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Administrative Bloat at American Universities: The Real Reason for High Costs in Higher Education

By Jay P. Greene, Senior Fellow, Goldwater Institute and head of the Department of Education Reform at the University of Arkansas; Brian Kisida, research associate, Department of Education Reform at the University of Arkansas; Jonathan Mills, research associate, Department of Education Reform at the University of Arkansas

EXECUTIVE SUMMARY

Enrollment at America's leading universities has been increasing dramatically, rising nearly 15 percent between 1993 and 2007. But unlike almost every other growing industry, higher education has not become more efficient. Instead, universities now have more administrative employees and spend more on administration to educate each student. In short, universities are suffering from "administrative bloat," expanding the resources devoted to administration significantly faster than spending on instruction, research and service.

Between 1993 and 2007, the number of full-time administrators per 100 students at America's leading universities grew by 39 percent, while the number of employees engaged in teaching, research or service only grew by 18 percent. Inflation-adjusted spending on administration per student increased by 61 percent during the same period, while instructional spending per student rose 39 percent. Arizona State University, for example, increased the number of administrators per 100 students by 94 percent during this period while actually reducing the number of employees engaged in instruction, research and service by 2 percent. Nearly half of all full-time employees at Arizona State University are administrators.

A significant reason for the administrative bloat is that students pay only a small portion of administrative costs. The lion's share of university resources comes from the federal and state governments, as well as private gifts and fees for non-educational services. The large and increasing rate of government subsidy for higher education facilitates administrative bloat by insulating students from the costs. Reducing government subsidies would do much to make universities more efficient.

We base our conclusions on data from the Integrated Postsecondary Education Data System (IPEDS), which is sponsored by the U.S. Department of Education. Higher education institutions report basic information about enrollment, employment and spending in various categories to IPEDS, which then makes this systematically collected information publicly available. In this report, we focus on the 198 leading universities in the United States. They are the ones in IPEDS identified as four year colleges that also grant doctorates and engage in a high or very high level of research. This set includes all state flagship public universities as well as elite private institutions.

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I N S T I T U T E

Administrative Bloat at American Universities: The Real Reason for High Costs in Higher Education

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Introduction

In U.S. higher education, there have actually been diseconomies of scale. Universities employ more people and spend more money to educate each student even as those universities increase their enrollment. Instead of being marked by productivity increases, academia suffers from bloat, particularly administrative bloat.

Most organizations achieve economies of scale over time. As the enterprise serves more customers or produces more goods, it becomes more efficient, requiring fewer people and less money for each customer served or good produced. Achieving larger scale, often with the assistance of technology, has been central to productivity increases and improvements in human welfare for centuries.

However, the exact opposite is happening in American universities. In U.S. higher education, there have actually been *diseconomies* of scale. Universities employ more people and spend more money to educate each student even as those universities increase their enrollment. Instead of being marked by productivity increases, academia suffers from bloat, particularly administrative bloat. It now takes more employees - especially more administrators - in higher education despite innovations in technology and increases in scale.

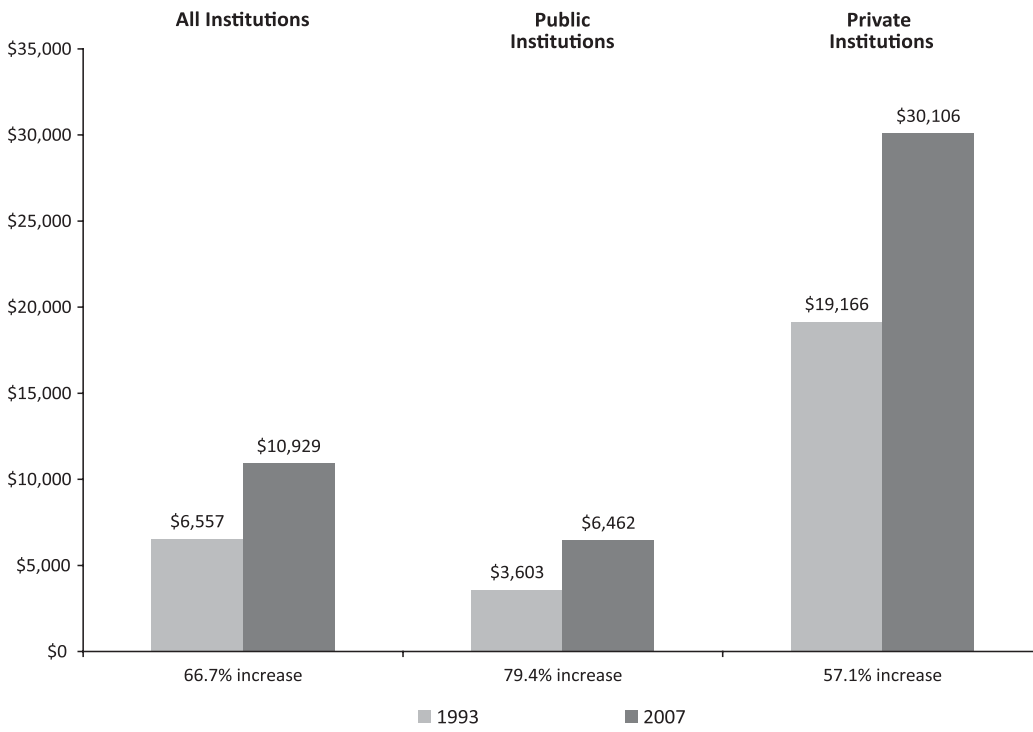
Competitive markets are a central cause of greater efficiency through technological innovations and economies of scale. But because universities

derive most of their money from gifts, government subsidies and fees for non-educational services - as opposed to student-paid tuition - the amount of competition among universities is muted and distorted. The fact that higher education has high barriers to entry and competes on decades (or centuries) of accumulated status rather than price gives universities little incentive to economize.

The cost of higher education has been rising at a remarkable pace over the last several decades. Between 1993 and 2007, inflation-adjusted tuition has increased by 66.7 percent at the nation's 198 leading public and private universities (see Figure 1). During the same period, the number of students enrolled in these leading institutions has increased by 14.5 percent, from 3.64 million to 4.17 million (see Figure 2).

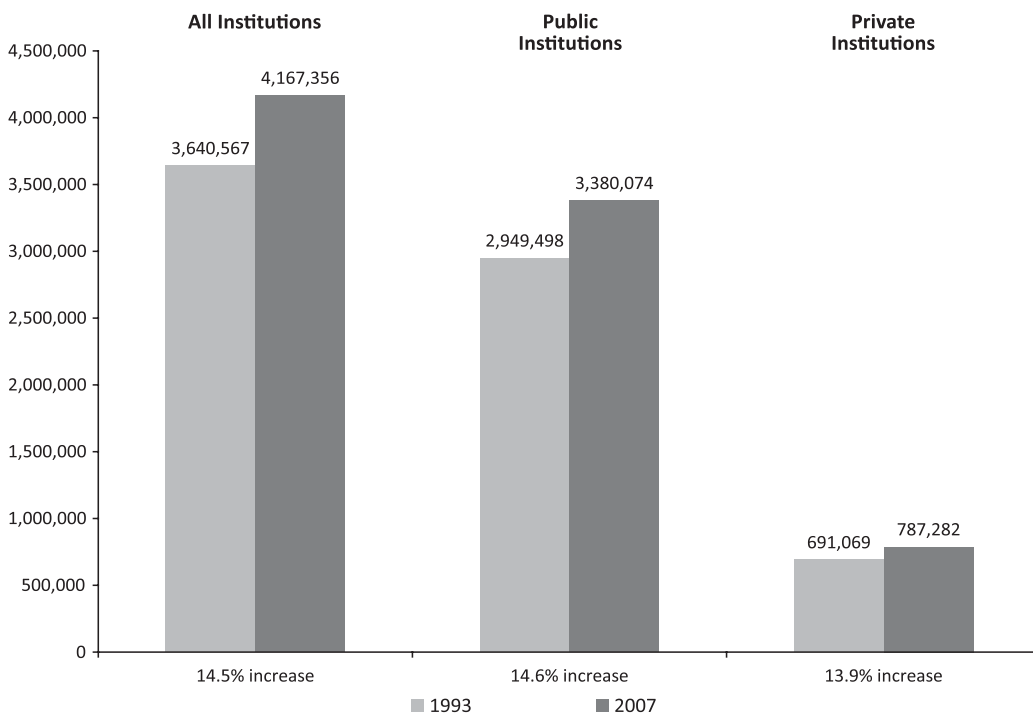
Despite this significant increase in scale, with more students and more resources, higher education has become significantly less efficient. It takes more employees and more dollars to educate each student even as these leading universities grow larger.¹

Figure 1: In-State Undergraduate Tuition and Fees, 1993 and 2007



Note: 1993 values have been converted to 2007 dollars.

