endowment assets. Although endowments fell dramatically during the 2007–09 recession, over the long run growth in the market value of these funds has provided a financial cushion.

AAUP data clearly indicate that full-time faculty salaries have not been driving up the costs of higher education over the last three decades. But figure 3 provides additional compelling evidence that the revenue from increased tuition prices is not being invested in faculty members. As has been discussed repeatedly in this annual report, the proportion of full-time tenured and tenure-track faculty members has been falling precipitously. During this period the proportion of faculty members working part-time has increased substantially, at rates of pay that are only a fraction of what full-time faculty members receive. (Part-time faculty pay is discussed in greater detail later in this report.)

The evidence is unequivocal: faculty pay is not the source of rising tuition prices. And we’re not the only ones reaching that conclusion. The Delta Project concluded in its Trends in College Spending, 1998–2008 that “over the 1998 to 2008 period, the share of instruction spending declined against increased spending for academic support (libraries and computing), institutional support (administration), and student services. . . . The common myth that spending on faculty is responsible for continuing cost escalation is not true.”

One factor partly responsible for rising tuition prices is the increased employment of noninstructional staff. Some of this hiring is attributable to increased federal and accreditor-mandated reporting requirements. Another factor is the increased use of computer and other equipment, which necessitates larger information technology departments. Enrollments have increased, as well. However, data from the US Department of Education show steady declines in student-to-staff ratios between 1976 and 2009. There are more students and more nonfaculty staff members, but the

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**FIGURE 2**


![Graph showing net tuition revenues per FTE student for different types of institutions from 1999 to 2009.](http://example.com/graph.png)