

# *Annual Faculty Salary Report, 2019-2020<sup>1</sup>*

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

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.

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<sup>1</sup> 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.

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

<sup>3</sup> 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 3<sup>rd</sup> 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 1<sup>st</sup> and 3<sup>rd</sup> quartiles (25<sup>th</sup> and 75<sup>th</sup> 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 75<sup>th</sup> percentile (i.e., in the top three institutions) among the comparison group of twelve liberal arts peer institutions (Table 1).***

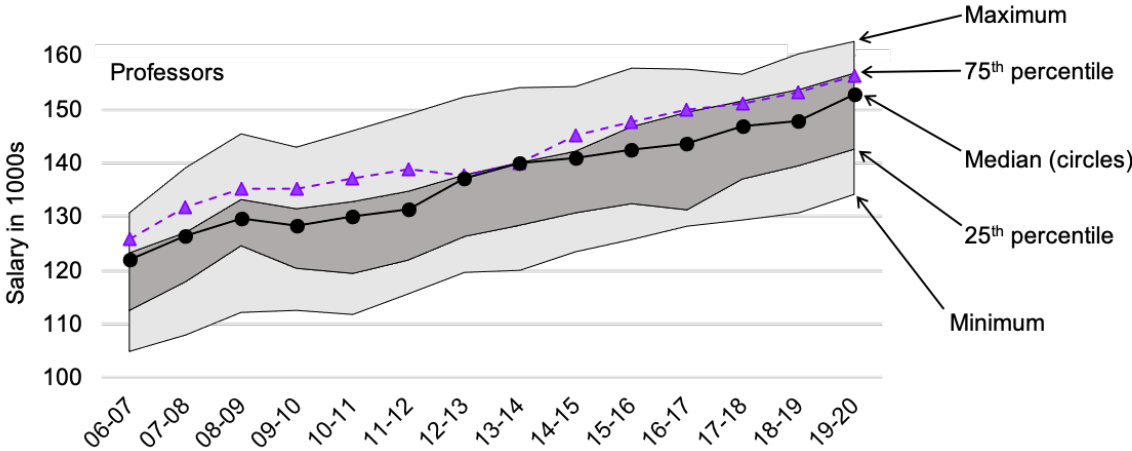
We also provide a historical record (2012-2020) of average salaries ranked for Amherst in comparison to the *Traditional group* (Appendix 2) and the *New group* (Appendix 3) including average and median values for the comparison.

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

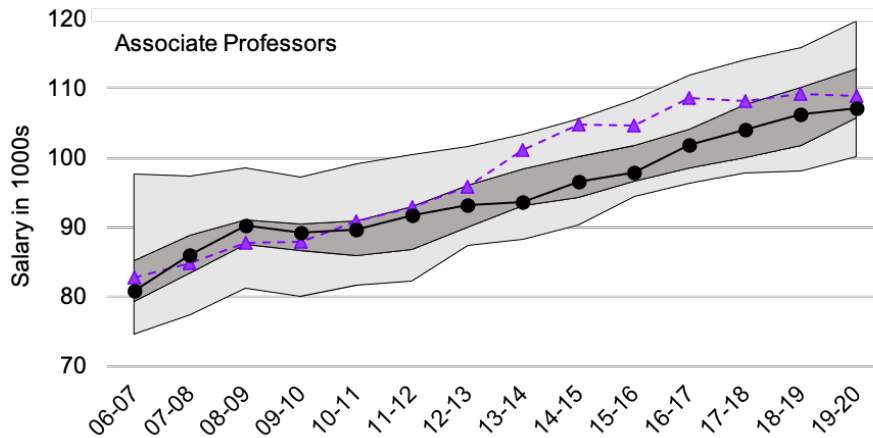
Historic quartile analyses can be used to determine if Amherst is achieving its stated benchmark of exceeding the 75<sup>th</sup> percentile in terms of faculty salaries in comparison to the *Liberal Arts group* of twelve institutions. Three analyses are presented including (A) the raw salary data (by 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**

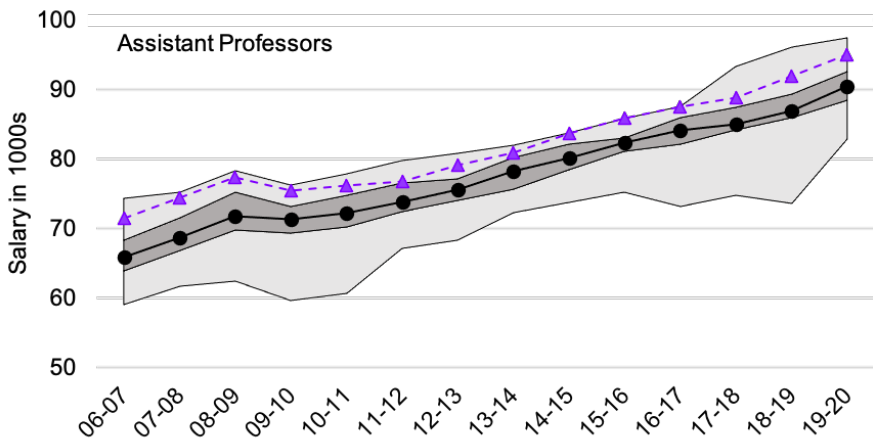
The historic quartile analysis shows a comparison of faculty salaries among the *Liberal Arts group*. The following graphs display salary (in thousands of dollars) as absolute numbers without transformation or modification for full professors (Figure 1), associate professors (Figure 2), and assistant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