Figure 2: Student Enrollment, 1993 and 2007



It appears that increased governmental subsidies are not causing a reduction in cost to students, since inflation-adjusted tuition has increased by 66.7 percent. Nor are government subsidies primarily leading to an improvement in instructional quality, since instructional employment and spending increases have trailed administrative increases. The net effect of growing government subsidies has been to facilitate administrative bloat in higher education.

The increase in university employment and spending per student is especially severe in administrative categories. That is, universities are not using their greater size and resources primarily to increase instructional employment or expenditures, which could be interpreted as an improvement in quality rather than a decline in efficiency. Instead, most leading universities are increasing their administrative employment and expenditures much faster than instructional employment or expenditures.

Unfortunately, it appears that increased governmental subsidies are not causing a reduction in cost to students, since inflation-adjusted tuition has increased by 66.7 percent. Nor are government subsidies primarily leading to an improvement in instructional quality, since instructional employment and spending increases have trailed administrative increases. The net effect of growing government subsidies has been to facilitate administrative bloat in higher education.

We base our conclusions on data drawn from the Integrated Postsecondary Education Data System (IPEDS), which is sponsored by the U.S. Department of Education. Higher education institutions report basic information about enrollment, employment and spending in various categories to IPEDS, which then makes this systematically collected information publicly available. Our focus is on the 198 leading universities in

the United States. These universities are identified in IPEDS as four-year colleges that also grant doctorates and engage in a high or very high level of research. This set includes all state flagship public universities as well as elite private institutions.

The “Administration” column in the following employment figures consists of the IPEDS categories of “Administration/Executive” and “Other Professionals,” defined by IPEDS as “persons employed for the primary purpose of performing academic support, student service, and institutional support.... Included in this category are all employees holding titles such as business operations specialists; buyers and purchasing agents; human resources, training, and labor relations specialists; management analysts; meeting and convention planners; miscellaneous business operations specialists; financial specialists; accountants and auditors; budget analysts; financial analysts and advisors; financial examiners; loan counselors and officers; [etc.].” Under any reasonable definition, these employees are engaged in administrative functions but clearly they are not directly engaged in teaching, research or service.

In this report, we have done little more than download, organize and highlight information that is readily available from a Department of Education data set. But our minimal processing of the data has its virtues. The credibility and accuracy of our findings do not rely upon us or any opaque statistical analysis. Readers only

need trust information reported to the Department of Education by universities themselves to believe our results. For additional information on our data and analyses, as well as recommended research, please see Appendix A.

All tables referenced throughout this report can be found online at www.goldwaterinstitute.org.

Results

Employment

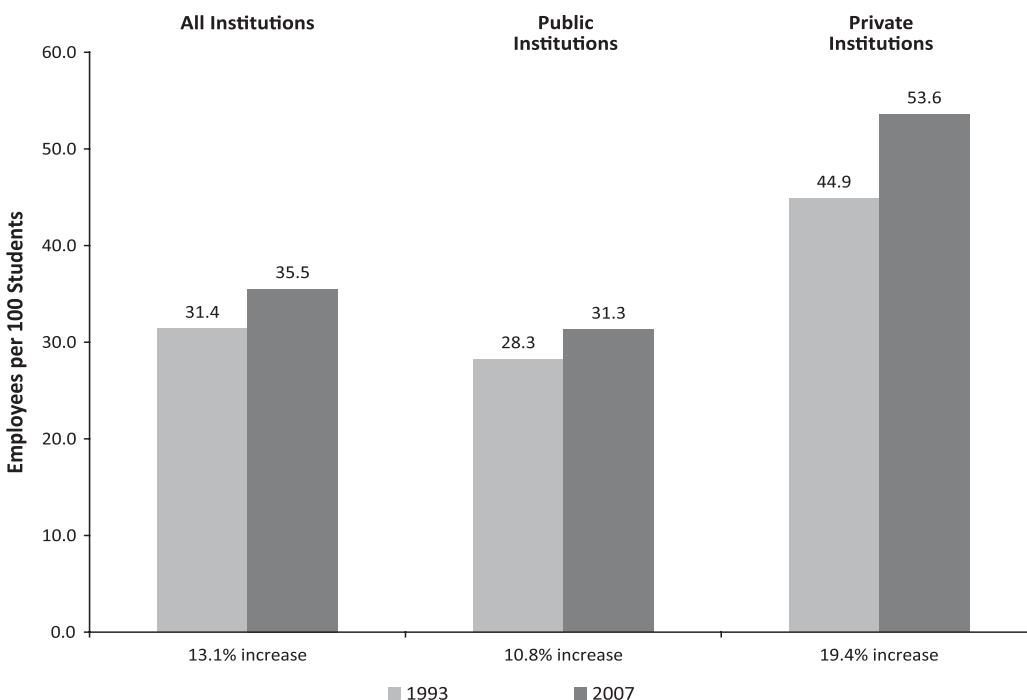
Universities have significantly increased their employment, adjusted for the increase in student enrollment,

between 1993 and 2007 (see Figure 3 and Table A1). In 1993, these leading universities had a total of 31.4 employees per 100 students (22.4 full-time employees and 9.0 part-time employees). By 2007, there were a total of 35.5 employees for every 100 students (24.3 full-time and 11.2 part-time). In 2007, it took 13.1 percent more employees to educate the same number of students than it did in 1993 (8.2 percent more full-time and 25.1 percent more part-time).

The rate of increase in the number of total university employees per student has been much higher among private universities. In 2007, private universities had 53.6 total employees for every 100

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Figure 3: University Employees per 100 Students, 1993 and 2007



students, fewer than two students per employee. That was an increase of 19.4 percent from the 44.9 total employees per 100 students reported by private universities in 1993. The number of full-time employees per 100 students at private universities grew from 35.1 to 40.4, an increase of 14.9 percent.

Universities actually have more full-time employees devoted to administration than to instruction, research and service combined. In 1993, these leading universities were flush with administrators, employing 6.8 full-time administrators for every 100 students compared with 6 full-time employees engaged in instruction, research or service. By 2007, there were 9.4 full-time administrators per 100 students compared with 7 full-time instructors, researchers and service providers.

While the increase of total employees relative to students at public institutions has not been as great, they still experienced a 10.8 percent increase between 1993 and 2007. At public universities, there was a much smaller increase in full-time employees of 5.5 percent, from 19.4 to 20.5 full-time employees per 100 students between 1993 and 2007.

It is more illuminating to look at full-time employment broken out by category (see Figure 4 and Table A1). Notably, universities actually have more full-time employees devoted to administration than to instruction, research and service combined. Even in 1993, these leading universities were flush with administrators, employing 6.8 full-time administrators for every 100 students compared with 6.0 full-time employees engaged in instruction, research or service. By 2007, the preponderance of administrators relative to educators grew even larger at these leading universities, as there were 9.4 full-time administrators per 100 students compared with 7.0 full-time instructors, researchers and service

