

Annual Faculty Salary and Compensation Report, 2011-2012¹

Committee on Priorities and Resources Spring 2013

I. Charge

The Faculty Handbook charges the Committee on Priorities and Resources (CPR) to report each year to the Faculty on the status of Amherst faculty salaries and compensation.² Since the late 1970s, the annual report has compared salaries and compensations at Amherst with those at twelve other colleges and universities known as the Traditional Group. Since 2003-04, the CPR has also compared salaries and compensations with a broader group of colleges and universities that includes the original 12 plus an additional 18 institutions; this is the New Group.³ The comparative data on average salaries by rank are provided by the American Association of University Professors (AAUP). As was the case last year as well, this 2012 report on faculty salaries and compensation has been prepared to take advantage of the latest AAUP data.

II. Background and Summary of Issues

In recent years the CPR has discussed questions that complicate any consideration of Amherst faculty salaries. These questions include:

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

¹ This report is submitted by the voting members of the Committee on Priorities and Resources (CPR). We would like to thank our Administration and staff colleagues for their help in both compiling data and helping us to understand the meaning of the data for this report. We thank both the *ex officio* CPR members, including Greg Call, Shannon Gurek and Maria-Judith Rodriguez, as well as Sarah Barr, and the staff of the Office of the Dean of the Faculty.

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

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

We continue to address these issues and to explore ways to make the comparisons more accurate and meaningful. The comparisons that follow, even if imperfect, remain important because the College needs to be competitive both in salaries and in total compensation to attract new faculty and to retain those faculty already in place.

This year's report includes comparisons with both Traditional and New Groups. The CPR decided to continue to include both groups for a couple of reasons. One is that the Traditional Group has been a comparative group since the late 1970s and thus provides comparative historical data. The New Group includes the original 12 institutions of the Traditional Group, but adds other institutions and thus provides a broader set of comparative data. In 2003, the Board of Trustees and the Administration had asked the CPR to create a New Group to better define the cohort of institutions that the faculty saw as comparable and to facilitate the creation of a benchmark for evaluating Amherst's performance in faculty salaries.

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

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

A second source of possible bias may come from the inclusion of professional school faculty salaries in the AAUP data. Salaries at professional schools (schools of law, medicine, etc.) tend to be higher than salaries paid at liberal arts institutions, a fact that typically stems from the university's need to compete with the higher salaries paid to professionals in those fields outside the university. The ICGR tried to evaluate the salary effects of professional schools and concluded, after correcting as well as possible for the inclusion of professional school data by some institutions, that the rankings in recent CPR

salary reports would not be altered significantly. However, despite the correction's minimal effects on Amherst's *rankings*, absolute differences between salaries at Amherst and at universities with professional schools were affected by 5 to 10 percent and, in rare cases, by up to 20 percent, so that the absolute disparities between Amherst's salaries and those of many of the institutions above it in the rankings tended to be less dramatic. This means that Amherst's salaries are closer to the arts and sciences faculty at big universities than the uncorrected data indicate. The IGCR recommended monitoring professional school salary data periodically, and we have included adjusted salary data in this report (see Tables 3A, 3B, and 3C in the Appendix). We discuss the current year's corrected rankings in Section "VI.B: Additional Issues" below.

III. Benchmarks

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

In the CPR's 2004-05 Report, no new benchmarks were set, and 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 have floated between 95% and 98% of the median salary in the New Group. The Committee ultimately decided to propose a flexible benchmark that might bring Amherst salaries at all levels consistently above the median of the New Group, allowing them to fluctuate between 102% and 105% of the median. Following the financial crisis of 2008, the goal was postponed until after 2012 so that the College could follow the global budgetary plan set by the Advisory Budget Committee (ABC)⁴ in June 2009. Now that we are coming out of that period, the CPR supports serious consideration of the flexible benchmarks discussed by it in 2008-09. Doing so now will bolster the College's competitiveness at all ranks, and we further suggest that future Committees evaluate how well the benchmark works every two or three years.

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

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

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 rank, thus overstating the actual salary increases for most members of the Assistant and Associate Professor groups. And we again point out that long-term trends are more significant than short-term trends, for they smooth out demographic variations in rank that result from hiring, promotion and retirement.

A. Full Professors

The 5-year *salary* data show that among full professors, Amherst dropped one position last year in both the New Group (19th out of 31 total institutions, down from 18th) and the Traditional Group (7th out of 13 total, down from 6th). See Tables 1A and 1B in the Appendix. However, the rankings in both groups have remained largely unchanged over the past five years. Amherst's Full Professor salaries remained at the median for the Traditional Group but below the median for the New Group (Charts D and E in the Appendix).

The *compensation* data for full professors also shows that Amherst dropped one position in both groups (from 18th to 19th in the New Group of 31 institutions, and from 6th to 7th in the Traditional Group of 13 institutions); in both cases, Amherst moved from just above Williams to just below. See Tables 2A and 2B in the Appendix. As was the case for salaries, the rankings in both groups have remained largely unchanged: at the median in the Traditional Group, but below the median for the New Group. Summaries of Full Professor data are given below.

Full Professor *Salary* Rankings

Year	Traditional Group (N=13)	New Group(N=31)
2007-08	7	18
2008-09	6	19
2009-10	6	18
2010-11	6	18
2011-12	7	19

Full Professor *Compensation* Rankings

Year	Traditional Group (N=13)	New Group (N=31)
2007-08	6	18
2008-09	7	19
2009-10	6	18
2010-11	6	18
2011-12	7	19

B. Associate Professors

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

For *salary* in the last three years in the Traditional Group, Amherst began at the 10th position, moved up to 7th in 2010-11, and remained at 7th in 2011-12. In the New Group, Amherst similarly moved from 26th place to 21st in 2010-11, and remained at 21st in 2011-12. (See Tables 1A and 1B). For *compensation*, we saw similar movement: from 9th to 7th and then 7th again in the Traditional Group, and from 24th to 21st and then 21st again in the New Group. (See Tables 2A and 2B). Amherst Associate Professors continue to be significantly below the median of institutions in the New Group, more so than Full Professors. Meanwhile, they are currently at the median in the Traditional Group. Summaries of the salary and compensation data for Associate Professors are given below.

Associate Professor Salary Rankings

Year	Traditional Group (N=13)	New Group(N=31)
2007-08	10	25
2008-09	10	26
2009-10	10	26
2010-11	7	21
2011-12	7	21

Associate Professor Compensation Rankings

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

C. Assistant Professors

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

In the comparison of salaries, Assistant Professors have dropped below the median in each group, and notably so in the New Group. In the comparison of compensation, Assistant Professors have dropped from comfortably above the median in both groups to just below in the Traditional Group and well below in the New Group.

Ranking for *salaries* of Assistant Professors at Amherst in the Traditional Group had fallen one step to the 7th place in 2010-11, and again another step in 2011-12. In the New Group the ranking dropped one position in 2009-10 and in 2010-11, followed by a more dramatic drop by three steps in 2011-12, putting us at the 21st place. (See Tables 1A and 1B). The *salary* increases awarded to Amherst’s Assistant Professors were 3.8% in the past year.

In comparing *compensation* in the Traditional Group, Amherst’s Assistant Professors dropped four positions over the past three years, to 8th place. The comparison of *compensation* in the New Group shows that Amherst dropped ten rankings in the same period, to 23rd position overall. Summaries of salary and compensation data for Assistant Professors are below.

Assistant Professor *Salary* Rankings

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

Assistant Professor *Compensation* Rankings

Year	Traditional Group (N=13)	New Group (N=31)
2007-08	4	12
2008-09	4	13
2009-10	5	16
2010-11	7	20
2011-12	8	23

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 have seen a drop in Amherst's rankings for Assistant Professors, and in both salaries and total compensation. However, it is entirely possible that this drop is due to a number of retirements of Full Professors and a burst of hiring at the Assistant Professor level. That is, due to Amherst's larger-than-usual rate of faculty turnover in the past two or three years, our ranks of Assistant Professors may be more skewed towards very recent hires than our peer institutions. On the other hand, it is also entirely possible that our peer institutions have encountered similar shifts but have simply increased salaries and compensation more than we have; or perhaps it is a combination of the two factors.

Ideally, of course, we would like to compare our recent hiring numbers with those of our peers. In the absence of that information, however, future Committees should be able to deduce the cause indirectly. More precisely, if the primary factor is that we have hired more than our peers, then in a few years our rankings will presumably rise well *above* the medians of our comparison groups, as our Assistant Professors will have more seniority, on average, than Assistant Professors at our peer institutions. However, if our rankings do not recover soon, then it would seem likely that we are systematically drifting behind.

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 be exhibiting a greater volatility in recent years.

Meanwhile, the parental leave policy has been improved starting in 2012-13 to make it more competitive. The College is also examining a change in mortgage policy so as to make housing in the Amherst area more affordable for faculty members.

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

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

In recent years, the CPR's salary report has attempted to address this issue by obtaining data from university and professional school websites and published and proprietary salary data for those institutions with professional schools. These data are at best provisional and incomplete, but they can give us some indication of what a more accurate picture of the actual salary differences between Amherst and the arts and sciences faculties at other institutions would look like. In making these adjustments for professional school salaries, we should also point out that in some fields, Amherst must compete with professional schools for faculty (in economics, health sciences, law, etc.). Moreover, the actual incomes of professors at large research universities—even in the liberal arts—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 in Tables 3A,B,C (in the Appendix) for the New Group schools. Of course, salary levels for the liberal arts colleges and for universities that excluded professional school data from their AAUP reports remain unchanged. For most others, average reported salaries were inflated by between 5% and 10% by the inclusion of professional school data. A few others needed larger corrections - up to 20% - at the Associate and Assistant Professor levels. The rankings for Amherst faculty salaries within the New Group with corrections made to exclude professional school salaries are below.

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

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

<i>Year</i>	<i>Full Prof.</i>	<i>Full Prof.</i>	<i>Assoc. Prof</i>	<i>Assoc. Prof</i>	<i>Asst. Prof.</i>	<i>Asst. Prof.</i>
	Uncorrected	Corrected	Uncorrected	Corrected	Uncorrected	Corrected
2007-08	18	15	25	20	17	12
2008-09	19	17	26	21	17	11
2009-10	18	17	26	22	18	16
2010-11	18	17	21	17	18	16
2011-12	19	17	21	18	21	18

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 2012-13, but calls attention to this task for the Committee in the next year or two.
- 2) The absolute difference in salaries when compared with those of the liberal arts faculties in the schools ahead of us in the rankings is less formidable than the uncorrected data suggest. However, Amherst has still fallen below the median in salary at all ranks.

C. Cost of living

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

differences did not change Amherst's ranking for Full Professors in the Traditional Group, although the adjustment did alter the particular institutions that placed ahead of Amherst.