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



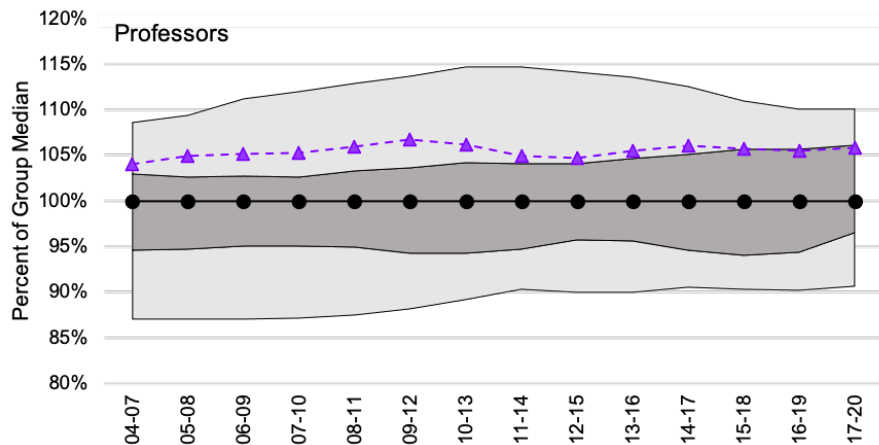
**Figure 2.** Unadjusted average salary (in thousands of dollars) for associate professors at Amherst College from 2007-2020.



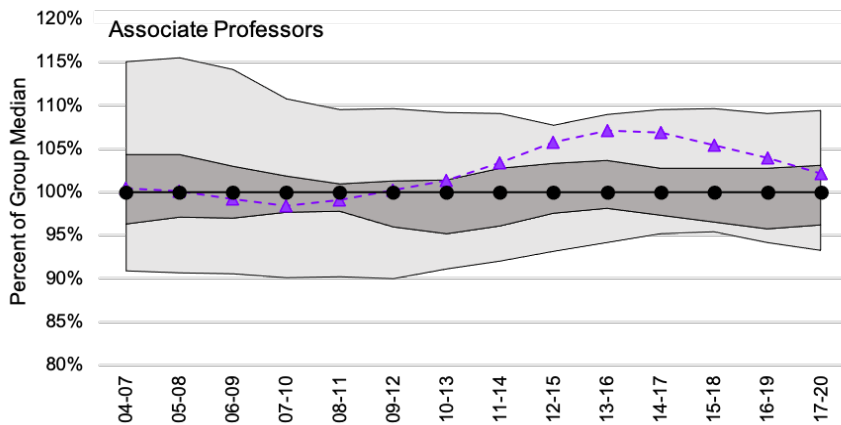
**Figure 3.** Unadjusted average salary (in thousands of dollars) for assistant professors at Amherst College from 2007-2020.

***(B) Normalized data***

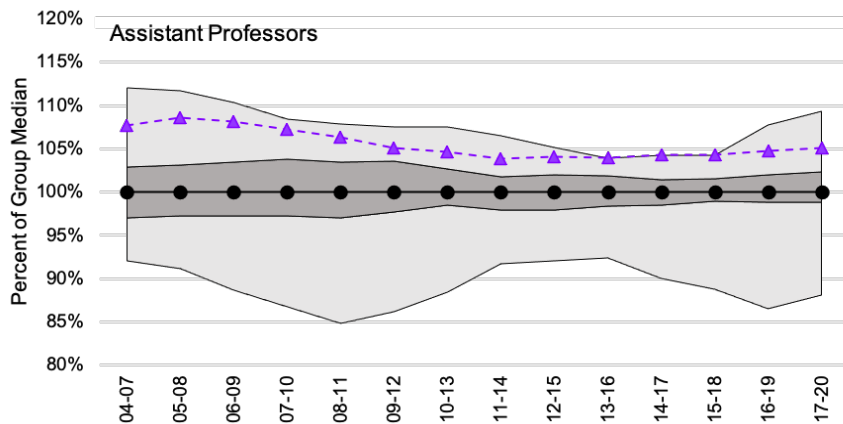
To facilitate comparison of salary data over time, salaries were normalized by dividing each salary by the group median for that time point. A three-year running average was applied first to smooth out single year fluctuations to better observe long-term trends. Data are plotted as the percent of the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

