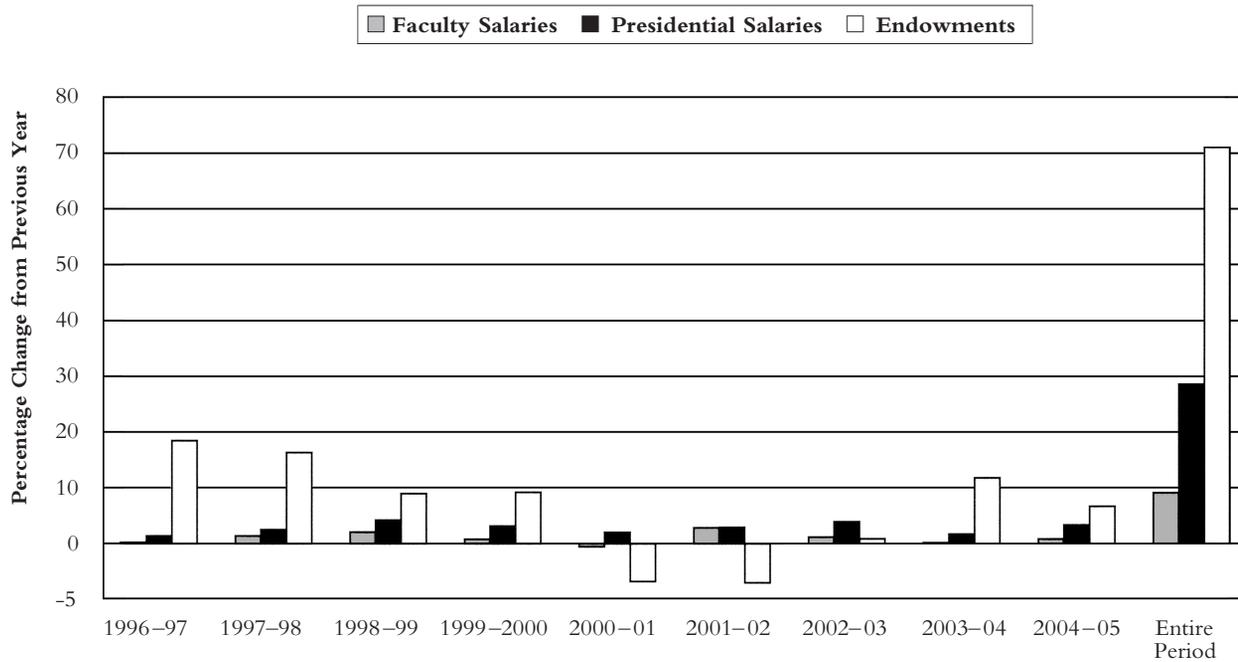


**FIGURE 4**  
**Percentage Change from Previous Year in Faculty and Presidential Salaries and Institutional Endowments, Adjusted for Inflation, 1996-97 to 2004-05**



Source: Data on presidential salaries from College and University Professional Association for Human Resources, *Administrative Compensation Survey*, various years. Data on endowment returns from National Association of College and University Business Officers, *National Endowment Study*. Figures for change in endowment are not adjusted for inflation.

**FIGURE 5**  
**Institutional Cost of Benefits per Faculty Member as a Percent of Average Salary, All Institutions, 1984-85 to 2004-05**