D. How Salaries Are Set

In response to questions from members of the Faculty, we would like to clarify how salary increases are set. Each year, the Administration, with the advice of the CPR and the approval of the Trustees, establishes a "pool" for faculty salary increases. This "pool" represents a percentage of the total salary budget for the teaching staff⁶. A similar "pool" is established for 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 recent timing of salary announcements. Why, they ask, has the announcement moved from mid-April or early May to the summer? The answer seems to have much to do with the timing of Board of Trustee meetings, and with their agendas. But waiting as late as possible to set the "pool" often allows the Administration to make positive adjustments as the budget plays itself out at the end of the fiscal year. The CPR asks that the Administration make every effort to announce the anticipated pool figure in time for the Faculty to ask questions of it before the end of Spring semester.

VII. Conclusions and Recommendations

Following the recommendations of the Advisory Budget Committee⁷, the faculty salary pools were frozen for 2009-10 at the previous year's levels. Until the economic downturn in Fall 2008, the Administration and the Board of Trustees had worked hard to increase salaries and enhance benefits for the faculty. Yet despite the strong percentage salary increases that took place in those years, Amherst's actual rankings for *salaries* paid in both the Traditional and New Groups had stayed in a holding pattern below the median, trending further downward in the past two years. More precisely, we are currently at the median in the Traditional Group for Full and Associate ranks, but we are below the median at all ranks in the New Group, and at the Assistant rank in both Groups. We have certainly not

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

⁷See footnote 4 on page 3.

made substantial progress toward the 102 - 105% benchmark. In 2008-2009—in salary and compensation levels set before the economic downturn—Amherst’s rankings had either fallen modestly or stayed constant (with the exception of a slight rise in the ranking of assistant professors’ salaries) compared to other institutions in the New Group. More recently, Amherst’s rankings have fallen further. As noted earlier, however, it is possible that some or all of this drop can be explained by our recent burst of hiring. But it is also possible that Amherst is falling behind even after correcting for any shift in the absolute level of seniority of our faculty, especially if our peer institutions have also been hiring.

In FY2010, most of our peer institutions implemented very modest salary adjustments. It appears that Amherst’s salary freeze at the associate and full professorial level did not significantly change the College’s rankings compared to either the Traditional or the New Groups. In terms of salary, the College retained exactly the same rankings in the Traditional Group. In comparison to the New Group, the College’s ranking rose or fell slightly depending on professorial rank and whether the comparison was with salary or overall compensation. As colleges and universities move on from the 2008 economic downturn, the CPR will closely monitor the situation to ensure that Amherst’s salary and compensation rankings do not further decline in comparison with either the Traditional or the New Groups. If Amherst’s drop in the rankings does not correct itself as our newly hired faculty gain seniority in the next few years, or if it becomes clear that our peer institutions have also had similar bursts of hiring, the CPR will strongly advocate for higher percentage increases so as to ensure that the College is headed toward the goal of rankings consistently above the median of both the Traditional and the New Groups.

Despite the 2008 economic downturn, the Committee continues to believe that the College should employ a flexible benchmark to bring Amherst *salaries* (which are more uniformly comparable among the various institutions than is *compensation*) at all levels consistently above the median of the Traditional and New Groups, allowing them to fluctuate between 102% and 105% of the median. The CPR urges future committees to track the situation to ensure that salaries do not fall further below the median for the New Group.

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE TRADITIONAL GROUP

Table 1A

RANK/ INSTITUTION	ACTUAL FY2009-10 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2010-11 SALARY DOLLARS	% INC	RANK/ INSTITUTION	ACTUAL FY2011-12 SALARY DOLLARS	% INC
PROFESSORS		PROFESSORS			PROFESSORS		
Harvard	191.2	Harvard	193.8	3.8%	Harvard	198.4	2.8%
Yale	174.1	Yale	177.1	2.3%	Yale	180.4	2.8%
Dartmouth	154.1	Dartmouth	157.7	3.1%	Dartmouth	162.1	3.7%
U. Michigan	144.0	U. Michigan	146.9	2.4%	Wellesley	149.0	2.8%
Wellesley	142.9	Wellesley	146.1	4.6%	U. Michigan	148.8	3.0%
<u>AMHERST</u>	<u>135.3</u>	<u>AMHERST</u>	<u>137.2</u>	<u>2.5%</u>	U. Virginia	141.6	3.1%
U. Virginia	134.7	U. Virginia	136.5	1.1%	<u>AMHERST</u>	<u>138.9</u>	<u>2.6%</u>
Williams	130.5	Williams	132.0	2.0%	Williams	135.1	2.6%
Wesleyan	129.4	Wesleyan	130.2	2.0%	Smith	130.1	2.7%
Smith	128.4	Smith	130.0	3.3%	Wesleyan	129.2	1.6%
Indiana U.	120.7	Indiana U.	120.9	0.4%	Indiana U.	128.4	6.0%
Mount Holyoke	118.4	Mount Holyoke	119.9	2.9%	UMass/Amherst	122.5	3.5%
UMass/Amherst	116.7	UMass/Amherst	118.6	2.6%	Mount Holyoke	115.0	-0.1%
ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS			ASSOCIATE PROFESSORS		
Harvard	116.9	Harvard	120.7	5.4%	Harvard	120.9	5.7%
Dartmouth	104.7	Dartmouth	107.3	3.3%	Yale	108.6	6.0%
Yale	98.4	Yale	103.8	4.4%	Dartmouth	108.5	4.4%
Wellesley	97.2	Wellesley	99.1	2.1%	Wellesley	100.5	2.6%
U. Michigan	94.3	U. Michigan	96.1	2.9%	U. Michigan	98.2	3.1%
U. Virginia	92.7	U. Virginia	91.8	2.0%	U. Virginia	95.0	3.8%
Williams	88.8	<u>AMHERST</u>	<u>90.9</u>	<u>4.3%</u>	<u>AMHERST</u>	<u>92.9</u>	<u>4.3%</u>
Smith	88.3	Smith	90.7	3.9%	Smith	91.7	3.0%
UMass/Amherst	88.1	UMass/Amherst	88.8	3.2%	UMass/Amherst	90.8	5.4%
<u>AMHERST</u>	<u>87.8</u>	Williams	86.7	2.3%	Williams	87.0	3.7%
Wesleyan	84.3	Wesleyan	85.2	4.3%	Indiana U.	87.0	6.8%
Indiana U.	82.0	Mount Holyoke	83.3	4.3%	Wesleyan	86.2	3.2%
Mount Holyoke	81.5	Indiana U.	82.2	1.2%	Mount Holyoke	83.7	3.9%
ASSISTANT PROFESSORS		ASSISTANT PROFESSORS			ASSISTANT PROFESSORS		
Harvard	104.4	Harvard	104.0	4.1%	Harvard	109.8	5.2%
Yale	85.6	Yale	87.5	3.5%	Yale	89.7	3.1%
U. Michigan	83.1	Dartmouth	85.4	5.1%	Dartmouth	89.7	5.6%
Dartmouth	83.0	U. Michigan	84.5	2.5%	U. Michigan	85.8	3.0%
Wellesley	76.3	Wellesley	77.9	5.0%	U. Virginia	80.3	3.8%
<u>AMHERST</u>	<u>75.5</u>	U. Virginia	76.3	0.9%	Wellesley	79.7	3.0%
U. Virginia	75.2	<u>AMHERST</u>	<u>76.2</u>	<u>3.7%</u>	Indiana U.	77.4	7.0%
Williams	74.7	Smith	74.8	7.3%	<u>AMHERST</u>	<u>76.8</u>	<u>3.8%</u>
Indiana U.	72.4	Williams	74.8	2.1%	Williams	76.5	4.4%
Smith	69.8	Indiana U.	72.8	1.1%	Smith	75.6	3.5%
Wesleyan	69.2	Mount Holyoke	72.3	4.1%	UMass/Amherst	72.7	5.6%
UMass/Amherst	68.6	Wesleyan	71.2	3.3%	Wesleyan	72.4	3.8%
Mount Holyoke	68.4	UMass/Amherst	69.9	3.3%	Mount Holyoke	65.7	1.3%