Figure 4: University Employees per 100 Students by Type, 1993 and 2007

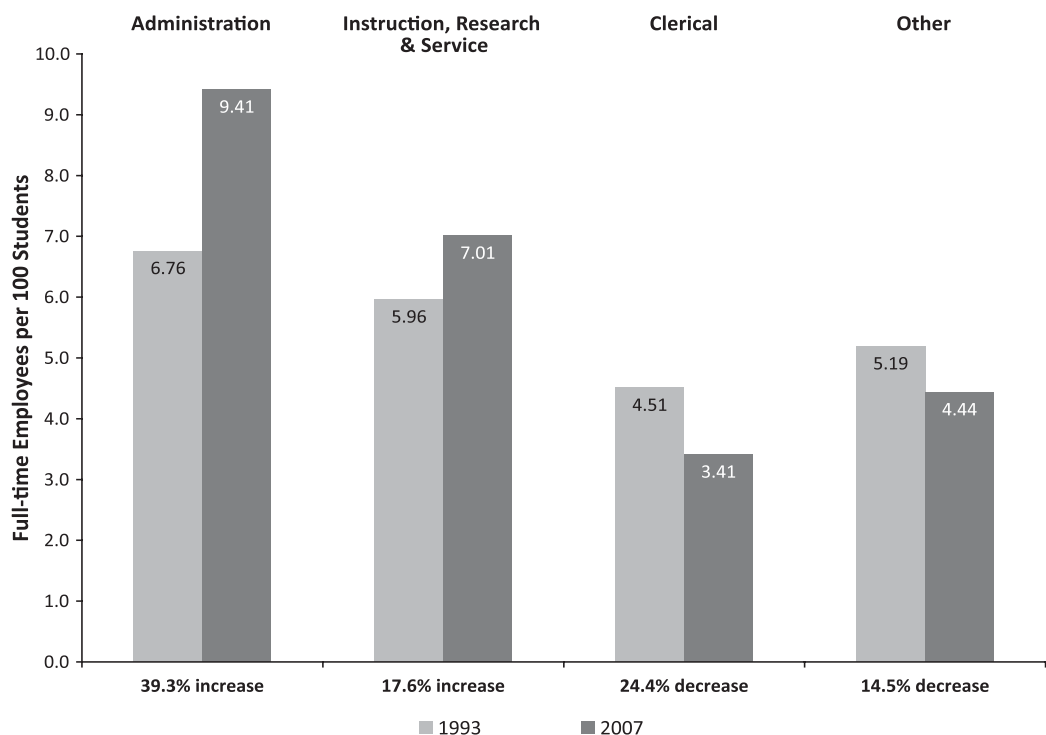
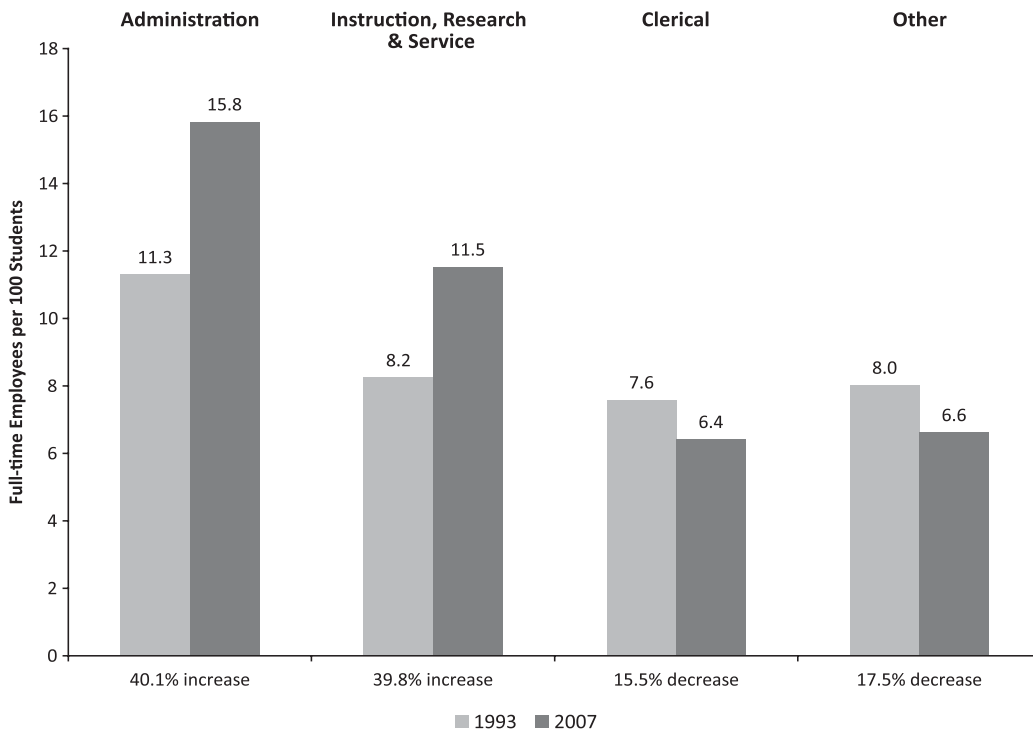


Figure 5: Private University Employees per 100 Students by Type, 1993 and 2007

providers. In terms of growth, the number of full-time administrators per 100 students at America's leading universities increased by 39.3 percent between 1993 and 2007, while the number of employees engaged in teaching, research or service only increased by 17.6 percent.

At private institutions in 1993, there were 11.3 full-time administrators for every 100 students compared with 8.2 full-time employees engaged in teaching, research or service. At these same institutions in 2007, there were 15.8 full-time administrators for every 100 students compared with 11.5 full-time instructors, researchers and service providers (see Figure 5 and Table A1). Put another way, today there are about

six students at private universities for every full-time administrator.

In terms of growth, private universities increased their full-time staff involved in instruction, research and service by almost the same rate as they increased administration, a 39.8 percent increase compared with a 40.1 percent increase.

Leading public universities were also already administrative-heavy in 1993, but the rate of growth in administrative employment was even higher than the growth in educators, leaving these institutions even more administrator-heavy in 2007 (see Figure 6 and Table A1). Full-time employment in the instructional, research and service

Leading public universities were also already administrative-heavy in 1993, but the rate of growth in administrative employment was even higher than the growth in educators, leaving these institutions even more administrator-heavy in 2007. It now takes 39 percent more full-time administrators to manage the same number of students than it did in 1993.

Universities are also showing some signs of economizing by greatly increasing their employment of part-time instructors, which include graduate assistants and adjuncts. The significant shift toward part-time instructors undermines claims that increased employment in this category is a sign of these institutions striving to increase quality with their increases in employment.

category grew by 9.8 percent between 1993 and 2007, but the number of full-time administrators grew at nearly four times that rate - 39.0 percent. It now takes 39.0 percent more full-time administrators to manage the same number of students than it did in 1993. Put another way, there are now fewer than 13 students for every full-time administrator at public institutions. Apparently, public universities are trying to keep up with private institutions in administrative bloat even if they cannot compete in the areas of teaching, research and service.

Universities are showing some signs of economizing, given the reductions in

the number of clerical and other basic support employees between 1993 and 2007. But the declines in these basic support categories are nowhere near as large as the increase in administrative employment. Universities are reducing the number of low-paid secretaries and maintenance workers while adding an even larger number of higher-paid administrators.

Universities are also showing some signs of economizing by greatly increasing their employment of part-time instructors, which include graduate assistants and adjuncts. At private universities, we see an 82.7 percent increase in part-time instructors