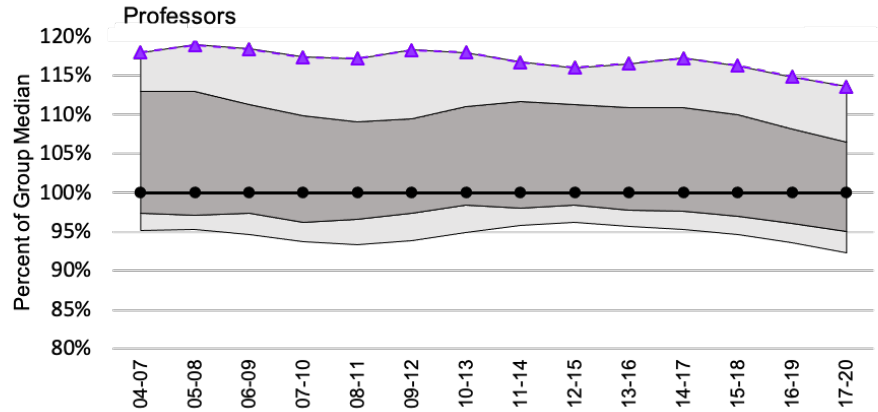
Failures to hit the benchmark for associate and full professors were also noted last year in the *2019 CPR Salary Report*. A potential explanation was offered suggesting that full professors span a wider range of salary level, from newly promoted faculty to those working at the college for several decades. 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***

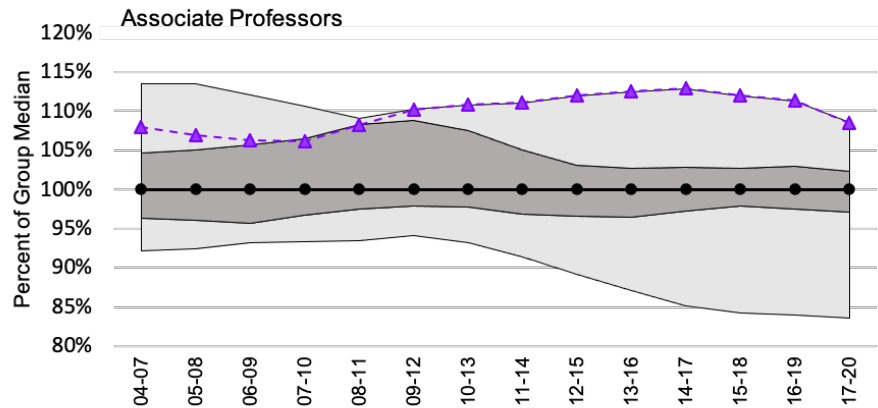
Salaries were adjusted in an effort to take cost of living into account. The cost of living adjustments (COLA) in the following figures were generated from the MIT living wage calculations from the current year: <http://livingwage.mit.edu/>. The living wage is a measure of the cost of living for a family 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](http://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.

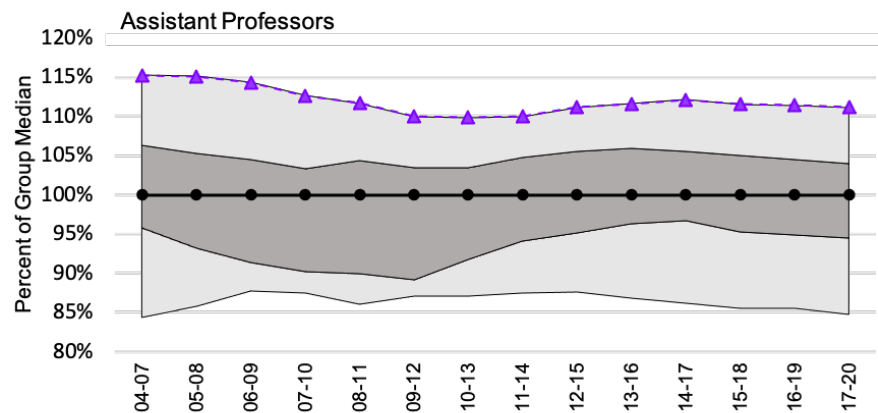




**Figure 7.** Salary adjusted for the 2020 cost of living salary plotted as the percentage of the median for full professors at Amherst College. Three-year rolling averages from 2005-2020 are shown.



**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 4<sup>th</sup> among the twelve liberal arts peer institutions (Appendix 1). This places Amherst above the 50<sup>th</sup> 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 6<sup>th</sup> 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 2<sup>nd</sup> 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 75<sup>th</sup> 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>				
<b>Discipline</b>	<i>Rank</i>	<i>No. Persons</i>	<i>Average</i>	<i>Median</i>
<b>Humanities</b>	Professor	43	\$157,098	\$155,900
	Associate	17	\$108,243	\$108,200
	Assistant	30	\$89,500	\$89,800
<b>Social Sciences</b>	Professor	19	\$152,368	\$150,100
	Associate	5	\$115,000	\$100,100
	Assistant	12	\$107,133	\$113,300
<b>Physical and Life Sciences</b>	Professor	23	\$157,830	\$151,300
	Associate	9	\$106,800	\$101,900
	Assistant	17	\$95,929	\$89,400
<b>All</b>		175	\$127,189	\$119,700