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE NEW GROUP

Table 1B

RANK/ INSTITUTION	ACTUAL FY2009-10 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2010-11 SALARY DOLLARS	% INC	RANK/ INSTITUTION	ACTUAL FY2011-12 SALARY DOLLARS	% INC	
PROFESSORS			PROFESSORS			PROFESSORS		
Harvard	191.2	Harvard	193.8	3.8%	Harvard	198.4	2.8%	
Columbia U.	188.6	Columbia U.	191.4	1.6%	Columbia U.	197.8	6.2%	
Stanford U.	181.4	Stanford U.	188.4	4.8%	Stanford U.	195.4	4.6%	
Princeton U.	181.0	Princeton U.	186.0	2.1%	Princeton U.	193.8	4.1%	
Yale	174.1	Yale	177.1	2.3%	U. Pennsylvania	181.6	3.5%	
U. Pennsylvania	170.1	U. Pennsylvania	175.1	3.0%	Yale	180.4	2.8%	
Northwestern U.	166.3	Northwestern U.	169.5	2.4%	Duke U.	175.3	4.3%	
MIT	161.0	MIT	165.8	2.9%	Washington U.	172.4	n.d	
Duke U.	160.8	Washington U.	164.9	n.d	Northwestern U.	172.1	3.0%	
Washington U.	160.7	Duke U.	163.4	1.1%	MIT	171.8	4.2%	
Dartmouth	154.1	Dartmouth	157.7	3.1%	U. CA-Los Angeles	162.6	n.d	
U. CA-Los Angeles	148.0	U. CA-Los Angeles	153.7	n.d	Dartmouth	162.1	3.7%	
Brown U.	145.8	Brown U.	150.7	3.4%	Brown U.	156.7	3.6%	
U. CA-Berkeley	145.8	U. CA-Berkeley	149.1	n.d	U. CA-Berkeley	154.0	n.d	
U. Michigan	144.0	U. Michigan	146.9	2.4%	Wellesley	149.0	2.8%	
U. NC-Chapel Hill	143.0	Wellesley	146.1	4.6%	U. Michigan	148.8	3.0%	
Wellesley	142.9	U. NC-Chapel Hill	143.3	1.2%	U. NC-Chapel Hill	144.0	1.2%	
AMHERST	135.3	AMHERST	137.2	2.5%	U. Virginia	141.6	3.1%	
Pomona	134.7	U. Virginia	136.5	1.1%	AMHERST	138.9	2.6%	
U. Virginia	134.7	Pomona	135.1	1.6%	Williams	135.1	2.6%	
Williams	130.5	Williams	132.0	2.0%	Pomona	134.6	3.8%	
Wesleyan	129.4	Wesleyan	130.2	2.0%	Swarthmore	131.4	5.7%	
Smith	128.4	Smith	130.0	3.3%	Smith	130.1	2.7%	
Bowdoin	127.8	Swarthmore	128.2	3.0%	Bowdoin	130.0	2.9%	
Swarthmore	127.2	Bowdoin	127.6	2.0%	Wesleyan	129.2	1.6%	
Indiana U.	120.7	Indiana U.	120.9	0.4%	Indiana U.	128.4	6.0%	
Mount Holyoke	118.4	Mount Holyoke	119.9	2.9%	UMass/Amherst	122.5	3.5%	
Haverford	118.4	UMass/Amherst	118.6	2.6%	Haverford	118.9	1.9%	
UMass/Amherst	116.7	Haverford	117.8	1.1%	Carleton	117.9	1.8%	
Carleton	114.5	Carleton	117.4	3.2%	Davidson	115.7	3.0%	
Davidson	112.5	Davidson	111.9	3.0%	Mount Holyoke	115.0	-0.1%	
ASSOCIATE PROFESSORS			ASSOCIATE PROFESSORS			ASSOCIATE PROFESSORS		
Stanford U.	124.4	Stanford U.	126.8	5.3%	Stanford U.	131.2	7.2%	
Columbia U.	117.0	Columbia U.	122.5	5.9%	Columbia U.	125.0	8.3%	
Harvard	116.9	Princeton U.	120.8	3.6%	Princeton U.	123.7	10.3%	
Princeton U.	116.9	Harvard	120.7	5.4%	Harvard	120.9	5.7%	
MIT	111.0	MIT	115.1	5.5%	MIT	120.3	5.4%	
U. Pennsylvania	110.2	U. Pennsylvania	112.5	3.1%	U. Pennsylvania	117.8	4.0%	
Northwestern U.	106.9	Northwestern U.	108.3	4.0%	Duke U.	114.5	5.8%	
Dartmouth	104.7	Dartmouth	107.3	3.3%	Northwestern U.	110.2	4.4%	
Duke U.	102.6	Duke U.	103.9	2.7%	Yale	108.6	6.0%	
Yale	98.4	Yale	103.8	4.4%	Dartmouth	108.5	4.4%	
U. CA-Berkeley	98.2	U. CA-Berkeley	101.5	n.d	U. CA-Los Angeles	107.4	n.d	
Wellesley	97.2	U. CA-Los Angeles	100.6	n.d	U. CA-Berkeley	104.6	n.d	
Washington U.	97.1	Washington U.	99.8	n.d	Wellesley	100.5	2.6%	
Pomona	95.2	Wellesley	99.1	4.3%	Washington U.	100.2	n.d	
U. CA-Los Angeles	95.2	Brown U.	96.8	5.2%	Pomona	99.4	6.4%	
U. Michigan	94.3	U. Michigan	96.1	2.9%	Brown U.	99.3	5.0%	
U. Virginia	92.7	Pomona	94.5	4.0%	U. Michigan	98.2	3.1%	
U. NC-Chapel Hill	92.6	U. NC-Chapel Hill	93.1	1.7%	U. Virginia	95.0	3.8%	
Haverford	92.1	U. Virginia	91.8	2.0%	U. NC-Chapel Hill	94.6	1.6%	
Brown U.	91.9	Haverford	91.0	1.4%	Swarthmore	93.4	5.5%	
Swarthmore	89.9	AMHERST	90.9	4.3%	AMHERST	92.9	4.3%	
Bowdoin	89.3	Smith	90.7	3.9%	Haverford	92.4	2.1%	
Williams	88.8	Swarthmore	90.5	3.0%	Bowdoin	91.9	3.4%	
Smith	88.3	Bowdoin	89.6	2.3%	Smith	91.7	3.0%	
UMass/Amherst	88.1	UMass/Amherst	88.8	3.2%	UMass/Amherst	90.8	5.4%	
AMHERST	87.8	Williams	86.7	2.3%	Williams	87.0	3.7%	
Wesleyan	84.3	Wesleyan	85.2	2.1%	Indiana U.	87.0	6.8%	
Indiana U.	82.0	Mount Holyoke	83.3	4.3%	Wesleyan	86.2	3.2%	
Davidson	82.0	Davidson	82.4	3.1%	Davidson	86.2	5.5%	
Mount Holyoke	81.5	Indiana U.	82.2	1.2%	Mount Holyoke	83.7	3.9%	
Carleton	80.0	Carleton	81.6	3.8%	Carleton	82.2	2.8%	

COMPARISON OF SALARIES - AMHERST COLLEGE AND THE NEW GROUP

Table 1B

RANK/ INSTITUTION	ACTUAL FY2009-10 SALARY DOLLARS	RANK/ INSTITUTION	ACTUAL FY2010-11 SALARY DOLLARS	% INC	RANK/ INSTITUTION	ACTUAL FY2011-12 SALARY DOLLARS	% INC
ASSISTANT PROFESSORS					ASSISTANT PROFESSORS		
Harvard	104.4	U. Pennsylvania	106.8	3.4%	U. Pennsylvania	112.3	3.6%
U. Pennsylvania	102.3	Harvard	104.0	4.1%	Harvard	109.8	5.2%
MIT	100.6	Stanford U.	103.4	7.2%	Stanford U.	109.8	5.2%
Stanford U.	100.5	MIT	100.0	2.0%	MIT	102.8	3.9%
Northwestern U.	95.3	Columbia U.	97.2	4.2%	Columbia U.	99.0	1.2%
Columbia U.	92.3	Northwestern U.	96.8	3.9%	Northwestern U.	98.9	4.4%
Duke U.	89.8	Washington U.	89.9	n.d	Washington U.	96.8	n.d
Princeton U.	87.7	U. CA-Berkeley	88.4	n.d	Duke U.	96.0	4.1%
Yale	85.6	Yale	87.5	3.5%	Princeton U.	94.2	7.0%
Washington U.	85.4	Duke U.	87.2	2.0%	U. CA-Berkeley	92.3	n.d
U. CA-Berkeley	84.8	Dartmouth	85.4	5.1%	Yale	89.7	3.1%
U. Michigan	83.1	U. Michigan	84.5	2.5%	Dartmouth	89.7	5.6%
Dartmouth	83.0	U. CA-Los Angeles	84.0	n.d	U. CA-Los Angeles	87.4	n.d
U. CA-Los Angeles	81.7	U. NC-Chapel Hill	81.1	1.4%	U. Michigan	85.8	3.0%
U. NC-Chapel Hill	80.8	Brown U.	80.1	5.7%	Brown U.	82.3	5.3%
Brown U.	78.5	Wellesley	77.9	5.0%	U. NC-Chapel Hill	80.5	1.4%
Wellesley	76.3	U. Virginia	76.3	0.9%	U. Virginia	80.3	3.8%
<u>AMHERST</u>	<u>75.5</u>	<u>AMHERST</u>	<u>76.2</u>	<u>3.7%</u>	Wellesley	79.7	3.0%
U. Virginia	75.2	Smith	74.8	7.3%	Pomona	78.0	11.6%
Williams	74.7	Williams	74.8	2.1%	Indiana U.	77.4	7.0%
Pomona	72.6	Pomona	74.5	4.9%	<u>AMHERST</u>	<u>76.8</u>	<u>3.8%</u>
Indiana U.	72.4	Haverford	72.9	2.0%	Williams	76.5	4.4%
Haverford	71.9	Indiana U.	72.8	1.1%	Smith	75.6	3.5%
Swarthmore	71.0	Mount Holyoke	72.3	4.1%	Bowdoin	74.0	7.2%
Bowdoin	69.8	Princeton U.	90.8	6.6%	Haverford	73.2	3.6%
Smith	69.8	Swarthmore	71.6	3.0%	Swarthmore	72.7	3.6%
Wesleyan	69.2	Wesleyan	71.2	3.3%	UMass/Amherst	72.7	5.6%
Carleton	68.9	Bowdoin	70.6	3.5%	Wesleyan	72.4	3.8%
UMass/Amherst	68.6	Carleton	70.3	2.3%	Carleton	71.7	3.3%
Mount Holyoke	68.4	UMass/Amherst	69.9	3.3%	Davidson	67.1	8.0%
Davidson	59.7	Davidson	60.7	7.0%	Mount Holyoke	65.7	1.3%

COMPARISON OF COMPENSATION - AMHERST COLLEGE AND THE TRADITIONAL GROUP

Table 2A

RANK/ INSTITUTION	ACTUAL FY2009-10 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2010-11 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2011-12 COMPENSATION
PROFESSORS		PROFESSORS		PROFESSORS	
Harvard	239.9	Harvard	242.1	Harvard	248.8
Yale	211.3	Yale	214.5	Yale	217.6
Dartmouth	198.8	Dartmouth	203.1	Dartmouth	205.4
Wellesley	185.3	Wellesley	187.9	Wellesley	189.0
U. Michigan	175.6	U. Michigan	179.3	U. Michigan	180.9
<u>AMHERST</u>	<u>169.8</u>	<u>AMHERST</u>	<u>172.2</u>	Williams	176.9
Smith	169.8	Williams	171.7	<u>AMHERST</u>	<u>175.1</u>
Williams	169.5	Smith	170.4	U. Virginia	174.4
U. Virginia	166.8	U. Virginia	168.1	Smith	167.2
Wesleyan	160.8	Wesleyan	161.6	UMass/Amherst	164.5
Indiana U.	153.4	Indiana U.	154.0	Indiana U.	163.0
Mount Holyoke	150.8	Mount Holyoke	153.5	Wesleyan	162.0
UMass/Amherst	141.1	UMass/Amherst	143.7	Mount Holyoke	146.7
ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS	
Harvard	150.7	Harvard	152.5	Harvard	154.3
Dartmouth	137.7	Dartmouth	140.5	Dartmouth	139.4
Wellesley	128.3	Yale	131.5	Yale	136.9
Yale	125.5	Wellesley	129.2	Wellesley	129.2
Smith	120.4	Smith	123.1	U. Michigan	123.9
U. Michigan	119.7	U. Michigan	121.9	UMass/Amherst	122.4
U. Virginia	118.2	<u>AMHERST</u>	<u>118.8</u>	<u>AMHERST</u>	<u>121.8</u>
Williams	117.5	U. Virginia	116.8	U. Virginia	121.1
<u>AMHERST</u>	<u>116.1</u>	Williams	116.1	Smith	120.0
Mount Holyoke	109.1	Mount Holyoke	112.9	Williams	116.5
UMass/Amherst	107.4	UMass/Amherst	108.3	Indiana U.	113.3
Indiana U.	106.8	Wesleyan	107.7	Wesleyan	111.1
Wesleyan	105.8	Indiana U.	107.2	Mount Holyoke	108.8
ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		ASSISTANT PROFESSORS	
Harvard	133.6	Harvard	131.8	Harvard	139.6
Yale	110.2	Yale	112.6	Yale	115.3
U. Michigan	106.6	Mount Holyoke	109.4	Dartmouth	111.8
Dartmouth	105.7	Dartmouth	108.6	U. Michigan	109.5
<u>AMHERST</u>	<u>100.5</u>	U. Michigan	108.3	Wellesley	102.6
Wellesley	99.7	Wellesley	103.3	U. Virginia	102.5
Williams	98.8	<u>AMHERST</u>	<u>99.9</u>	Williams	101.0
U. Virginia	96.6	Williams	99.6	<u>AMHERST</u>	<u>100.9</u>
Indiana U.	93.9	Smith	98.6	Indiana U.	100.3
Smith	92.7	U. Virginia	98.2	UMass/Amherst	98.1
Mount Holyoke	90.1	Indiana U.	95.0	Smith	96.2
Wesleyan	87.1	Wesleyan	89.1	Wesleyan	90.4
UMass/Amherst	83.0	UMass/Amherst	84.1	Mount Holyoke	84.6

