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The following appeared in a report of the Committee on Faculty Promotions and Salaries at Elm City University. "During her seventeen years as a professor of botany, Professor Thomas has proved herself to be well worth her annual salary of \$50,000. Her classes are among the largest at the university, demonstrating her popularity among students.

Moreover, the money she has brought to the university in research grants has exceeded her salary in each of the last two years.

Therefore, in consideration of Professor Thomas' demonstrated teaching and research abilities, we recommend that she receive a \$10,000 raise and a promotion to Department Chairperson. without such a raise and promotion, we fear that Professor Thomas will leave Elm City University for another college."

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