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

<i>Amherst College Faculty Salaries 2017-18</i>				
<b>Discipline</b>	<i>Rank</i>	<i>No. Persons</i>	<i>Average</i>	<i>Median</i>
<b>Humanities</b>	Professor	45	\$151,880	\$146,800
	Associate	19	\$104,637	\$100,700
	Assistant	23	\$87,117	\$86,000
<b>Social Sciences</b>	Professor	17	\$145,012	\$144,500
	Associate	4	\$123,925	\$128,550
	Assistant	11	\$90,255	\$88,300
<b>Physical and Life Sciences</b>	Professor	23	\$153,822	\$146,800
	Associate	6	\$108,767	\$107,000
	Assistant	12	\$90,908	\$88,500
<b>All</b>		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>						
<b>Rank</b>	<b>Female</b>			<b>Male</b>		
	<i>Median</i>	<i>Average</i>	<i>Count</i>	<i>Median</i>	<i>Average</i>	<i>Count</i>
<b>Professor</b>	\$148,100	\$150,424	37	\$156,050	\$160,721	48
<b>Associate</b>	\$103,000	\$108,813	15	\$105,950	\$109,008	16
<b>Assistant</b>	\$91,000	\$93,457	30	\$89,800	\$96,472	29
<b>All</b>	\$117,100	\$121,971	82	\$120,000	\$130,852	93

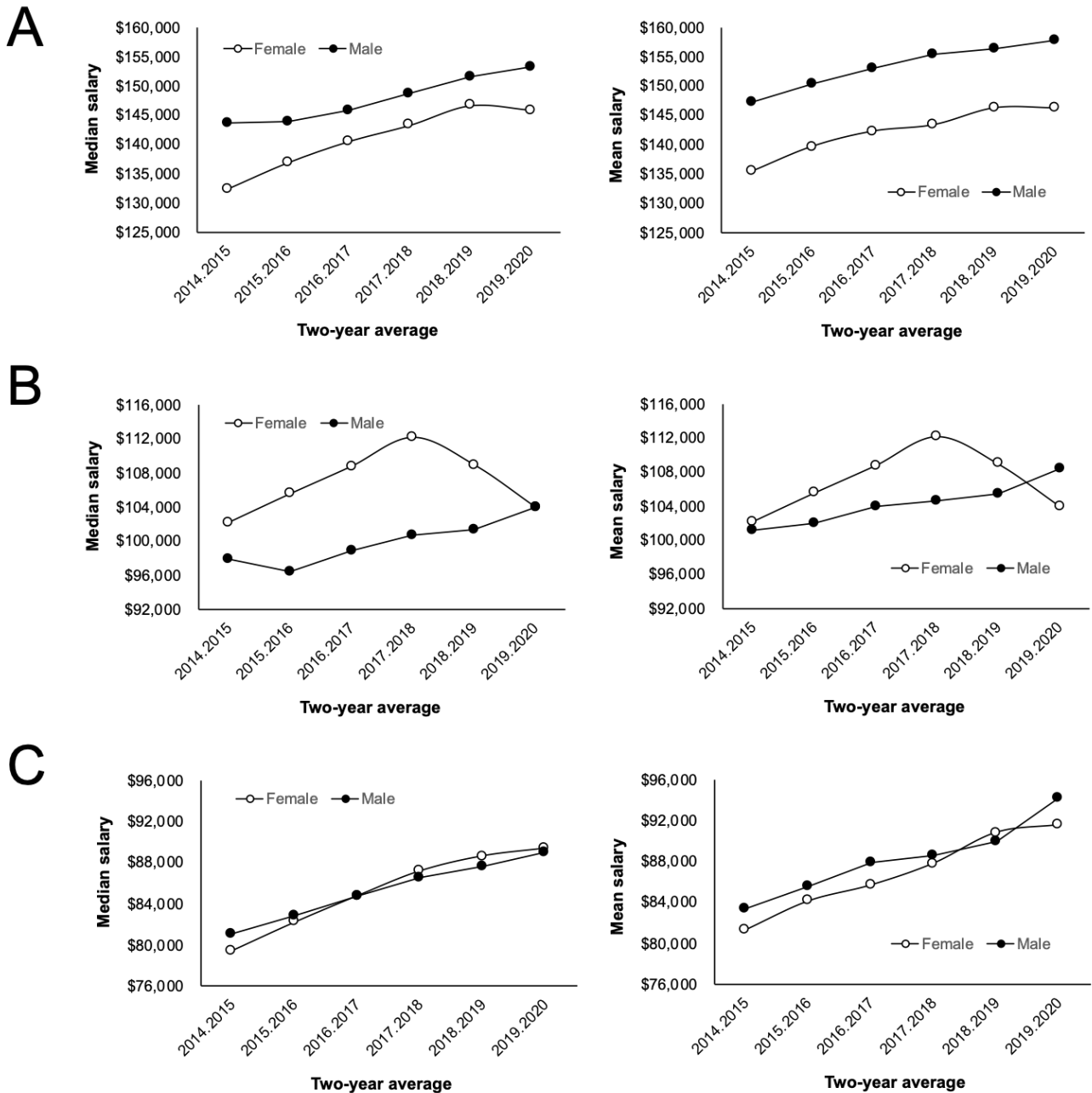
<i>Amherst College Faculty Salaries 2018-19</i>						
<b>Rank</b>	<b>Female</b>			<b>Male</b>		
	<i>Median</i>	<i>Average</i>	<i>Count</i>	<i>Median</i>	<i>Average</i>	<i>Count</i>
<b>Professor</b>	\$148,900	\$148,489	37	\$153,000	\$156,802	49
<b>Associate</b>	\$105,000	\$110,824	13	\$102,200	\$107,900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

<i>Amherst College Faculty Salaries 2017-18</i>						
<b>Rank</b>	<b>Female</b>			<b>Male</b>		
	<i>Median</i>	<i>Average</i>	<i>Count</i>	<i>Median</i>	<i>Average</i>	<i>Count</i>
<b>Professor</b>	\$144,500	\$143,977	35	\$150,000	\$155,970	50
<b>Associate</b>	\$113,000	\$113,550	14	\$100,700	\$103,113	15
<b>Assistant</b>	\$88,300	\$89,500	25	\$87,100	\$88,090	21
<b>All</b>	\$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 staff<sup>4</sup>. 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 1<sup>st</sup>). 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.