RANK/ INSTITUTION	ACTUAL FY2009-10 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2010-11 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2011-2012 COMPENSATION
PROFESSORS		PROFESSORS		PROFESSORS	
Harvard	239.9	Harvard	242.1	Columbia U.	261.5
Stanford U.	223.6	Columbia U.	239.1	Harvard	248.8
Columbia U.	221.8	Stanford U.	231.0	Stanford U.	240.8
Princeton U.	220.8	Princeton U.	228.0	Princeton U.	234.2
U. Pennsylvania	215.2	U. Pennsylvania	223.9	U. Pennsylvania	231.8
Yale	211.3	Northwestern U.	214.7	Northwestern U.	217.9
Northwestern U.	210.7	Yale	214.5	Yale	217.6
MIT	200.0	MIT	206.0	U. CA-Los Angeles	215.7
Duke U.	199.9	Washington U.	203.1	Duke U.	214.8
Dartmouth	198.8	U. CA-Los Angeles	203.0	MIT	214.2
Washington U.	198.2	Duke U.	199.9	Washington U.	212.2
U. CA-Los Angeles	195.2	Dartmouth	198.8	Dartmouth	205.4
U. CA-Berkeley	192.4	U. CA-Berkeley	197.3	U. CA-Berkeley	205.0
Wellesley	185.3	Wellesley	187.9	Brown U.	195.8
Brown U.	182.8	Brown U.	186.4	Wellesley	189.0
U. Michigan	175.6	U. Michigan	179.4	U. Michigan	180.9
U. NC-Chapel Hill	173.2	U. NC-Chapel Hill	175.4	U. NC-Chapel Hill	177.5
AMHERST	169.8	AMHERST	172.2	Williams	176.9
Smith	169.8	Williams	171.7	AMHERST	175.1
Pomona	169.6	Pomona	171.1	U. Virginia	174.4
Williams	169.5	Smith	170.4	Pomona	170.0
U. Virginia	166.8	U. Virginia	168.1	Bowdoin	169.3
Bowdoin	165.6	Bowdoin	166.4	Smith	167.2
Swarthmore	162.7	Swarthmore	165.0	Swarthmore	166.5
Wesleyan	160.8	Wesleyan	161.6	UMass/Amherst	164.5
Haverford	156.1	Haverford	159.5	Indiana U.	163.0
Indiana U.	153.4	Indiana U.	154.0	Wesleyan	162.0
Mount Holyoke	150.8	Mount Holyoke	153.5	Haverford	159.7
Carleton	149.5	Carleton	151.1	Carleton	154.1
Davidson	146.9	UMass/Amherst	143.7	Mount Holyoke	146.7
UMass/Amherst	141.1	Davidson	138.7	Davidson	142.7
ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS		ASSOCIATE PROFESSORS	
Stanford U.	163.3	Stanford U.	162.9	Stanford U.	171.9
Columbia U.	152.0	Columbia U.	156.6	Columbia U.	165.0
Harvard	150.7	U. Pennsylvania	153.3	U. Pennsylvania	159.8
U. Pennsylvania	147.7	Harvard	152.5	Harvard	154.3
Princeton U.	145.4	Princeton U.	151.0	MIT	152.3
MIT	141.4	MIT	146.5	Princeton U.	152.2
Northwestern U.	140.7	Northwestern U.	142.6	U. CA-Los Angeles	146.2
Dartmouth	137.7	Dartmouth	140.5	Northwestern U.	145.0
U. CA-Berkeley	132.7	U. CA-Berkeley	137.6	U. CA-Berkeley	142.7
U. CA-Los Angeles	128.9	U. CA-Los Angeles	136.5	Duke U.	142.6
Duke U.	128.9	Yale	131.5	Dartmouth	139.4
Wellesley	128.3	Duke U.	130.9	Yale	136.9
Haverford	126.5	Wellesley	129.2	Haverford	130.4
Yale	125.5	Haverford	128.1	Wellesley	129.2
Pomona	121.3	Washington U.	124.2	Pomona	126.8
Smith	120.4	Smith	123.1	Brown U.	126.1
Washington U.	120.1	Pomona	122.0	Washington U.	125.0
U. Michigan	119.7	U. Michigan	121.9	U. Michigan	123.9
U. Virginia	118.2	Brown U.	121.0	Swarthmore	123.3
Swarthmore	118.1	Swarthmore	120.0	UMass/Amherst	122.4
Bowdoin	117.7	AMHERST	118.8	AMHERST	121.8
Williams	117.5	Bowdoin	118.7	Bowdoin	121.5
Brown U.	116.7	U. NC-Chapel Hill	117.3	U. Virginia	121.2
AMHERST	116.1	U. Virginia	116.8	Smith	120.0
U. NC-Chapel Hill	115.4	Williams	116.1	U. NC-Chapel Hill	119.8
Mount Holyoke	109.1	Mount Holyoke	112.9	Williams	116.5
Carleton	107.8	Carleton	108.4	Indiana U.	113.3
UMass/Amherst	107.4	UMass/Amherst	108.3	Carleton	111.5
Indiana U.	106.8	Wesleyan	107.7	Wesleyan	111.1
Wesleyan	105.8	Indiana U.	107.2	Mount Holyoke	108.8
Davidson	102.2	Davidson	102.0	Davidson	106.5

COMPARISON OF COMPENSATION - AMHERST COLLEGE AND THE NEW GROUP

Table 2B

RANK/ INSTITUTION	ACTUAL FY2009-10 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2010-11 COMPENSATION	RANK/ INSTITUTION	ACTUAL FY2011-2012 COMPENSATION
ASSISTANT PROFESSORS		ASSISTANT PROFESSORS		ASSISTANT PROFESSORS	
U. Pennsylvania	138.6	U. Pennsylvania	138.6	U. Pennsylvania	153.4
Harvard	133.6	Harvard	131.8	Harvard	139.6
MIT	128.5	MIT	128.5	Stanford U.	138.9
Stanford U.	127.0	Stanford U.	127.0	MIT	131.9
Northwestern U.	126.0	Northwestern U.	126.0	Northwestern U.	130.7
Columbia U.	119.8	U. CA-Berkeley	121.1	U. CA-Berkeley	127.2
U. CA-Berkeley	115.8	Columbia U.	118.7	Columbia U.	121.3
U. CA-Los Angeles	112.0	U. CA-Los Angeles	115.7	U. CA-Los Angeles	121.2
Duke U.	111.2	Princeton U.	115.1	Duke U.	118.4
Princeton U.	110.5	Yale	112.6	Princeton U.	116.9
Yale	110.2	Mount Holyoke	109.4	Washington U.	115.6
U. Michigan	106.6	Dartmouth	108.6	Yale	115.3
Dartmouth	105.7	Duke U.	108.1	Indiana U.	113.3
Washington U.	101.9	U. Michigan	108.0	Dartmouth	111.8
U. NC-Chapel Hill	101.3	Washington U.	108.0	U. Michigan	109.5
<u>AMHERST</u>	<u>100.5</u>	U. NC-Chapel Hill	107.0	Brown U.	105.8
Brown U.	100.3	Haverford	104.1	Haverford	103.8
Wellesley	99.7	Wellesley	103.3	Pomona	103.0
Williams	98.8	Brown U.	101.8	U. NC-Chapel Hill	102.7
Haverford	98.7	<u>AMHERST</u>	<u>99.9</u>	Wellesley	102.6
U. Virginia	96.6	Williams	99.6	U. Virginia	102.5
Pomona	94.7	Smith	98.6	Williams	101.0
Indiana U.	93.9	U. Virginia	98.2	<u>AMHERST</u>	<u>100.9</u>
Swarthmore	93.6	Pomona	97.5	Bowdoin	98.2
Bowdoin	92.9	Indiana U.	95.0	UMass/Amherst	98.1
Smith	92.7	Swarthmore	94.6	Swarthmore	96.3
Carleton	90.1	Bowdoin	94.3	Smith	96.2
Mount Holyoke	90.1	Carleton	93.2	Carleton	95.2
Wesleyan	87.1	Wesleyan	89.1	Wesleyan	90.4
UMass/Amherst	83.0	UMass/Amherst	84.1	Davidson	84.8
Davidson	76.5	Davidson	74.1	Mount Holyoke	84.6

**TABLE 3A
PROFESSIONAL SCHOOL ADJUSTMENTS NEW GROUP**

	2010-2011			2011-2012		
	Salary	Prof.	Adjusted	Salary	Prof.	Adjusted
	Dollars	School		Dollars	School	
	AAUP	Adjustment	Salary	AAUP	Adjustment	Salary
PROFESSORS				PROFESSORS		
Princeton U.	186.0	0	186.0	Princeton U.	193.8	0
Stanford U.	188.4	5	179.0	Stanford U.	195.4	5
Harvard	193.8	10	174.4	Harvard	198.4	10
Columbia U.	191.4	10	172.3	Columbia U.	197.8	10
Yale	177.1	10	159.4	Duke U.	175.3	5
U. Pennsylvania	175.1	10	157.6	U. Pennsylvania	181.6	10
Duke U.	163.4	5	155.2	Yale	180.4	10
Northwestern U.	169.5	10	152.6	Brown U.	156.7	0
Brown U.	150.7	0	150.7	Washington U.	172.4	10
MIT	165.8	10	149.2	Northwestern U.	172.1	10
Washington U.	164.9	10	148.4	MIT	171.8	10
Wellesley	146.1	0	146.1	UCal - LA	162.6	5
UCal - LA	153.7	5	146.0	Wellesley	149.0	0
Dartmouth	157.7	10	141.9	UCal - Berkeley	154.0	5
UCal - Berkeley	149.1	5	141.6	Dartmouth	162.1	10
U. Michigan	146.9	5	139.6	U. Michigan	148.8	5
<u>AMHERST</u>	<u>137.2</u>	<u>0</u>	<u>137.2</u>	<u>AMHERST</u>	<u>138.9</u>	<u>0</u>
Pomona	135.1	0	135.1	Williams	135.1	0
Williams	132.0	0	132.0	Pomona	134.6	0
Wesleyan	130.2	0	130.2	U. Virginia	141.6	5
Smith	130.0	0	130.0	Swarthmore	131.4	0
U. Virginia	136.5	5	129.7	Smith	130.1	0
<i>UNC-Chapel Hill</i>	<i>143.3</i>	<i>10</i>	<i>129.0</i>	Bowdoin	130.0	0
Swarthmore	128.2	0	128.2	<i>UNC-Chapel Hill</i>	<i>144.0</i>	<i>10</i>
Bowdoin	127.6	0	127.6	Wesleyan	129.2	0
Mount Holyoke	119.9	0	119.9	UMass/Amherst	122.5	0
UMass/Amherst	118.6	0	118.6	Indiana U.	128.4	5
Haverford	117.8	0	117.8	Haverford	118.9	0
Carleton	117.4	0	117.4	Carleton	117.9	0
Indiana U.	120.9	5	114.9	Davidson	115.7	0
Davidson	111.9	0	111.9	Mount Holyoke	115.0	0
Median	146.1	5.0	139.6	Median	148.8	5.0
Mean	147.9	4.0	141.3	Mean	151.8	4.0