Figure 6: Public University Employees per 100 Students by Type, 1993 and 2007

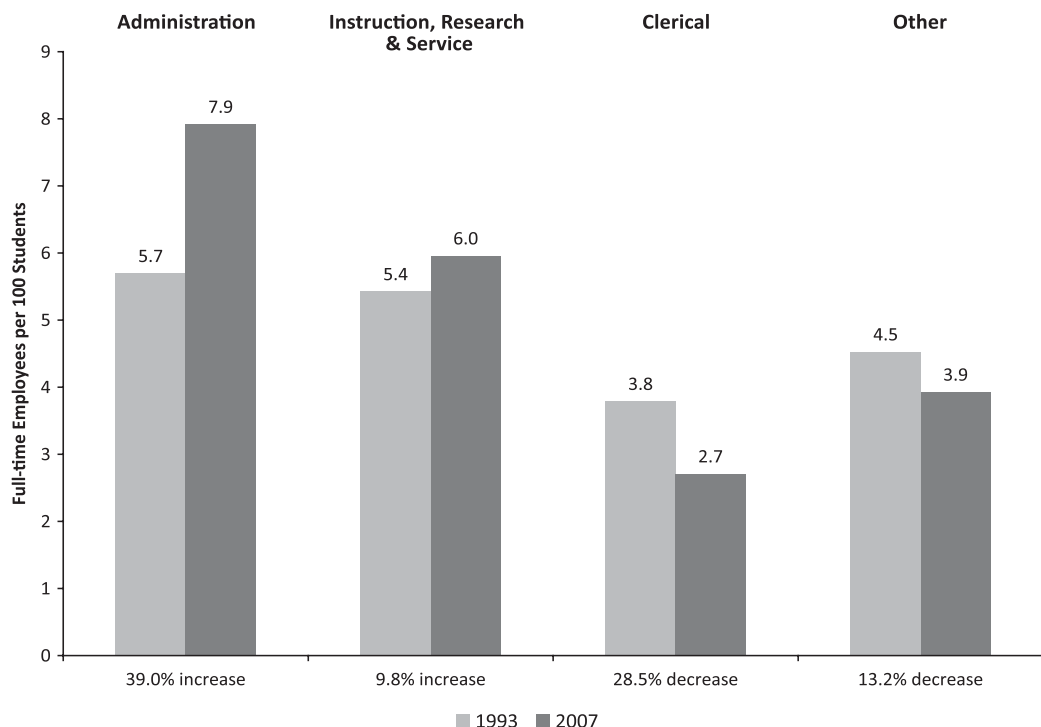
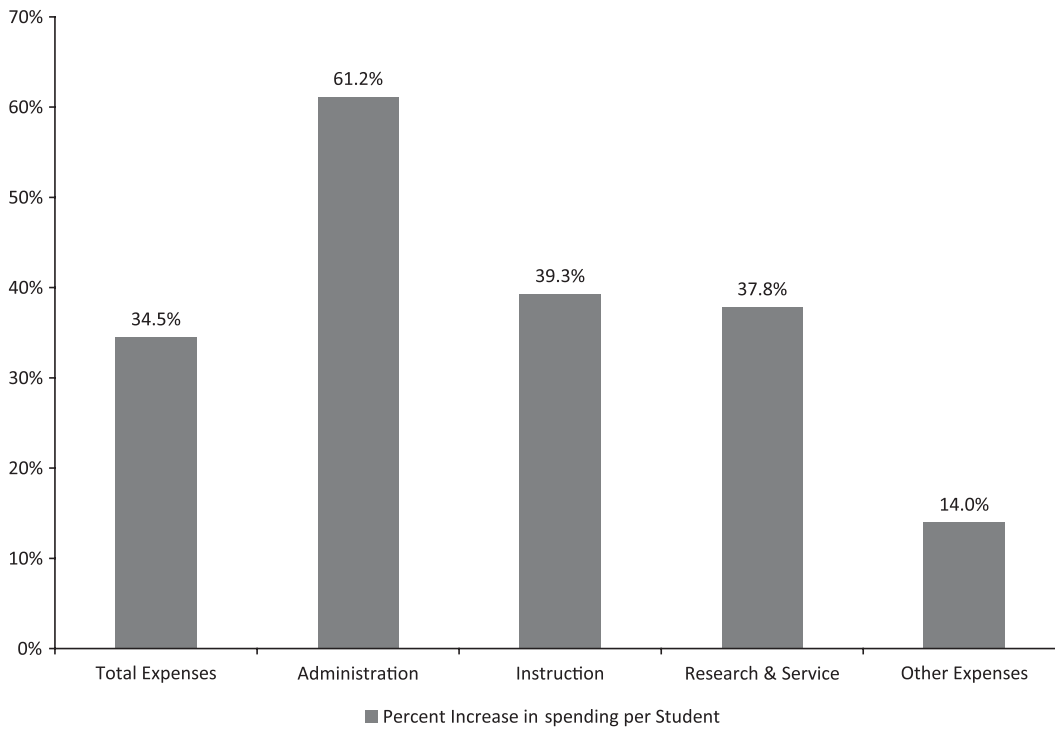


Figure 7: Percentage Increase in spending per Student by Category, from 1993 to 2007

Broken out by category, there has been a 39.3 percent increase in expenditures per student for instruction, a 37.8 percent increase for expenditures in research and service, and a 14 percent increase in other spending. While these increases are large, they pale in comparison to the whopping 61.2 percent increase in expenditures per student for administration that has occurred between 1993 and 2007.

between 1993 and 2007, while at public institutions the increase was 31.5 percent. But even in light of this increasing reliance on part-time instructors, there was still a 17.6 percent increase in full-time employees per student engaged in instruction, research and service. In addition, the significant shift toward part-time instructors undermines claims that increased employment in this category is a sign of these institutions striving to increase quality with their increases in employment.

Spending

While economizing is occurring with the employment of secretaries,

maintenance workers, and graduate students, the spending data still show a large increase in total expenditures per student, especially in the administrative category. Total spending per student (adjusted for inflation) rose 34.5 percent between 1993 and 2007 (see Figure 7 and Table A2). Broken out by category, there has been a 39.3 percent increase in expenditures per student for instruction, a 37.8 percent increase for expenditures in research and service, and a 14 percent increase in other spending. While these increases are large, they pale in comparison to the whopping 61.2 percent increase in expenditures per student for administration that has occurred between 1993 and 2007.

The most striking point here is that university spending per student is increasing in real terms, most rapidly in the area of administration. It is not clear why it has cost nearly two-thirds more to administer each student over this 15-year period. We know that universities are hiring many more administrators per student and that they must also be paying those administrators higher salaries and providing them with larger operating budgets.

Employment Leaders and Laggards

It is striking that among universities with very high rates of growth in full-time administrators, some have had relatively little growth (or even declines) in their full-time instructors, researchers and service providers.

While administrative bloat is a widespread problem in higher education, some institutions seem to be less afflicted by it. Twenty of the universities we examined actually experienced a decline in the number of administrators per 100 students between 1993 and 2007 (see Table A4). Many of these institutions with declining administration, however, remain very administration-heavy.

For example, the Massachusetts Institute of Technology (MIT) had a 44.7 percent decline in the number of full-time administrators per student between 1993 and 2007. But even after that decline, MIT still has 23.5 full-time administrators for every 100 students, significantly higher than the average 9.4 for all institutions, and even higher than the average of 15.8 for private universities (see Table A5). The decline was only possible because it began in 1993 with the already astronomically high rate of 42.4 administrators for every 100 students.

On the other hand, some universities with declines in administrative employees per student ended with relatively low levels of administrative bloat. For example, Virginia Commonwealth University (VCU) experienced a 75 percent decline in administrative employees per student (see Tables A3 and A4). In 1993, the university had an above-average rate of 12.0 full-time administrators per 100 students, but by 2007 that number had dropped to 3.0 (see Table A5). This decline was achieved in part because VCU increased its enrollment by 45.1 percent between 1993 and 2007, much faster than the average enrollment increase of 14.5 percent. But unlike other institutions, VCU spread its fixed cost of administration over a larger base as it gained more students.

It is striking that among universities with very high rates of growth in full-time administrators, some have had relatively little growth (or even declines) in their full-time instructors, researchers and service providers. For example, the University of California-Davis increased the number of full-time administrators it employed by 318.8 percent between 1993 and 2007. But during that same period, the university actually reduced its full-time instructional, research, and service staff by 4.5 percent (see Tables A3 and A4). Similarly, Jackson State University, Kansas State University, and University of Albany-SUNY (State University of New York) more than doubled their administrative employment per student ratios while reducing their instructional

staff per student ratios. All of these institutions increased their enrollment and, as a result, increased the direct and indirect government subsidies that higher enrollment provides. They also all significantly increased the tuition they charge their students. And what taxpayers and students received in return was more administrators and fewer teachers - probably not what they had in mind.

Some universities increased the number of employees engaged in instruction, research and service even faster than the number of administrators per 100 students between 1993 and 2007, but these cases were not the norm. For example, the University of Colorado-Denver increased its full-time number of administrators by more than 200 percent, but it increased the number of employees in instruction, research and service by more than 400 percent.

Among the three dozen other schools that increased administrative employment at a slower rate than employment in instruction, research and service were many of the elite private universities, such as Harvard, California Institute of Technology, Rice, Emory, Cornell, Chicago, and Princeton. Some highly respected public universities were also more likely to give priority to increasing instruction over administration, such as the University of Michigan and University of Virginia.

Readers wishing to find information on the increase in employment per 100

students for any particular institution can look in Table A3, which organizes the universities alphabetically. To find the universities with the highest and lowest rate of increase in administrative employment, see Table A4. To see the number of employees in each category for each university in 1993 and 2007, see Table A5.

Spending Leaders and Laggards

The cost of administration for each student, like the number of administrators per student, has been increasing dramatically. Two dozen of the leading universities we examined more than *doubled* their spending on administration for each student enrolled, adjusted for inflation. For example, at Wake Forest University, administrative spending per student has increased by more than 600 percent in real terms. At Harvard, administrative spending per student has increased more than 300 percent between 1993 and 2007, adjusted for inflation (see Tables A6 and A7).

At all but one of these 24 universities that have more than doubled their administrative spending per student, the increase in instructional spending has lagged far behind. And, with the exception of the University of Alabama at Birmingham, all of these universities are private institutions.

There are only 13 universities that have actually reduced administrative spending per student in real dollars

The cost of administration for each student, like the number of administrators per student, has been increasing dramatically. Two dozen of the leading universities we examined more than doubled their spending on administration for each student enrolled, adjusted for inflation. At Harvard, administrative spending per student has increased more than 300 percent between 1993 and 2007.

If there are any universities realizing economies of scale to reduce their costs per student as their enrollments grow, there is no sign of it among these leading universities. In 2007, these universities were spending an average of \$41,337 per student while charging an average tuition for in-state undergraduate students of \$10,929. The difference between spending and tuition per student is obtained from some combination of gifts, direct government subsidies, and fees for services provided.

between 1993 and 2007. The rate of decrease, however, is small compared with the rate of increase at the two dozen institutions that more than doubled administrative spending. In addition, 6 of the 13 universities with a decline in real administrative spending per student also reduced real instructional spending per student.