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<sup>4</sup>Teaching staff includes tenured and tenure-track faculty, coaches, lecturers and visitors.

In the present cycle, we appear to be exceeding the 75<sup>th</sup> 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
<b>PROFESSORS</b>							
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	<b>Amherst Coll</b>	<b>145.1</b>	<b>Amherst Coll</b>	<b>147.7</b>
<b>Amherst Coll</b>	<b>137.7</b>	<b>Amherst Coll</b>	<b>140.0</b>	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
<b>AC Median</b>	<b>132.8</b>	<b>AC Median</b>	<b>137.5</b>	<b>AC Median</b>	<b>140.0</b>	<b>AC Median</b>	<b>144.2</b>
<b>Group Median</b>	<b>133.2</b>	<b>Group Median</b>	<b>135.7</b>	<b>Group Median</b>	<b>137.3</b>	<b>Group Median</b>	<b>138.5</b>
<b>Group Mean</b>	<b>131.8</b>	<b>Group Mean</b>	<b>134.2</b>	<b>Group Mean</b>	<b>136.3</b>	<b>Group Mean</b>	<b>138.5</b>

FY2012-13		FY2013-14		FY2014-15		FY2015-16	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
<b>ASSOCIATE PROFESSORS</b>							
Wellesley Coll	101.6	Wellesley Coll	103.4	Pomona Coll	105.6	Pomona Coll	108.4
Pomona Coll	99.5	Pomona Coll	101.9	<b>Amherst Coll</b>	<b>104.7</b>	<b>Amherst Coll</b>	<b>104.6</b>
Swarthmore Coll	96.6	<b>Amherst Coll</b>	<b>101.1</b>	Wellesley Coll	102.4	Wellesley Coll	102.1
<b>Amherst Coll</b>	<b>95.8</b>	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
<b>AC Median</b>	<b>93.5</b>	<b>AC Median</b>	<b>100.0</b>	<b>AC Median</b>	<b>102.5</b>	<b>AC Median</b>	<b>98.9</b>
<b>Group Median</b>	<b>92.5</b>	<b>Group Median</b>	<b>93.4</b>	<b>Group Median</b>	<b>97.3</b>	<b>Group Median</b>	<b>99.0</b>
<b>Group Mean</b>	<b>92.9</b>	<b>Group Mean</b>	<b>95.1</b>	<b>Group Mean</b>	<b>97.3</b>	<b>Group Mean</b>	<b>99.3</b>

FY2012-13		FY2013-14		FY2014-15		FY2015-16	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
<b>ASSISTANT PROFESSORS</b>							
Wellesley Coll	80.8	Wellesley Coll	82.0	<b>Amherst Coll</b>	<b>83.7</b>	<b>Amherst Coll</b>	<b>85.9</b>
<b>Amherst Coll</b>	<b>79.0</b>	<b>Amherst Coll</b>	<b>80.8</b>	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
<b>AC Median</b>	<b>77.0</b>	<b>AC Median</b>	<b>79.0</b>	<b>AC Median</b>	<b>81.0</b>	<b>AC Median</b>	<b>83.5</b>
<b>Group Median</b>	<b>75.3</b>	<b>Group Median</b>	<b>78.3</b>	<b>Group Median</b>	<b>80.0</b>	<b>Group Median</b>	<b>82.6</b>
<b>Group Mean</b>	<b>74.8</b>	<b>Group Mean</b>	<b>77.2</b>	<b>Group Mean</b>	<b>79.4</b>	<b>Group Mean</b>	<b>81.3</b>

## 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
<b>PROFESSORS</b>							
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
<b>Amherst Coll</b>	<b>149.9</b>	Swarthmore Coll	153.1	Wesleyan U	155.8	Swarthmore Coll	158.4
Wesleyan U	149.4	Wesleyan U	152.6	Swarthmore Coll	155.2	<b>Amherst Coll</b>	<b>156.2</b>
Swarthmore Coll	149.3	<b>Amherst Coll</b>	<b>151.0</b>	<b>Amherst Coll</b>	<b>153.2</b>	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		
<b>AC Median</b>	<b>144.6</b>	<b>AC Median</b>	<b>146.8</b>	<b>AC Median</b>	<b>150.0</b>	<b>AC Median</b>	<b>152.4</b>
<b>Group Median</b>	<b>142.5</b>	<b>Group Median</b>	<b>146.6</b>	<b>Group Median</b>	<b>147.9</b>	<b>Group Median</b>	<b>146.4</b>
<b>Group Mean</b>	<b>141.3</b>	<b>Group Mean</b>	<b>143.3</b>	<b>Group Mean</b>	<b>145.8</b>	<b>Group Mean</b>	<b>148.5</b>