TABLE 3B
PROFESSIONAL SCHOOL ADJUSTMENTS NEW GROUP

	2010-2011			2011-2012			
	Salary	Prof.	Adjusted	Salary	Prof.	Adjusted	
	Dollars	School		Dollars	School		
	AAUP	Adjustment	Salary	AAUP	Adjustment	Salary	
ASSOCIATE PROFESSORS							
Princeton U.	120.8	5	114.8	Princeton U.	123.7	5	117.5
Stanford U.	126.8	15	107.8	Stanford U.	131.2	15	111.5
Columbia U.	122.5	15	104.1	MIT	120.3	10	108.3
MIT	115.1	10	103.6	Columbia U.	125.0	15	106.3
UCal - Berkeley	101.5	0	101.5	UCal - Berkeley	104.6	0	104.6
Wellesley	99.1	0	99.1	Yale	108.6	5	103.2
Yale	103.8	5	98.6	UCal - LA	107.4	5	102.0
Northwestern U.	108.3	10	97.5	Wellesley	100.5	0	100.5
Brown U.	96.8	0	96.8	U. Pennsylvania	117.8	15	100.1
Dartmouth	107.3	10	96.6	Pomona	99.4	0	99.4
Harvard	120.7	20	96.6	Brown U.	99.3	0	99.3
U. Pennsylvania	112.5	15	95.6	Northwestern U.	110.2	10	99.2
UCal - LA	100.6	5	95.6	Dartmouth	108.5	10	97.7
Pomona	94.5	0	94.5	Duke U.	114.5	15	97.3
U. Michigan	96.1	5	91.3	Harvard	120.9	20	96.7
Haverford	91.0	0	91.0	Swarthmore	93.4	0	93.4
<u>AMHERST</u>	<u>90.9</u>	<u>0</u>	<u>90.9</u>	U. Michigan	98.2	5	93.3
Smith	90.7	0	90.7	<u>AMHERST</u>	<u>92.9</u>	<u>0</u>	<u>92.9</u>
Swarthmore	90.5	0	90.5	Haverford	92.4	0	92.4
<i>Washington U.</i>	99.8	10	89.8	Bowdoin	91.9	0	91.9
Bowdoin	89.6	0	89.6	Smith	91.7	0	91.7
<i>Duke U.</i>	103.9	15	88.3	<i>U. Virginia</i>	95.0	5	90.3
<i>U. Virginia</i>	91.8	5	87.2	<i>Washington U.</i>	100.2	10	90.2
Williams	86.7	0	86.7	Williams	87.0	0	87.0
Wesleyan	85.2	0	85.2	Wesleyan	86.2	0	86.2
<i>UNC-Chapel Hill</i>	93.1	10	83.8	Davidson	86.2	0	86.2
Mount Holyoke	83.3	0	83.3	<i>UNC-Chapel Hill</i>	94.6	10	85.1
Davidson	82.4	0	82.4	Mount Holyoke	83.7	0	83.7
Carleton	81.6	0	81.6	Indiana U.	87.0	5	82.7
UMass/Amherst	88.8	10	79.9	Carleton	82.2	0	82.2
Indiana U.	82.2	5	78.1	UMass/Amherst	90.8	10	81.7
Median	96.1	5.0	91.0	Median	99.3	5.0	93.4
Mean	98.6	5.5	92.7	Mean	101.5	5.5	95.3

TABLE 3C
PROFESSIONAL SCHOOL ADJUSTMENTS NEW GROUP

	2010-2011				2011-2012		
	Salary	Prof.	Adjusted		Salary	Prof.	Adjusted
	Dollars	School			Dollars	School	
	AAUP	Adjustment	Salary	AAUP	Adjustment	Salary	
ASSISTANT PROFESSORS				ASSISTANT PROFESSORS			
MIT	100.0	10	90.0	Stanford U.	109.8	15	93.3
Stanford U.	103.4	15	87.9	MIT	102.8	10	92.5
Princeton U.	90.8	5	86.3	U. Pennsylvania	112.3	20	89.8
U. Pennsylvania	106.8	20	85.4	Princeton U.	94.2	5	89.5
UCal - Berkeley	88.4	5	84.0	Harvard	109.8	20	87.8
Harvard	104.0	20	83.2	UCal - Berkeley	92.3	5	87.7
Yale	87.5	5	83.1	Washington U.	96.8	10	87.1
Dartmouth	85.4	5	81.1	Yale	89.7	5	85.2
Washington U.	89.9	10	80.9	Dartmouth	89.7	5	85.2
U. Michigan	84.5	5	80.3	UCal - LA	87.4	5	83.0
Brown U.	80.1	0	80.1	Brown U.	82.3	0	82.3
UCal - LA	84.0	5	79.8	<i>Duke U.</i>	96.0	15	81.6
Wellesley	77.9	0	77.9	U. Michigan	85.8	5	81.5
Columbia U.	97.2	20	77.8	Wellesley	79.7	0	79.7
Northwestern U.	96.8	20	77.4	Columbia U.	99.0	20	79.2
<u>AMHERST</u>	<u>76.2</u>	<u>0</u>	<u>76.2</u>	Northwestern U.	98.9	20	79.1
Williams	74.8	0	74.8	Pomona	78.0	0	78.0
Smith	74.8	0	74.8	<u>AMHERST</u>	<u>76.8</u>	<u>0</u>	<u>76.8</u>
Pomona	74.5	0	74.5	Williams	76.5	0	76.5
<i>Duke U.</i>	87.2	15	74.1	<i>U. Virginia</i>	80.3	5	76.3
<i>UNC-Chapel Hill</i>	81.1	10	73.0	Smith	75.6	0	75.6
Haverford	72.9	0	72.9	Bowdoin	74.0	0	74.0
<i>U. Virginia</i>	76.3	5	72.5	Indiana U.	77.4	5	73.5
Mount Holyoke	72.3	0	72.3	Haverford	73.2	0	73.2
Swarthmore	71.6	0	71.6	Swarthmore	72.7	0	72.7
Wesleyan	71.2	0	71.2	UMass/Amherst	72.7	0	72.7
Bowdoin	70.6	0	70.6	<i>UNC-Chapel Hill</i>	80.5	10	72.5
Carleton	70.3	0	70.3	Wesleyan	72.4	0	72.4
UMass/Amherst	69.9	0	69.9	Carleton	71.7	0	71.7
Indiana U.	72.8	5	69.2	Davidson	67.1	0	67.1
Davidson	60.7	0	60.7	Mount Holyoke	65.7	0	65.7
Median	80.1	5.0	76.2	Median	80.5	5.0	79.1
Mean	82.4	5.8	76.9	Mean	85.2	5.8	79.5