It is possible that these universities were simply suffering financial difficulties that limited spending across the board. But financial distress is clearly not the norm. As mentioned earlier, total spending per student at the universities we examined has increased by 34.5 percent. Spending increased by 61.2 percent on administration per student, adjusted for inflation, compared with 39.3 percent for instruction, and 37.8 percent for research and service. At the vast majority of leading universities, spending per student in almost every reported category increased in real terms between 1993 and 2007.

If there are any universities realizing economies of scale to reduce their costs per student as their enrollments grow, there is no sign of it among these leading universities. As of 2007, these universities were spending an average of \$41,337 per student (see Table A8) while charging an average tuition for in-state undergraduate students of \$10,929. The difference between spending and tuition per student is obtained from some combination of gifts, direct government subsidies, and fees for services provided.

At only one institution in 2007, the University of North Texas, did the university spend less than \$10,000 per student. At the extreme other end of the spectrum, Wake Forest, Yale, MIT, Harvard, and Dartmouth spend more solely on administration per student than the average university spends on everything per student. The nearly \$75,000 at Wake Forest and the nearly \$60,000 at Yale per student spent on administration must buy some truly excellent administration. By comparison, the average expenditure for a K–12 public school student in 2006–2007 was \$11,257. Relative to our leading universities, our public school system may seem to be a model of efficiency.

Readers wishing to find information on the increase in spending per student for any particular institution can look in Table A6, which organizes the universities we examined alphabetically. To find the universities with the highest and lowest rate of increase in administrative spending, see Table A7. To see the spending per student in each category for each university in 1993 and 2007, see Table A8.

Spotlight on Arizona

Three of the institutions profiled in this report are public universities in Arizona: Arizona State University (ASU), Northern Arizona University (NAU), and University of Arizona (UA). All three show the symptoms of administrative

bloat. At Arizona State University, the number of full-time administrators per 100 students increased 94.0 percent between 1993 and 2007. This increase at ASU is greater than 167 other universities we examined. At NAU, the employment of full-time administrators per student increased by 36.5 percent during the same period. And at UA, the rate of increase was 45.8 percent (see Table A3).

At all three Arizona public universities, the number of administrators grew much more rapidly than the number of instructors, researchers and service providers. At ASU, the employment of teachers and researchers actually declined by 2.4 percent between 1993 and 2007 while administrative jobs increased by 94.0 percent. At NAU, the rate of increase was 15.8 percent, less than the 36.5 percent increase for administrators. And at UA, the number of instructors, researchers, and service providers only increased by 3.1 percent, compared with a 45.8 percent increase among administrators.

At the University of Arizona, a majority of full-time employees were administrators. In 2007, UA had 13.3 administrators per 100 students out of a total of 25.7 full-time employees. At ASU, there were 6.3 full-time administrators per 100 students out of 12.9 full-time employees. And NAU had 4.6 full-time administrators per 100 students in 2007 out of a total 11.2 employees (see Table A5).

Per pupil spending increased at ASU, NAU, and UA along with the growth in employees. The spending increases at all three Arizona public universities were greater in administration than instruction. At ASU, administrative spending per student increased by 46.3 percent between 1993 and 2007 after adjusting for inflation. At NAU, the increase was 36.5 percent, and at UA, the increase was 28.8 percent (see Table 6).

Total spending per student at these Arizona public universities far exceeded the average tuition charged to in-state undergraduates. In 2007, tuition fell within a tight range with UA at \$4,766, ASU at \$4,688, and NAU at \$4,596. But total spending per student was \$30,965 at UA, \$18,323 at ASU, and \$14,041 at NAU. As with all universities, the lion's share of resources comes from sources other than student tuition. The state and federal governments along with private donors and some fees for non-education services makes up the difference between what students pay and what universities spend. Administrative bloat in Arizona, as in the rest of the country, is possible because the bill is largely paid for by someone other than the consumer.

Spotlight on the University of Michigan

If Arizona's public universities are models of administrative bloat, the University of Michigan (UM) provides a model for how to stem bloat. According

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The University of Michigan provides a model for how to stem bloat. Between 1993 and 2007, the University of Michigan was one of the few leading universities that actually reduced the number of administrators. There were 5.5 percent fewer full-time administrators at UM in 2007 than in 1993. During that same period, the number of full-time instructional, research, and service employees increased by 68 percent.

to Vicki Murray's 2005 report for the Goldwater Institute, state funding constitutes a much larger portion of general revenues at ASU and UA than at UM.² State funding was 38 percent of general revenue at UA and 41 percent at ASU, while at UM, state funding dropped to less than 10 percent by 2003. UM has a relatively low and declining level of government subsidy at the same time that it has shown a significant reduction in administrative bloat.

Between 1993 and 2007, the University of Michigan was one of the few leading universities that actually reduced the number of administrators. There were 5.5 percent fewer full-time administrators at UM in 2007 than in 1993. During that same period, the number of full-time instructional, research and service employees increased by 68.0 percent. Spending shows a similar pattern. Administrative spending per student (adjusted for inflation) increased by only 7.5 percent between 1993 and 2007. Of the universities we examined, this was the 23rd lowest increase in administrative spending. And yet during those same years, instructional spending went up by a much larger 29.2 percent.

Relatively low government subsidies have encouraged the University of Michigan to focus fewer employees and resources on administration and devote more to instruction. To be sure, UM still employs quite a lot of administrators and devotes a considerable sum of money

to that task, but financial independence from the state seems to be moving the university in the right direction. Reducing government subsidies may be just the remedy for rapidly growing university administration.

Conclusion

Universities are suffering from administrative bloat. Higher education has been adding more administrative employees and spending more on administration per student, and increases in administrative employment and spending far exceed those in instruction, research and service. This trend is especially egregious because as universities increase their enrollments, one would expect that administrative costs per student would go down. The relatively fixed cost of administering a university should be spread over a larger base of students.

This report simply documents this administrative bloat, using data reported by universities to the U.S. Department of Education. The facts regarding growth in administrative employment and spending are clear and indisputable.

Why this administrative bloat is occurring and what should be done to address it are questions on which this report does not provide systematic analysis to answer. We do examine the illustrative cases of administrative bloat at the heavily state-subsidized Arizona

public universities compared with the reduction in bloat at the more financially independent University of Michigan. These cases suggest that government subsidies for higher education play a central role in facilitating excessive growth in administration. But our primary purpose here is to document and highlight the nature of the problem, not to explain its causes or solutions.

That being said, we can offer some ideas for future research to explore why universities suffer from disproportionate growth in administration and what can be done about it. First, it should be clear that much of what universities advocate for is unlikely to fix the problem of administrative bloat. Universities frequently claim they need greater direct or indirect government subsidies as well as more students in higher education. Yet during the period we examined, both government subsidies for higher education and enrollments increased significantly. Neither development prevented disproportionate increases in administrative employment or spending.

It is more likely that higher enrollments and higher levels of subsidy actually contributed to administrative bloat. Universities have an ever-larger army of administrators because they can afford it. If funds were tighter, it might be the case that universities would focus more of their resources on the core responsibilities of teaching and conducting research while striving for greater efficiency in providing the

necessary administration for those core responsibilities.

Growth in enrollments and higher rates of government subsidy have made universities flush with extra funds. Being nonprofits, they do not return excess profits to shareholders; instead, they return excess profits to their *de facto* shareholders, the administrators who manage the institutions. These administrators are paid dividends in the form of higher compensation and more fellow administrators who can reduce their own workload or expand their empires.

The growth in government subsidy for higher education means that there is more government regulation and more government bureaucracy that universities must handle. Compliance with and management of government bureaucracy also contributes to administrative growth in universities because of the additional people it takes to navigate red tape.

The increasing government role in universities also means that universities have to consider more political issues in their operations. To please political constituencies, universities need more diversity administrators, sustainability administrators, or anyone who might improve the prospects for subsidies from politicians.

In addition, because universities derive most of their money from gifts, government subsidies, and fees for

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The primary solution to administrative bloat and generally rising costs is to reduce the rate of government subsidies. We need to stop feeding the beast. Politicians and the public genuinely want to improve the affordability of higher education and expand access, but they are just facilitating a vicious cycle. Subsidies produce more bloat, which raises costs, which creates demand for higher subsidies.

services rather than student-paid tuition, the amount of competition among universities is muted and distorted. Since higher education has high barriers to entry and competes on decades (or centuries) of accumulated status rather than price, there are more excess profits available for administrative bloat.