FY2016-17		FY2017-18		FY2018-19		FY2019-20	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
<b>ASSOCIATE PROFESSORS</b>							
Pomona Coll	111.9	Pomona Coll	114.1	Pomona Coll	115.9	Pomona Coll	119.6
<b>Amherst Coll</b>	<b>108.6</b>	Swarthmore Coll	108.7	Vassar Coll	110.4	Bowdoin Coll	114.1
Swarthmore Coll	104.4	<b>Amherst Coll</b>	<b>108.2</b>	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	<b>Amherst Coll</b>	<b>109.1</b>	Wellesley Coll	109.1
Wellesley Coll	102.5	Vassar Coll	105.5	Wesleyan U	108.7	<b>Amherst Coll</b>	<b>108.9</b>
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		
<b>AC Median</b>	<b>101.0</b>	<b>AC Median</b>	<b>101.6</b>	<b>AC Median</b>	<b>103.8</b>	<b>AC Median</b>	<b>103.7</b>
<b>Group Median</b>	<b>102.4</b>	<b>Group Median</b>	<b>105.0</b>	<b>Group Median</b>	<b>107.6</b>	<b>Group Median</b>	<b>108.0</b>
<b>Group Mean</b>	<b>102.2</b>	<b>Group Mean</b>	<b>104.1</b>	<b>Group Mean</b>	<b>105.9</b>	<b>Group Mean</b>	<b>108.6</b>

FY2016-17		FY2017-18		FY2018-19		FY2019-20	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
<b>ASSISTANT PROFESSORS</b>							
<b>Amherst Coll</b>	<b>87.6</b>	Pomona Coll	93.3	Pomona Coll	96.1	Pomona Coll	97.5
Wesleyan U	86.9	Wesleyan U	89.9	<b>Amherst Coll</b>	<b>92.0</b>	<b>Amherst Coll</b>	<b>94.9</b>
Pomona Coll	86.5	<b>Amherst Coll</b>	<b>88.9</b>	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		
<b>AC Median</b>	<b>86.1</b>	<b>AC Median</b>	<b>87.4</b>	<b>AC Median</b>	<b>88.8</b>	<b>AC Median</b>	<b>90.7</b>
<b>Group Median</b>	<b>83.9</b>	<b>Group Median</b>	<b>84.9</b>	<b>Group Median</b>	<b>87.3</b>	<b>Group Median</b>	<b>90.4</b>
<b>Group Mean</b>	<b>82.9</b>	<b>Group Mean</b>	<b>85.0</b>	<b>Group Mean</b>	<b>86.9</b>	<b>Group Mean</b>	<b>90.4</b>

**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
<b>PROFESSORS</b>							
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
<b>Amherst Coll</b>	<b>137.7</b>	<b>Amherst Coll</b>	<b>140.0</b>	<b>Amherst Coll</b>	<b>145.1</b>	<b>Amherst Coll</b>	<b>147.7</b>
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
<b>AC Median</b>	<b>132.8</b>	<b>AC Median</b>	<b>137.5</b>	<b>AC Median</b>	<b>140.0</b>	<b>AC Median</b>	<b>144.2</b>
<b>Group Median</b>	<b>137.7</b>	<b>Group Median</b>	<b>140.0</b>	<b>Group Median</b>	<b>145.1</b>	<b>Group Median</b>	<b>147.7</b>
<b>Group Mean</b>	<b>147.8</b>	<b>Group Mean</b>	<b>151.8</b>	<b>Group Mean</b>	<b>155.3</b>	<b>Group Mean</b>	<b>159.2</b>

FY2012-13		FY2013-14		FY2014-15		FY2015-16	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
<b>ASSOCIATE PROFESSORS</b>							
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
<b>Amherst Coll</b>	<b>95.8</b>	<b>Amherst Coll</b>	<b>101.1</b>	<b>Amherst Coll</b>	<b>104.7</b>	<b>Amherst Coll</b>	<b>104.6</b>
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
<b>AC Median</b>	<b>93.5</b>	<b>AC Median</b>	<b>100.0</b>	<b>AC Median</b>	<b>102.5</b>	<b>AC Median</b>	<b>98.9</b>
<b>Group Median</b>	<b>95.2</b>	<b>Group Median</b>	<b>99.5</b>	<b>Group Median</b>	<b>102.4</b>	<b>Group Median</b>	<b>104.0</b>
<b>Group Mean</b>	<b>98.1</b>	<b>Group Mean</b>	<b>101.5</b>	<b>Group Mean</b>	<b>103.4</b>	<b>Group Mean</b>	<b>106.1</b>

FY2012-13		FY2013-14		FY2014-15		FY2015-16	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
<b>ASSISTANT PROFESSORS</b>							
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	<b>Amherst Coll</b>	<b>85.9</b>
<b>Amherst Coll</b>	<b>79.0</b>	<b>Amherst Coll</b>	<b>80.8</b>	<b>Amherst Coll</b>	<b>83.7</b>	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
<b>AC Median</b>	<b>77.0</b>	<b>AC Median</b>	<b>79.0</b>	<b>AC Median</b>	<b>81.0</b>	<b>AC Median</b>	<b>83.5</b>
<b>Group Median</b>	<b>80.4</b>	<b>Group Median</b>	<b>82.0</b>	<b>Group Median</b>	<b>85.4</b>	<b>Group Median</b>	<b>85.9</b>
<b>Group Mean</b>	<b>83.3</b>	<b>Group Mean</b>	<b>85.8</b>	<b>Group Mean</b>	<b>88.5</b>	<b>Group Mean</b>	<b>90.9</b>