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

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

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

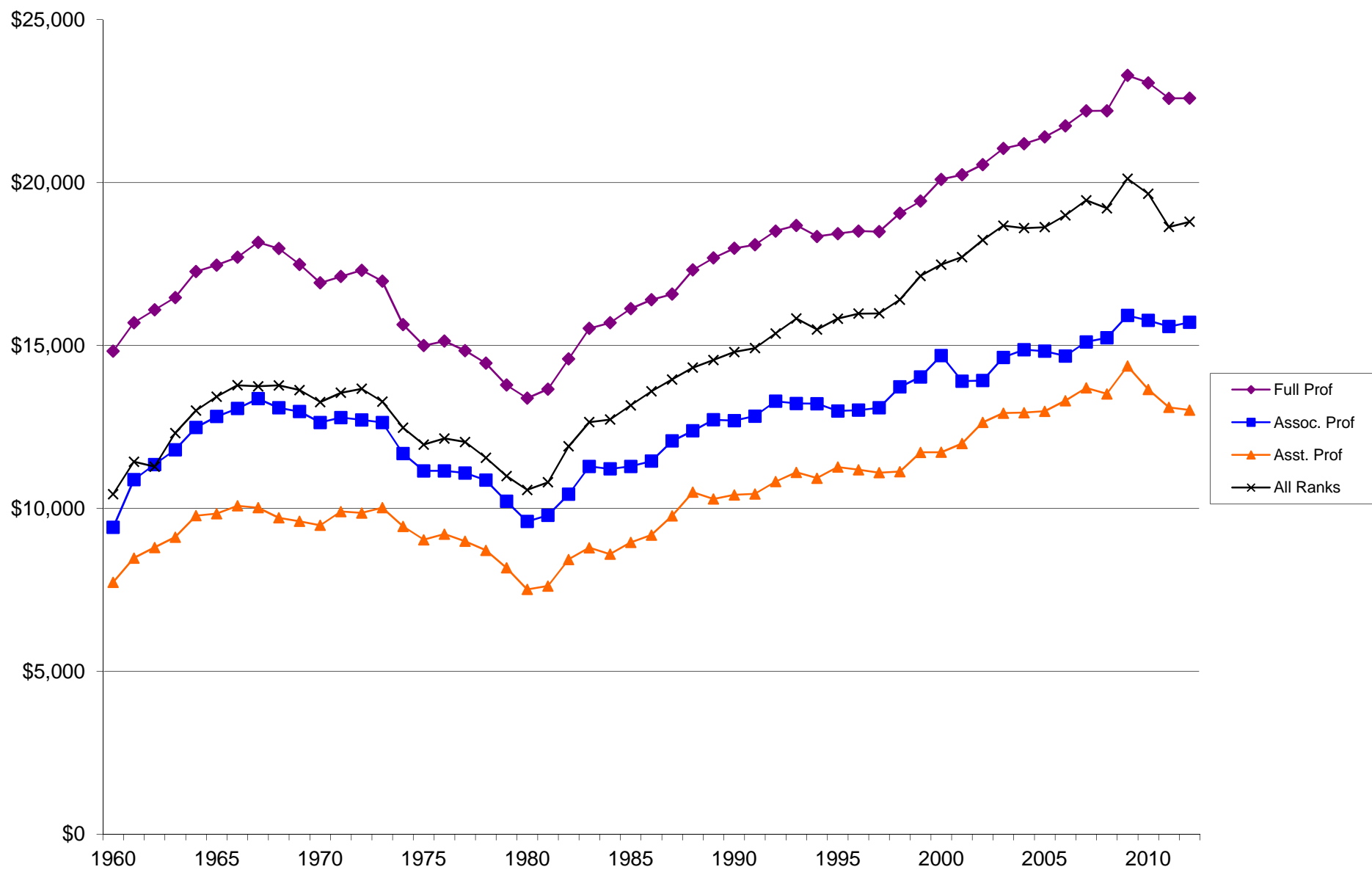


CHART A2
Real Salary (net of inflation), 1960 Dollars
Amherst College

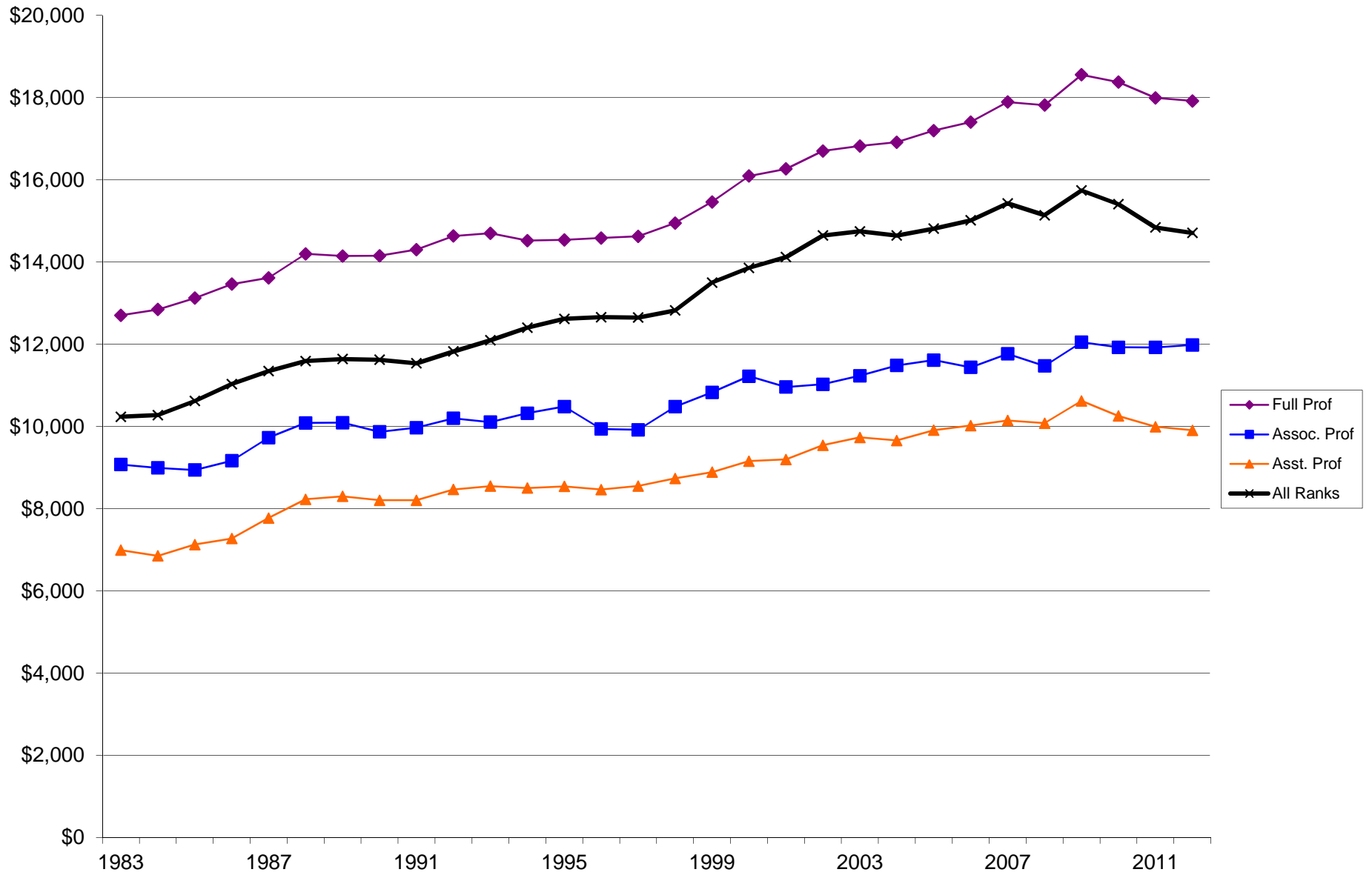


CHART B1
Full Professor Average Salary
Traditional Group (\$1000s)

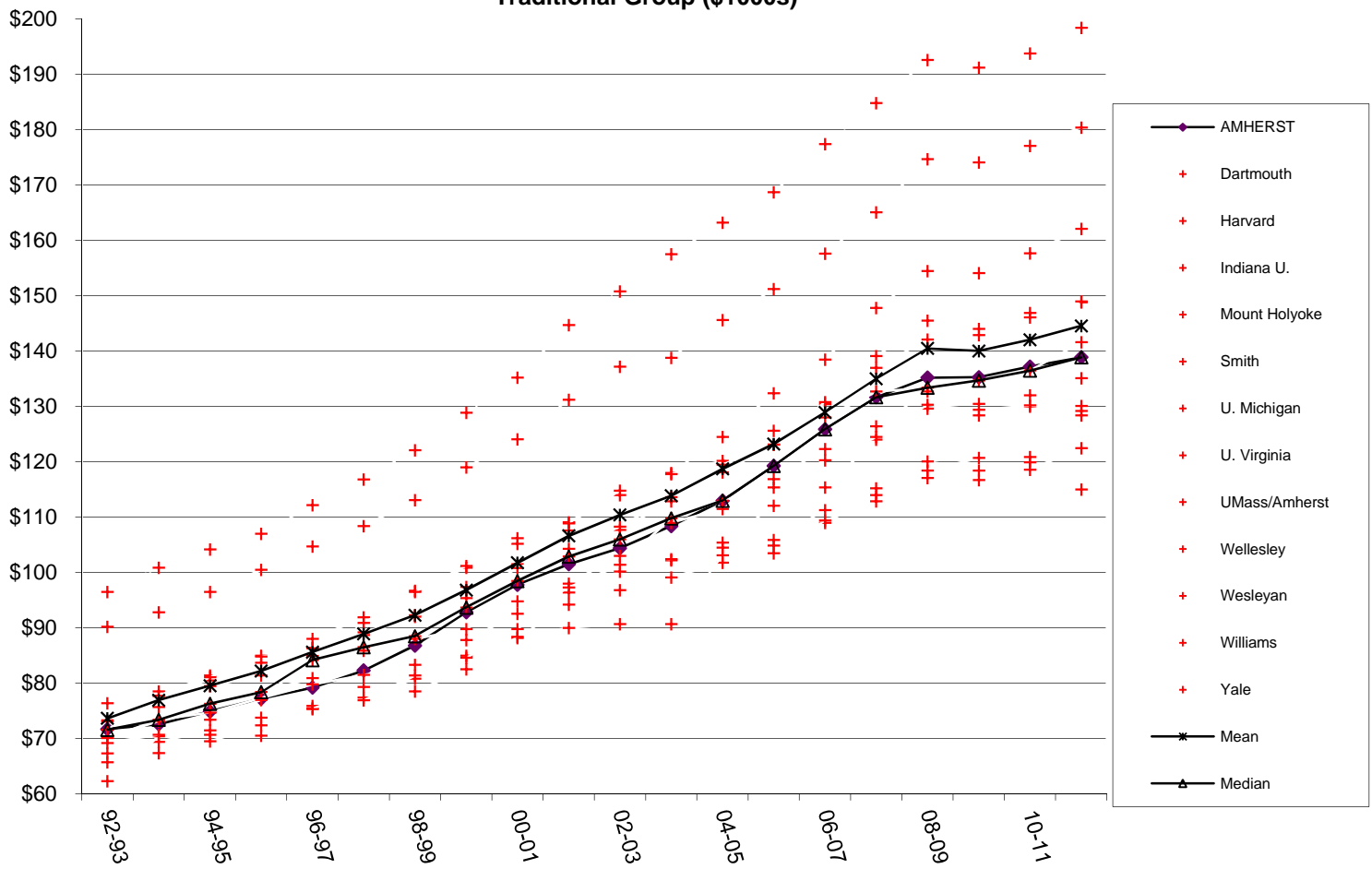


CHART B2
Associate Professor Average Salary
Traditional Group (\$1000s)