If these hypotheses are correct, the primary solution to administrative bloat and generally rising costs is to reduce the rate of government subsidies. We need to stop feeding the beast. Politicians and the public genuinely want to improve the affordability of higher education and expand access, but they are just facilitating a vicious cycle. Subsidies produce more

bloat, which raises costs, which creates demand for higher subsidies.

If public demand for subsidies and greater access is unavoidable, it is possible to structure those subsidies in a way that encourages greater cost control, which in turn will facilitate less need for subsidies and improve access. Of course, designing these subsidies properly would be difficult, practically and politically.

Until we can further explore the causes and solutions to administrative bloat in higher education, we should at least be clear about the existence of the problem and the necessity to address it.

Appendix A: Data, Analysis, and Recommended Research

We base our conclusions on data drawn from the Integrated Postsecondary Education Data System (IPEDS), which is sponsored by the U.S. Department of Education. Higher education institutions report basic information about enrollment, employment, and spending in various categories to IPEDS, which then makes this systematically collected information publicly available. In this report, we have done little more than download, organize and highlight information that is readily available from a Department of Education data set. But our minimal processing of the data has its virtues. The credibility and accuracy of our findings do not rely upon us or any opaque statistical analysis. Readers only need trust information reported to the Department of Education by universities themselves to believe our results.

For ease of interpretation, we have combined some of the categories. In the employment tables in this report, the “Administration” column consists of the IPEDS categories of “Administration/Executive” and “Other Professionals.” Other Professionals clearly fall within an administrative category because they are defined by IPEDS as “persons employed for the primary purpose of performing academic support, student service, and institutional support.... Included in this category are all employees holding titles such as business operations specialists; buyers and purchasing agents; human resources, training, and labor relations

specialists; management analysts; meeting and convention planners; miscellaneous business operations specialists; financial specialists; accountants and auditors; budget analysts; financial analysts and advisors; financial examiners; loan counselors and officers; [etc.].” Under any reasonable definition, these employees are engaged in administrative functions but clearly not directly engaged in teaching, research or service.

The “Instruction, Research, and Service” column is identical to the category reported in IPEDS. The only change we make is to include the “Graduate Assistants” category for part-time workers in “Instruction, Research, and Service.” The “Clerical” category is also identical to the one reported in IPEDS. We did not combine this into “Administration” only because it clearly contains a lower-skilled-and-compensated set of employees associated with work of “a secretarial nature” rather than the administrative management of the institution.

“Other Employees” consists of the “Technical/Paraprofessional,” “Skilled Crafts” and “Maintenance” categories in IPEDS. Like those in the Clerical category, these employees are primarily engaged in providing basic support for the operations of universities rather than engaging in administrative management, and so we report them as a separate category.

Unfortunately, the spending categories in IPEDS are not identical to the employment categories, but we have done our best to map them into similar groupings. For the expenditure tables in this report, the “Administration” spending consists of the “Academic Support,” “Institutional Support,” and “Student Services” categories in IPEDS.

The “Instruction” spending category is identical to the one found in IPEDS. The “Research and Service” column consists of the “Research,” “Public Service” and “Independent Operations” categories in IPEDS. The “Other Expenses” column consists of the “Auxiliary Expenses,” “Operation and Maintenance of Plant” and “Hospitals” categories.

We believe that this consolidation of categories paints a more accessible and accurate picture, but readers are free to access the original data and combine categories in other ways if they prefer.

In this report, we focus on the 198 leading universities in the United States. These are identified in IPEDS as four-year colleges that also grant doctorates and engage in a high or very high level of research. This would include all state flagship public universities as well as elite private institutions.

We have reported results broken out by institution as well as the student-weighted average across all 198 universities. (Because of missing data for two different sets of institutions, there are actually only 196 universities in the employment and expenditure tables.) We also ranked the universities so that readers can see where any particular institution stands in its administrative bloat relative to other institutions.

The information in this report is taken from two snapshots, one from 1993 and the other from 2007. These are the earliest and most recent years for which we can provide nearly complete information on our variables of interest. The change over this 15-year period should give us a clear picture of the trends in higher education.

Readers interested in previous and related research on this topic are encouraged to consult *Going Broke by Degree: Why College Costs Too Much*, by Richard Vedder (AEI Press, 2004). For additional analysis of the trends in college spending, readers should consult *Trends in College Spending*, by Jane Wellman (Delta Cost Project, 2009).

All tables referenced throughout this report may be found online at www.goldwaterinstitute.org.

NOTES

1. A potential explanation for the increase in the number of college employees and the rise in costs could be that the quality of a college education has increased over time. Average composite scores on the Graduate Record Examination (GRE), however, have actually declined since 1990. National Center for Education Statistics, *Digest of Education Statistics*, 2009, <http://nces.ed.gov/pubs2010/2010013.pdf>.

2. Vicki Murray, *The Privately Financed Public University: A Case Study of the University of Michigan* (Goldwater Institute Policy Report #206, 2005).

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**We would love to hear your thoughts on this policy report. Please send your feedback to
Le Templar, Communications Director, at ltemplar@goldwaterinstitute.org.**

Appendix B: Tables

Table A1: Employees per 100 Students

		2007					1993					Percentage Change				
		Total	Admin.	Instruction, Research, & Service	Clerical	Other	Total	Admin.	Instruction, Research, & Service	Clerical	Other	Total	Admin.	Instruction, Research, & Service	Clerical	Other
Full-Time Jobs per 100 Students																
	All Institutions	24.3	9.4	7.0	3.4	4.4	22.4	6.8	6.0	4.5	5.2	8.2	39.3	17.6	-24.4	-14.5
	Public Institutions	20.5	7.9	6.0	2.7	3.9	19.4	5.7	5.4	3.8	4.5	5.5	39.0	9.8	-28.5	-13.2
	Private Institutions	40.4	15.8	11.5	6.4	6.6	35.1	11.3	8.2	7.6	8.0	14.9	40.1	39.8	-15.5	-17.5
Part-Time Jobs per 100 Students																
	All Institutions	11.2	1.1	8.9	0.6	0.6	9.0	1.0	6.4	0.7	0.9	25.1	6.6	40.3	-13.4	-31.0
	Public Institutions	10.8	1.0	8.6	0.6	0.6	8.8	0.9	6.5	0.6	0.8	22.4	11.6	31.5	0.3	-24.3
	Private Institutions	13.2	1.2	10.5	0.7	0.7	9.7	1.3	5.8	1.3	1.4	35.8	-7.9	82.7	-42.0	-47.0
Full- and Part-Time Jobs per 100 Students																
	All Institutions	35.5	10.5	15.9	4.1	5.0	31.4	7.8	12.3	5.3	6.1	13.1	35.1	29.3	-22.9	-16.9
	Public Institutions	31.3	8.9	14.5	3.3	4.5	28.3	6.6	11.9	4.4	5.3	10.8	35.2	21.6	-24.5	-14.9
	Private Institutions	53.6	17.1	22.0	7.1	7.3	44.9	12.6	14.0	8.9	9.4	19.4	35.0	57.4	-19.3	-21.8

Table A2: Inflation-Adjusted Spending per Student

		2007					1993					Percentage Change				
		Total	Admin.	Instruction	Research & Service	Other	Total	Admin.	Instruction	Research & Service	Other	Total	Admin.	Instruction	Research & Service	Other
	All Institutions	41,337	7,837	12,208	10,393	10,899	30,730	4,863	8,764	7,539	9,563	34.5	61.2	39.3	37.8	14.0
	Public Institutions	31,663	5,471	8,939	7,807	9,445	24,414	3,998	7,073	5,727	7,617	29.7	36.9	26.4	36.3	24.0
	Private Institutions	82,874	17,995	26,244	21,492	17,144	57,688	8,557	15,985	15,273	17,872	43.7	110.3	64.2	40.7	-4.1

Table A3: Increase in University Employment Relative to Enrollment, 1993 to 2007
(Sorted Alphabetically)