**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
<b>PROFESSORS</b>							
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
<b>Amherst Coll</b>	<b>149.9</b>	Wesleyan U	152.6	<b>Amherst Coll</b>	<b>153.2</b>	Wesleyan U	160.2
Wesleyan U	149.4	<b>Amherst Coll</b>	<b>151.0</b>	U Massachusetts-Amherst	152.3	<b>Amherst Coll</b>	<b>156.2</b>
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
<b>AC Median</b>	<b>144.6</b>	<b>AC Median</b>	<b>146.8</b>	<b>AC Median</b>	<b>150</b>	<b>AC Median</b>	<b>152.4</b>
<b>Group Median</b>	<b>150.3</b>	<b>Group Median</b>	<b>153.4</b>	<b>Group Median</b>	<b>155.8</b>	<b>Group Median</b>	<b>161.2</b>
<b>Group Mean</b>	<b>163.2</b>	<b>Group Mean</b>	<b>167.2</b>	<b>Group Mean</b>	<b>171.1</b>	<b>Group Mean</b>	<b>176.1</b>

FY2016-17		FY2017-18		FY2018-19		FY2019-20	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
<b>ASSOCIATE PROFESSORS</b>							
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
<b>Amherst Coll</b>	<b>108.6</b>	U Massachusetts-Amherst	109.0	<b>Amherst Coll</b>	<b>109.1</b>	U of Massachusetts-Amherst	112.3
U Massachusetts-Amherst	107.1	<b>Amherst Coll</b>	<b>108.2</b>	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	<b>Amherst Coll</b>	<b>108.9</b>
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
<b>AC Median</b>	<b>101.0</b>	<b>AC Median</b>	<b>101.6</b>	<b>AC Median</b>	<b>103.8</b>	<b>AC Median</b>	<b>103.7</b>
<b>Group Median</b>	<b>107.1</b>	<b>Group Median</b>	<b>108.2</b>	<b>Group Median</b>	<b>108.7</b>	<b>Group Median</b>	<b>111.2</b>
<b>Group Mean</b>	<b>109.3</b>	<b>Group Mean</b>	<b>113.2</b>	<b>Group Mean</b>	<b>114.3</b>	<b>Group Mean</b>	<b>117.7</b>

FY2016-17		FY2017-18		FY2018-19		FY2019-20	
RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY	RANK / INSTITUTION	MEAN SALARY
<b>ASSISTANT PROFESSORS</b>							
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	<b>Amherst Coll</b>	<b>92.0</b>	U of Virginia-Main Campus	97.1
<b>Amherst Coll</b>	<b>87.6</b>	Wesleyan U	89.9	Wesleyan U	91.5	<b>Amherst Coll</b>	<b>94.9</b>
Wesleyan U	86.9	<b>Amherst Coll</b>	<b>88.9</b>	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
<b>AC Median</b>	<b>86.1</b>	<b>AC Median</b>	<b>87.4</b>	<b>AC Median</b>	<b>88.8</b>	<b>AC Median</b>	<b>90.7</b>
<b>Group Median</b>	<b>89.5</b>	<b>Group Median</b>	<b>90.6</b>	<b>Group Median</b>	<b>92.0</b>	<b>Group Median</b>	<b>97.1</b>
<b>Group Mean</b>	<b>93.5</b>	<b>Group Mean</b>	<b>95.9</b>	<b>Group Mean</b>	<b>98.0</b>	<b>Group Mean</b>	<b>101.0</b>



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
<b>PROFESSORS</b>							
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	Washington U	192.4
U Virginia	172.4	U Virginia	177.3	U Virginia	182.6	Brown U	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
<b>Amherst Coll</b>	<b>149.9</b>	Swarthmore Coll	153.1	Swarthmore Coll	155.2	Wesleyan U	160.2
Wesleyan U	149.4	Wesleyan U	152.6	<b>Amherst Coll</b>	<b>153.2</b>	Swarthmore Coll	158.4
Swarthmore Coll	149.3	<b>Amherst Coll</b>	<b>151.0</b>	U Massachusetts-Amherst	152.3	<b>Amherst Coll</b>	<b>156.2</b>
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
<b>AC Median</b>							
<b>144.6</b>	<b>146.8</b>	<b>146.8</b>	<b>150.0</b>	<b>152.4</b>			
<b>Group Median</b>							
<b>162.8</b>	<b>164.8</b>	<b>164.8</b>	<b>169.1</b>	<b>170.6</b>			
<b>Group Mean</b>							
<b>173.0</b>	<b>177.9</b>	<b>177.9</b>	<b>182.7</b>	<b>188.3</b>			

