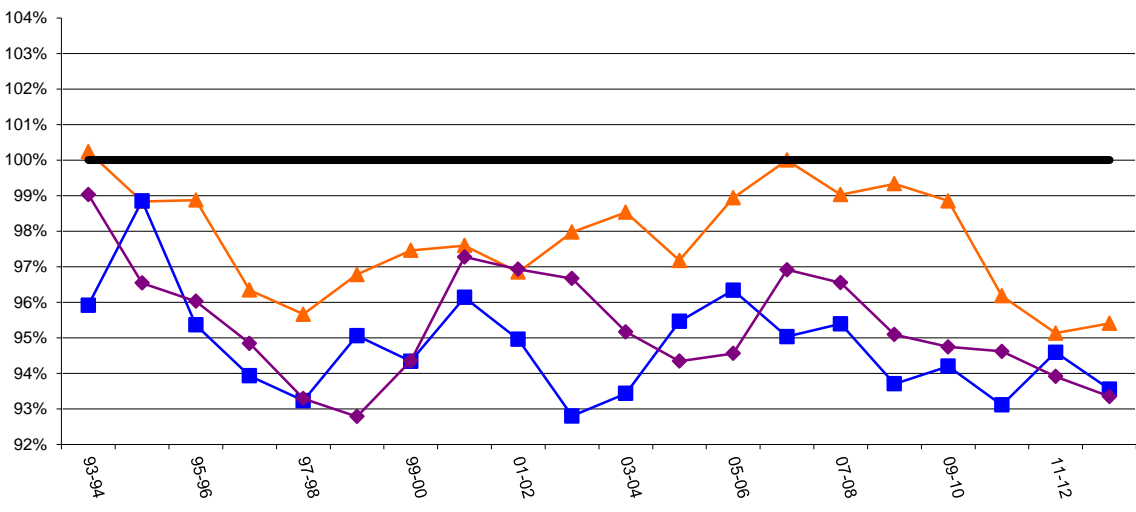
**Assistant Professor Average Salary  
New Group (\$1000's)**



**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