(Table A3: 1 of 5)	Rank of Pct. Change in Admin. per 100 Students (Max=196)	Percentage Change						
Institution		Full-Time Employees per 100 Students	Admin. per 100 Students	Instruction, Research, & Service per 100 Students	Clerical per 100 Students	Other Employees per 100 Students	In-state Undergrad. Tuition	Enrollment
Average	—	8.2	39.3	17.6	-24.4	-14.5	66.7	14.5
Arizona State University	168	10.4	94.0	-2.4	-38.4	-35.3	105.5	24.8
Auburn University Main Campus	71	-10.1	34.6	-13.5	-29.5	-40.1	118.2	13.0
Baylor University	187	37.8	149.7	9.6	-12.9	69.5	140.2	16.2
Boston College	155	34.3	78.5	56.4	1.3	-6.6	55.7	0.2
Boston University	69	20.3	34.0	33.7	-10.4	-5.0	39.9	11.9
Bowling Green State University-Main Campus	63	12.3	31.1	22.2	-6.9	-7.0	0.0	4.8
Brandeis University	21	-16.3	4.1	-17.9	-30.6	-35.5	33.8	35.4
Brigham Young University	119	1.6	55.3	-12.7	-29.9	-11.0	19.0	7.8
Brown University	147	23.7	72.8	43.4	-21.8	-7.4	31.2	6.7
California Institute of Technology	134	31.9	66.3	134.6	-43.8	-15.3	45.2	7.1
Carnegie Mellon University	59	1.6	29.0	-5.1	-41.2	-12.4	45.7	42.3
Case Western Reserve University	180	39.8	125.1	10.8	-15.0	-10.6	49.7	6.4
Catholic University of America	94	8.1	45.8	-11.0	-0.1	-1.0	47.3	4.8
Claremont Graduate University	64	5.2	31.4	12.8	-20.8	-39.8	0.0	14.2
Clark Atlanta University	28	-5.6	9.9	33.3	-39.5	-58.2	62.2	-16.7
Clark University	161	14.0	83.3	3.9	-25.9	10.3	35.4	4.4
Clarkson University	44	-0.6	17.5	38.2	-43.2	-20.9	30.1	6.4
Clemson University	39	-6.8	15.7	-2.5	-75.7	-3.2	137.2	5.9
College of William and Mary	132	33.3	65.5	13.9	70.8	14.3	46.2	2.8
Colorado School of Mines	67	22.4	32.7	34.4	109.4	-28.0	43.6	21.9
Colorado State University	121	21.6	55.9	2.3	-22.8	21.9	30.9	0.7
Columbia University in the City of New York	175	32.9	103.4	21.7	-34.8	-2.0	44.9	19.1
Cornell University	18	9.6	-2.6	68.3	-14.4	6.4	33.0	66.7
CUNY Graduate School and University Center	76	17.9	36.0	5.4	-3.3	4.2	0.0	30.8
Dartmouth College	177	28.9	109.7	2.9	-8.6	19.8	35.5	12.1
Drexel University	124	42.9	60.9	40.4	31.5	16.5	65.6	102.7
Duke University	37	-21.8	14.8	11.6	-57.0	-47.5	45.8	20.5
Emory University	60	0.8	29.7	60.8	-65.6	-47.7	45.2	21.3
Florida Atlantic University	158	-2.8	81.3	-14.1	-28.9	-47.6	7.1	66.1
Florida Institute of Technology	148	5.3	73.8	2.8	-46.8	0.1	62.4	2.7
Florida International University	156	3.3	79.5	-29.2	-31.7	0.1	40.3	57.0
Florida State University	73	1.8	35.0	9.7	-39.7	-17.4	37.3	41.9
Fordham University	159	42.1	82.4	39.8	-22.6	48.3	74.3	-1.5
George Mason University	185	23.8	141.3	23.8	-94.7	-56.9	33.9	42.1
George Washington University	11	-43.1	-14.6	-23.5	-78.1	-69.7	54.4	32.0
Georgetown University	3	-50.1	-48.3	-17.3	-59.6	-69.4	42.6	20.3
Georgia Institute of Technology-Main Campus	106	0.8	50.8	-8.7	-63.8	-38.0	55.7	45.9
Georgia State University	107	12.5	50.8	16.0	-33.9	-25.8	70.7	15.0
Harvard University	96	46.6	46.8	94.3	26.1	16.4	42.8	-1.2
Howard University	5	-18.8	-39.8	72.6	27.2	-61.3	29.6	-3.9
Illinois Institute of Technology	139	35.8	68.5	54.9	11.1	-36.8	28.6	3.6
Indiana University-Bloomington	120	5.7	55.7	-6.7	-13.6	-20.1	86.1	9.7
Indiana University-Purdue University-Indianapolis	182	39.7	138.8	5.5	11.1	-7.0	84.7	8.4
Iowa State University	13	-2.3	-13.3	46.6	-32.9	-17.6	83.3	2.9

(Table A3: 2 of 5)	Rank of Pct. Change in Admin. per 100 Students (Max=196)	Percentage Change						
Institution		Full-Time Employees per 100 Students	Admin. per 100 Students	Instruction, Research, & Service per 100 Students	Clerical per 100 Students	Other Employees per 100 Students	In-state Undergrad. Tuition	Enrollment
Average	—	8.2	39.3	17.6	-24.4	-14.5	66.7	14.5
Jackson State University	193	83.2	287.8	-12.4	57.8	173.8	32.6	37.1
Johns Hopkins University	192	27.2	212.4	33.2	-10.3	-27.9	35.6	30.6
Kansas State University	189	9.2	158.3	-10.0	-36.1	-18.8	105.7	16.4
Kent State University Kent Campus	83	16.6	39.3	26.3	-8.9	-1.5	63.4	0.5
Lehigh University	20	15.5	-0.1	52.3	-1.9	10.5	40.9	6.2
Louisiana State University and Agricultural & Mechanical College	—	N/A	N/A	N/A	N/A	N/A	42.7	9.7
Loyola University Chicago	150	28.6	75.8	1.8	8.5	61.6	79.3	8.2
Marquette University	112	16.8	52.5	11.0	-21.1	21.3	76.5	7.0
Massachusetts Institute of Technology	4	9.4	-44.7	327.3	-13.1	-32.0	35.7	4.4
Miami University-Oxford	105	37.6	49.8	5.5	58.4	54.7	298.3	-1.9
Michigan State University	160	2.6	83.1	-32.8	-31.9	-2.7	59.8	15.9
Michigan Technological University	53	14.9	22.2	41.1	-6.2	-17.0	91.1	2.1
Mississippi State University	133	18.1	65.5	19.4	-4.8	-14.5	29.5	18.1
Missouri University of Science and Technology	117	13.6	54.7	-2.2	12.4	9.7	87.5	8.5
Montana State University	100	16.1	48.3	8.3	-27.7	16.4	114.9	10.8
New Jersey Institute of Technology	50	12.7	20.9	27.2	-3.4	-13.6	61.8	9.8
New Mexico State University-Main Campus	80	14.9	37.7	-1.7	-5.9	15.4	72.6	5.9
New York University	8	-26.4	-28.6	14.4	-32.1	-53.3	39.9	25.4
North Carolina A&T State University	45	-2.5	18.2	-11.5	-13.4	7.8	87.3	31.0
North Carolina State University at Raleigh	126	7.0	61.4	4.6	9.5	-24.8	159.2	14.4
North Dakota State University-Main Campus	162	3.8	84.7	-17.5	-41.2	11.0	96.2	32.4
Northeastern University	152	36.6	76.7	27.8	-13.3	15.6	83.9	-8.0
Northern Arizona University	78	6.3	36.5	15.8	-38.3	-14.3	107.3	13.4
Northern Illinois University	77	0.0	36.1	-11.3	-23.8	-5.1	77.9	9.0
Northwestern University	154	25.6	78.0	6.6	-7.7	19.0	55.2	8.3
Ohio State University-Main Campus	42	-14.4	17.2	-0.6	-43.5	-42.9	115.8	3.8
Ohio University-Main Campus	103	4.6	48.5	5.6	42.3	-28.6	88.1	10.5
Oklahoma State University-Main Campus	79	8.8	36.7	12.9	-15.2	-6.0	98.1	21.2
Old Dominion University	54	-11.8	22.5	-20.7	-62.4	4.4	21.1	39.5
Oregon State University	31	-22.4	10.8	-27.7	-53.3	-11.4	46.1	37.7
Pennsylvania State University-Main Campus	142	12.7	70.8	5.3	-25.7	-5.9	83.6	14.9
Polytechnic Institute of New York University	49	-23.4	20.4	-26.9	-59.8	-48.7	40.5	-8.8
Princeton University	12	-5.2	-13.6	55.0	-35.7	-11.4	29.6	10.1
Purdue University-Main Campus	62	9.0	30.2	9.4	-8.6	2.3	96.2	9.3
Rensselaer Polytechnic Institute	29	15.1	10.7	47.7	12.3	-18.3	42.3	-2.9
Rice University	70	14.4	34.2	42.4	-16.7	-10.8	98.9	21.0
Rutgers University-New Brunswick	143	13.7	71.5	21.5	-43.4	-10.3	71.8	3.7
Rutgers University-Newark	144	-1.7	71.7	5.9	-59.1	-31.1	71.6	11.6
Saint Louis University-Main Campus	86	14.0	41.8	14.9	-11.3	5.8	88.0	16.5
San Diego State University	90	-4.3	44.6	-18.9	-7.2	-17.9	46.8	26.9
South Dakota State University	32	-4.5	10.8	-0.4	-7.3	-30.6	64.1	21.6
Southern Illinois University Carbondale	116	23.7	54.7	14.3	-2.2	27.6	112.5	-12.1
Stanford University	190	10.5	188.2	74.0	-26.2	-68.4	39.4	23.8
Stevens Institute of Technology	6	-17.3	-37.3	-15.8	-3.3	108.1	47.2	69.3
Stony Brook University	2	-59.6	-59.1	-18.6	-82.5	-76.2	34.5	35.7
SUNY at Albany	183	27.5	140.2	-9.3	3.1	17.5	43.6	5.5