**APPENDIX 3 (continued)**

**COMPARISON OF SALARIES - AMHERST COLLEGE AND THE NEW GROUP**

		<b>FY2012-13</b>			<b>FY2013-14</b>			<b>FY2014-15</b>			<b>FY2015-16</b>
<b>RANK / INSTITUTION</b>	<b>MEAN SALARY</b>		<b>RANK / INSTITUTION</b>	<b>MEAN SALARY</b>		<b>RANK / INSTITUTION</b>	<b>MEAN SALARY</b>		<b>RANK / INSTITUTION</b>	<b>MEAN SALARY</b>	
<b>ASSOCIATE PROFESSORS</b>											
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	<b>104.6</b>	
Swarthmore	96.6		<b>Amherst Coll</b>	<b>101.1</b>		<b>Amherst Coll</b>	<b>104.7</b>		U Massachusetts-Amherst	104.0	
U NC-Chapel Hill	96.5		U Virginia	99.5		Wellesley Coll	102.4		Wellesley Coll	102.1	
<b>Amherst Coll</b>	<b>95.8</b>		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	
<b>AC Median</b>											
<b>Group Median</b>	<b>101.0</b>		<b>Group Median</b>	<b>103.4</b>		<b>Group Median</b>	<b>105.6</b>		<b>Group Median</b>	<b>108.4</b>	
<b>Group Mean</b>	<b>104.0</b>		<b>Group Mean</b>	<b>107.2</b>		<b>Group Mean</b>	<b>110.3</b>		<b>Group Mean</b>	<b>112.5</b>	

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
<b>ASSOCIATE PROFESSORS</b>							
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	Pomona Coll	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
<b>Amherst Coll</b>	<b>108.6</b>	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	<b>Amherst Coll</b>	<b>108.2</b>	Bowdoin Coll	110.2	Vassar Coll	112.7
Swarthmore Coll	104.4	Bowdoin Coll	107.5	<b>Amherst Coll</b>	<b>109.1</b>	U of Massachusetts-Amherst	112.3
Bowdoin Coll	104.1	Westleyan U	106.5	Westleyan U	108.7	Westleyan U	111.2
Westleyan U	103.4	Westleyan U	105.7	Westleyan Coll	107.6	Westleyan Coll	109.1
Wellesley Coll	102.5	U North Carolina-Chapel Hill	105.5	U Massachusetts-Amherst	106.6	<b>Amherst Coll</b>	<b>108.9</b>
Vassar Coll	102.4	Vassar Coll	105.0	U North Carolina-Chapel Hill	106.3	Williams Coll	107.2
Williams Coll	101.8	Wellesley Coll	105.0	U North Carolina-Chapel Hill	106.3	Cartleton Coll	106.9
Davidson Coll	100.6	Williams Coll	104.0	Williams Coll	106.3	U North Carolina-Chapel Hill	104.8
Cartleton Coll	98.5	Cartleton Coll	101.2	Smith Coll	101.8	Smith Coll	104.6
Smith Coll	98.2	Haverford Coll	99.0	Cartleton Coll	101.4	Smith Coll	102.0
Haverford Coll	96.3	Davidson Coll	98.8	Haverford Coll	101.0	Indiana U-Bloomington	101.3
Mount Holyoke Coll	95.8	Smith Coll	97.8	Indiana U-Bloomington	98.3	Davidson Coll	100.1
Indiana U-Bloomington	95.7	Indiana U-Bloomington	97.3	Davidson Coll	98.0	Haverford Coll	100.1
		Mount Holyoke Coll	97.1	Mount Holyoke Coll	96.7	Mount Holyoke Coll	97.8
<b>AC Median</b>	<b>101.0</b>	<b>AC Median</b>	<b>101.6</b>	<b>AC Median</b>	<b>103.8</b>	<b>AC Median</b>	<b>103.7</b>
<b>Group Median</b>	<b>111.7</b>	<b>Group Median</b>	<b>113.7</b>	<b>Group Median</b>	<b>115.9</b>	<b>Group Median</b>	<b>119.1</b>
<b>Group Mean</b>	<b>116.6</b>	<b>Group Mean</b>	<b>120.2</b>	<b>Group Mean</b>	<b>122.9</b>	<b>Group Mean</b>	<b>126.4</b>



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

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
<b>ASSISTANT PROFESSORS</b>							
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
<b>Amherst Coll</b>	<b>87.6</b>	U Virginia	90.6	<b>Amherst Coll</b>	<b>92.0</b>	U of Virginia-Main Campus	97.1
Westleyan U	86.9	Westleyan U	89.9	Westleyan U	91.5	<b>Amherst Coll</b>	<b>94.9</b>
Pomona Coll	86.5	<b>Amherst Coll</b>	<b>88.9</b>	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
<b>AC Median</b>	<b>86.1</b>	<b>AC Median</b>	<b>87.4</b>	<b>AC Median</b>	<b>88.8</b>	<b>AC Median</b>	<b>90.7</b>
<b>Group Median</b>	<b>94.2</b>	<b>Group Median</b>	<b>95.7</b>	<b>Group Median</b>	<b>99.1</b>	<b>Group Median</b>	<b>101.5</b>
<b>Group Mean</b>	<b>97.9</b>	<b>Group Mean</b>	<b>100.5</b>	<b>Group Mean</b>	<b>103.3</b>	<b>Group Mean</b>	<b>106.7</b>

#### APPENDIX 4

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

<b>Humanities</b>	<b>Physical and Life Sciences</b>	<b>Social Sciences</b>
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		