latter category has grown more rapidly. While the student-to-faculty ratio in public institutions remained constant between 1976 and 2009 at about seventeen to one, the student-to-staff ratio declined from nine to one to six to one. Private nonprofit colleges and universities lowered their ratios from seven students per staff member to four during this same time period. The student-to-faculty ratio at these private institutions also declined, from fourteen to one to eleven to one, but the increased use of non-tenure-track faculty members has offset the costs that lower ratios might otherwise have produced.

Our answer to the parent at Central Bucks High School West is that college tuition is definitely not increasing because of “escalating” faculty salaries.

**PRESIDENTIAL SALARIES**

A classic leadership principle is to lead by example. An extraordinary demonstration of this principle is to be found in General Charles Krulak, retired commandant of the US Marine Corps and former member of the Joint Chiefs of Staff, who was selected to serve as the thirteenth president of Birmingham-Southern College in March 2011. In June 2010, Birmingham-Southern had announced it would be making budget cuts of approximately 20 percent because of mismanagement in awards of financial aid under the prior president, combined with revenue reductions resulting from the Great Recession. What was the general's first action following the public announcement of his appointment? He stated that he would forego his first year's salary in order to demonstrate his commitment to the college and the need to restore its fiscal health.

How do other college and university presidents compare on this gauge of leadership, as the worst recession since the Great Depression has diminished institutional revenues? Have they made the same sacrifices they have asked faculty and staff members to make through pay freezes and cuts? Figure 4 provides some evidence of where the burden has fallen, comparing annual percentage changes in inflation-adjusted median salaries of presidents and full-time faculty members between 2007–08 and 2010–11.