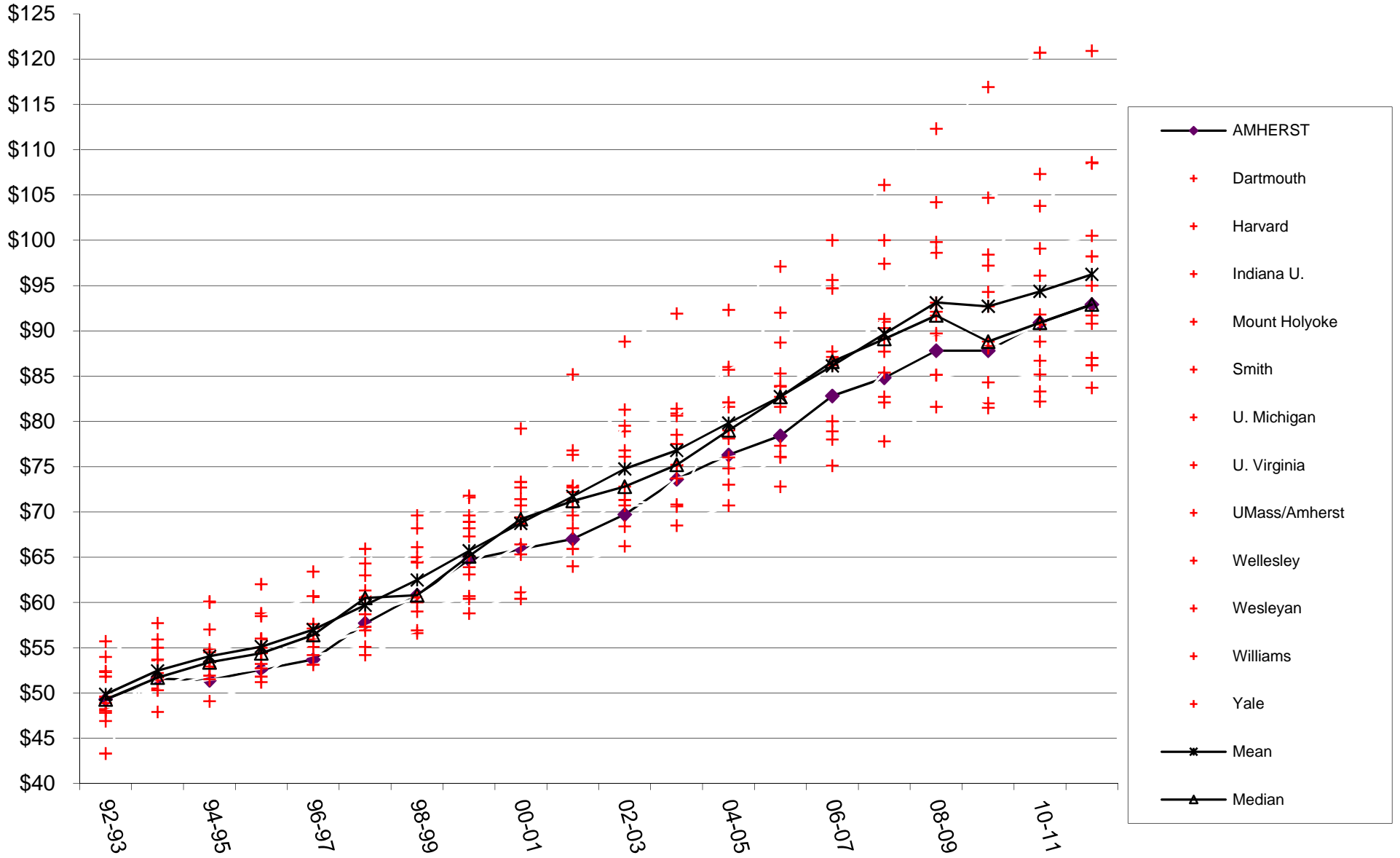


CHART B3
Assistant Professor Average Salary
Traditional Group (\$1000s)

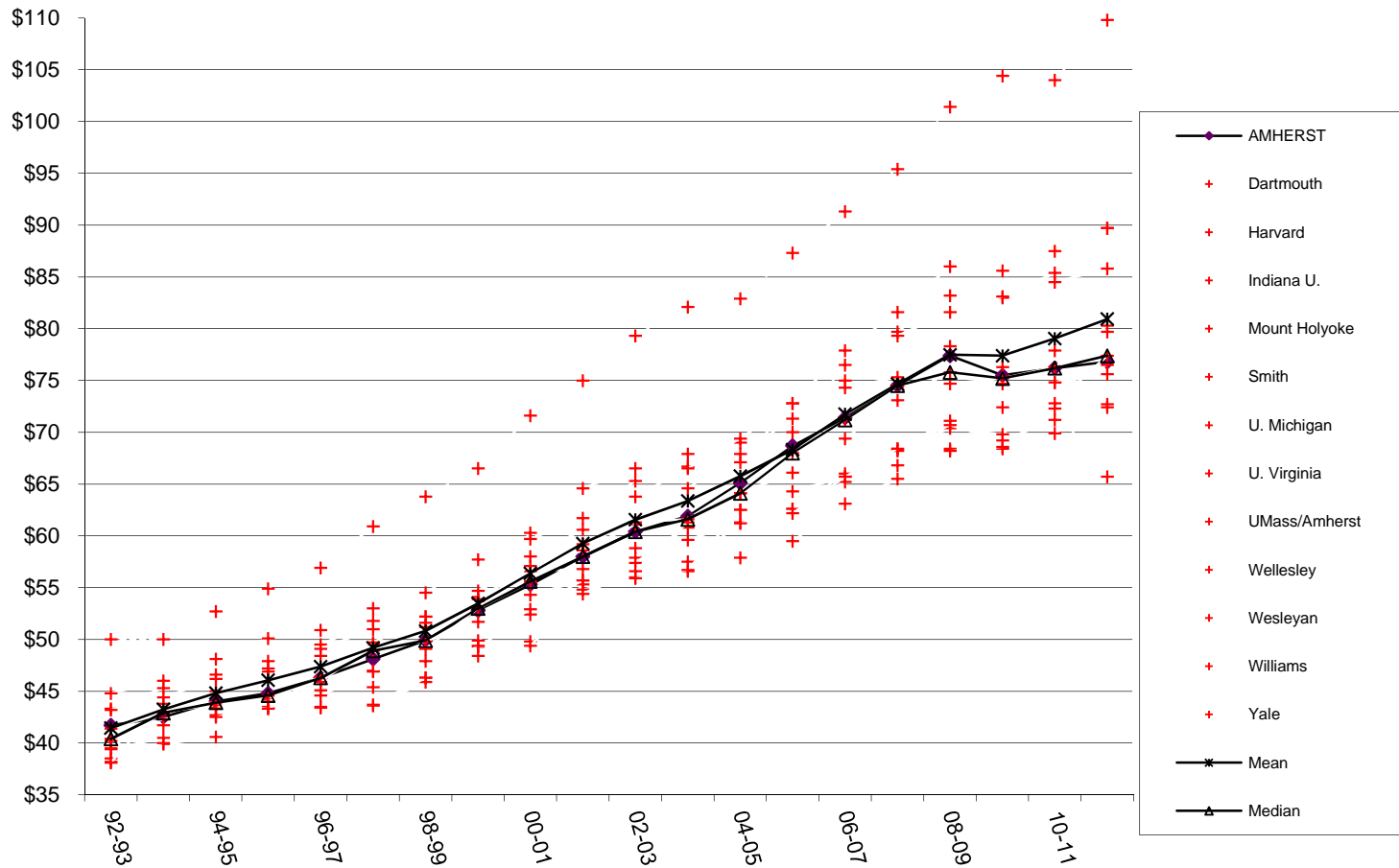


CHART C1
Full Professor Average Salary
New Group (\$1000s)

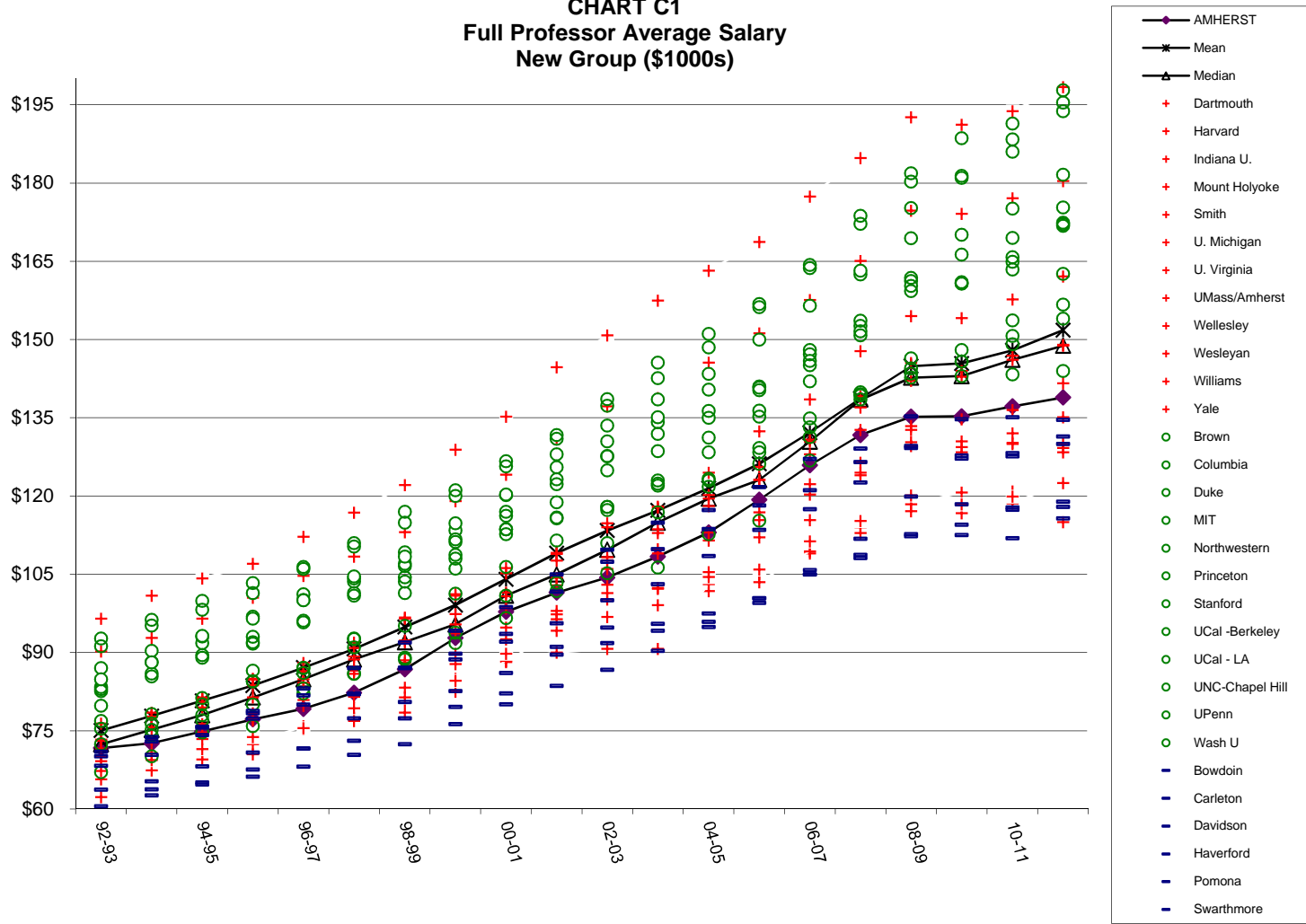


CHART C2
Associate Professor Average Salary
New Group (\$1000s)

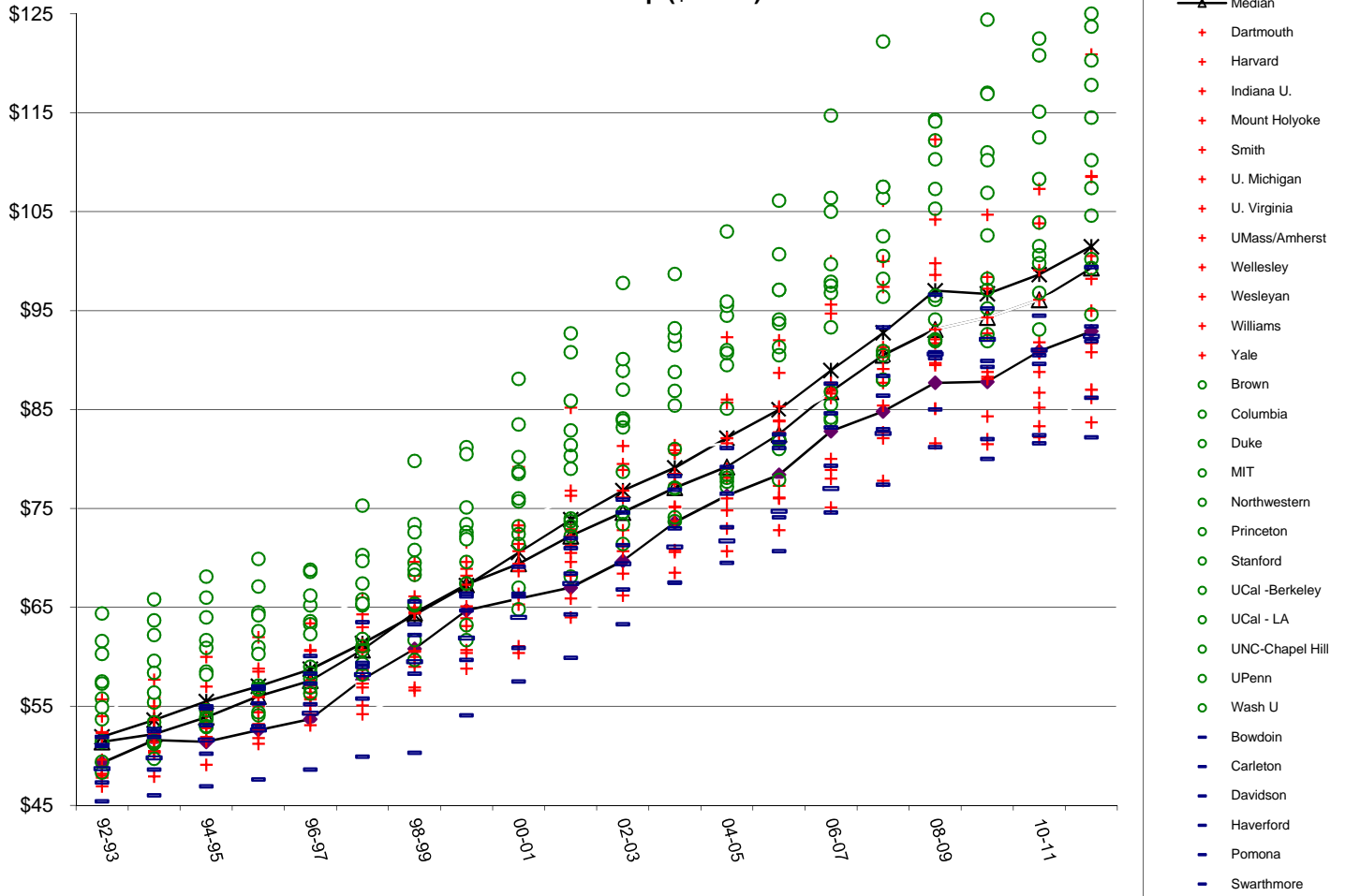


CHART C3
Assistant Professor Average Salary
New Group (\$1000's)

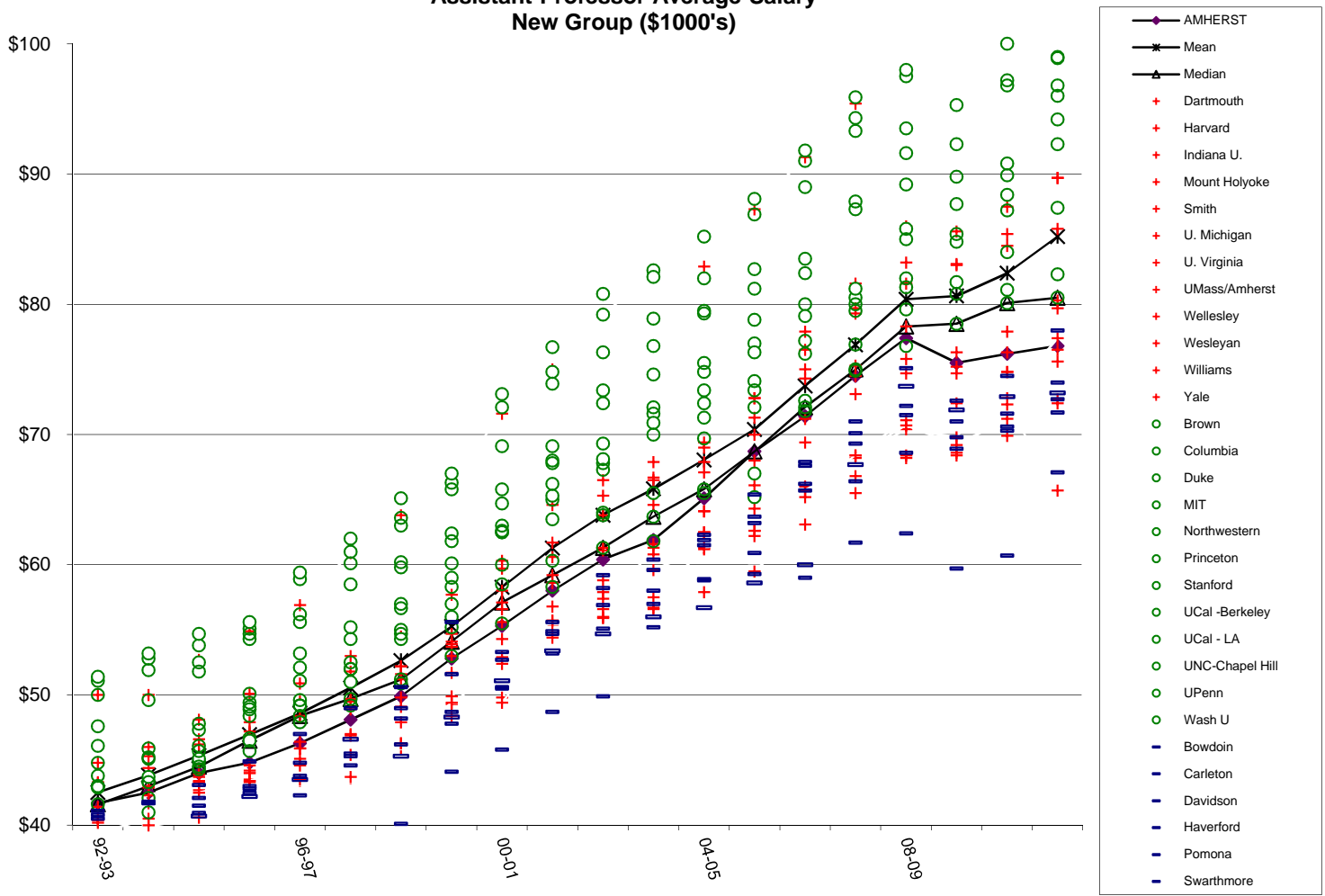


CHART D
Amherst Salary as % of
Traditional Group Median, by Rank

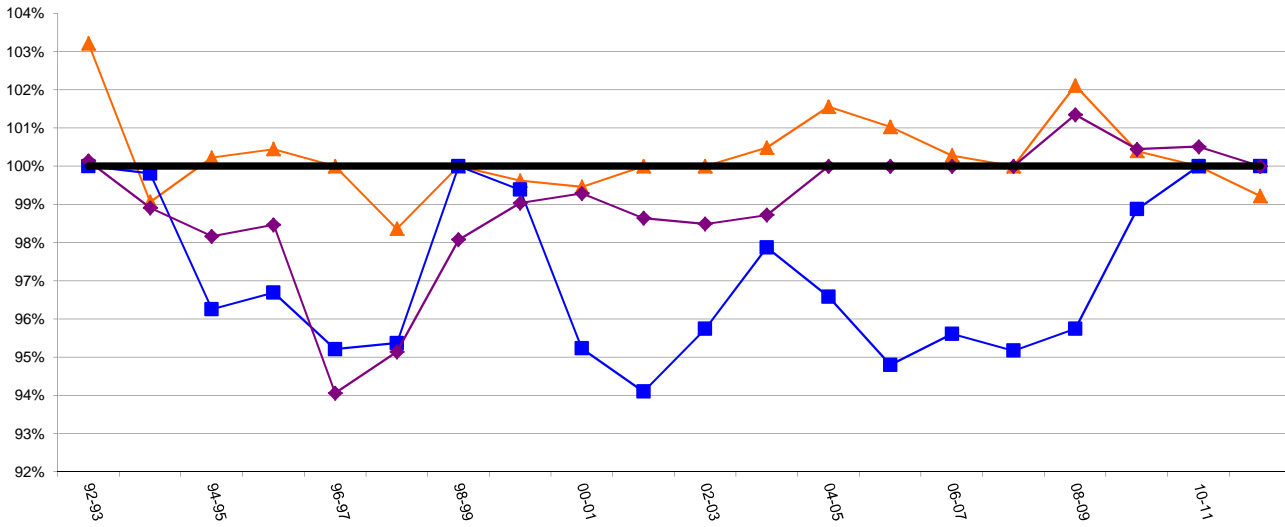
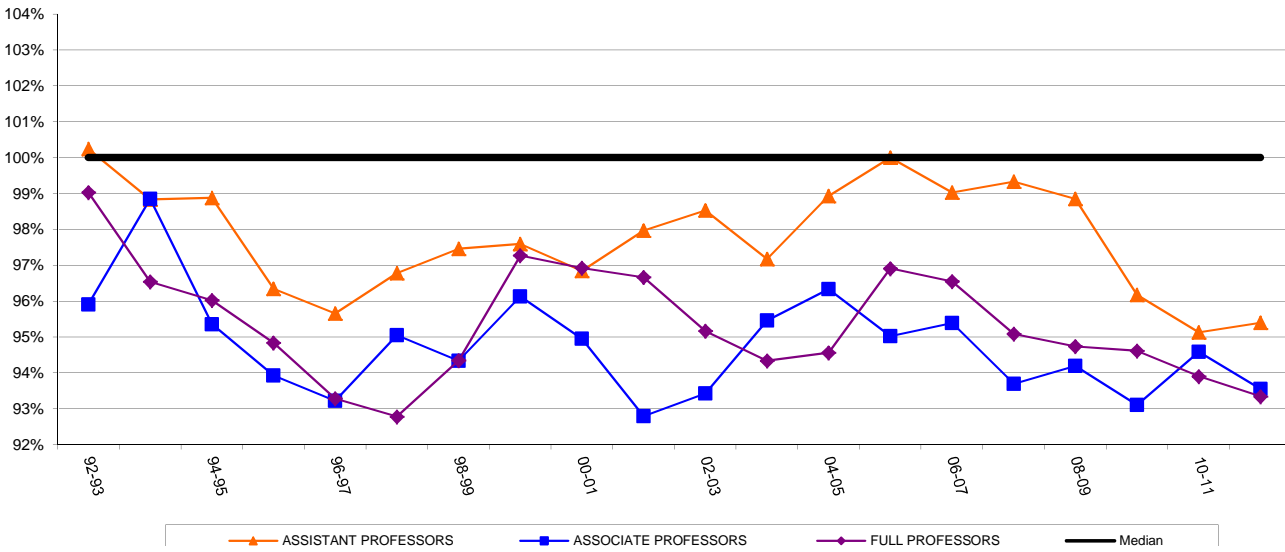


CHART E
Amherst Salary as % of
New Group Median, by Rank



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