(Table A3: 3 of 5)	Rank of Pct. Change in Admin. per 100 Students (Max=196)	Percentage Change						
Institution		Full-Time Employees per 100 Students	Admin. per 100 Students	Instruction, Research, & Service per 100 Students	Clerical per 100 Students	Other Employees per 100 Students	In-state Undergrad. Tuition	Enrollment
Average	—	8.2	39.3	17.6	-24.4	-14.5	66.7	14.5
SUNY at Binghamton	140	17.2	68.9	1.1	-12.4	7.7	39.3	20.3
SUNY College of Environmental Science and Forestry	10	-22.4	-20.9	-14.2	-32.9	-28.0	20.3	33.4
Syracuse University	125	19.2	61.0	9.2	-27.0	11.8	51.2	-1.4
Teachers College at Columbia University	167	44.0	94.0	49.4	-27.7	17.2	0.0	9.4
Temple University	9	-35.7	-26.4	-8.1	-51.8	-60.2	41.7	15.5
Texas A&M University	128	1.3	63.9	9.1	-42.2	-27.6	226.3	9.4
Texas Tech University	72	14.8	34.8	19.4	-17.6	17.0	151.6	17.7
Tufts University	61	6.7	29.8	19.4	85.7	-46.6	35.2	18.5
Tulane University of Louisiana	104	0.1	49.4	12.3	-53.8	9.7	33.7	-5.7
University at Buffalo	170	-0.8	94.8	-11.3	7.3	-49.4	39.0	9.4
University of Akron Main Campus	129	27.8	64.2	5.9	13.7	45.8	0.0	-11.6
University of Alabama	48	-7.3	18.9	-12.3	-24.4	-12.6	77.9	31.1
University of Alabama at Birmingham	14	-25.1	-12.6	26.7	-34.2	-59.7	49.2	2.1
University of Alabama in Huntsville	157	22.6	80.0	17.6	-58.7	1.6	45.1	-11.8
University of Alaska Fairbanks	137	30.2	67.3	18.7	-18.4	38.4	55.8	8.7
University of Arizona	93	9.4	45.8	3.1	-37.0	-10.0	117.4	5.5
University of Arkansas Main Campus	56	-5.4	24.6	-9.6	-39.8	-14.9	120.2	30.6
University of California-Berkeley	164	3.7	87.1	-13.4	-62.1	22.7	42.8	15.2
University of California-Davis	194	21.8	318.8	-4.5	-38.8	-12.3	77.2	32.6
University of California-Irvine	—	N/A	N/A	N/A	N/A	N/A	54.0	57.5
University of California-Los Angeles	136	6.4	66.8	10.7	-63.9	35.1	56.6	8.8
University of California-Riverside	19	-27.3	-2.5	-33.4	-67.1	23.1	56.1	98.1
University of California-San Diego	46	-12.7	18.2	-15.6	-49.2	-21.7	89.2	51.4
University of California-Santa Barbara	176	17.3	106.1	8.4	-51.5	28.4	63.8	15.2
University of California-Santa Cruz	127	-4.3	62.5	-16.4	-62.8	19.8	56.3	55.6
University of Central Florida	87	5.2	42.6	3.9	-52.3	-3.2	42.1	104.3
University of Chicago	16	12.2	-5.9	101.5	-25.8	11.9	36.4	29.5
University of Cincinnati-Main Campus	58	-1.6	27.1	4.9	-60.8	-28.6	94.3	2.3
University of Colorado at Boulder	131	5.0	65.2	1.3	-35.6	-1.9	53.6	12.1
University of Colorado Denver	191	319.0	200.7	454.4	49.6	305.4	88.2	84.4
University of Connecticut	130	12.9	64.8	15.8	-40.2	-27.7	49.3	2.2
University of Dayton	166	55.4	92.9	50.2	8.8	60.2	63.6	-3.7
University of Delaware	118	23.6	55.1	32.5	-9.6	5.2	44.9	-6.4
University of Denver	114	16.2	53.4	7.0	-68.7	79.4	56.0	32.6
University of Florida	41	-12.2	17.0	-1.9	-37.4	-30.9	35.4	38.6
University of Georgia	88	-5.1	43.2	2.5	-33.4	-36.9	57.9	17.7
University of Hawaii at Manoa	43	11.0	17.3	10.3	8.2	2.0	119.3	0.0
University of Houston	173	24.2	97.4	8.3	-32.4	4.4	226.4	7.9
University of Idaho	30	4.7	10.7	-9.6	-11.3	31.5	125.9	0.8
University of Illinois at Chicago	141	21.3	70.8	4.7	-52.8	20.9	101.4	1.2
University of Illinois at Urbana- Champaign	95	1.4	46.5	-11.9	-27.5	-9.1	99.2	8.8
University of Iowa	75	10.9	35.6	18.5	-22.6	-11.1	91.9	5.2
University of Kansas	188	76.9	156.3	90.7	13.5	16.7	138.5	9.3
University of Kentucky	84	17.5	39.5	8.6	5.5	12.4	127.1	9.2
University of Louisiana at Lafayette	89	23.1	43.9	9.3	-1.9	39.1	47.6	-1.4
University of Louisville	178	37.0	110.1	39.2	-25.6	11.6	134.4	-2.7
University of Maine	34	-4.1	13.9	-1.7	-28.4	-3.8	69.2	5.0
University of Maryland-Baltimore County	153	48.8	77.4	56.6	-9.1	53.9	110.4	12.9
University of Maryland-College Park	138	11.4	68.3	15.6	-52.5	-3.9	98.3	11.0

(Table A3: 4 of 5)	Rank of Pct. Change in Admin. per 100 Students (Max=196)	Percentage Change						
Institution		Full-Time Employees per 100 Students	Admin. per 100 Students	Instruction, Research, & Service per 100 Students	Clerical per 100 Students	Other Employees per 100 Students	In-state Undergrad. Tuition	Enrollment
Average	—	8.2	39.3	17.6	-24.4	-14.5	66.7	14.5
University of Massachusetts Amherst	35	-7.5	14.0	7.7	-28.9	-21.5	32.1	6.8
University of Montana	145	11.6	72.8	-3.4	-30.2	1.7	90.6	25.9
University of Memphis	74	6.3	35.3	21.4	-20.2	-16.5	109.6	0.0
University of Miami	98	16.5	48.0	55.7	-17.8	-35.5	44.9	11.6
University of Michigan-Ann Arbor	17	-9.8	-5.5	68.0	-36.4	-51.7	47.9	11.4
University of Minnesota-Twin Cities	51	21.2	21.0	74.5	-31.5	18.8	102.4	-1.9
University of Mississippi Main Campus	97	-6.7	47.5	0.1	-32.7	-37.2	31.7	41.1
University of Missouri-Columbia	52	11.6	21.3	6.7	19.0	1.4	81.1	27.8
University of Missouri-Kansas City	22	-6.7	5.6	16.3	-28.4	-38.3	86.2	46.5
University of Missouri-St. Louis	135	30.7	66.5	17.8	16.9	26.5	102.7	0.8
University of Nebraska-Lincoln	113	19.5	53.0	11.1	7.4	2.3	87.0	-6.2
University of Nevada-Las Vegas	165	26.1	89.7	-6.6	1.5	44.2	56.2	50.9
University of Nevada-Reno	47	13.2	18.9	9.2	-7.7	33.6	90.5	39.0
University of New Hampshire-Main Campus	108	-3.9	51.4	-12.2	-25.6	-42.6	83.9	7.6
University of New Mexico-Main Campus	15	3.5	-8.3	21.9	67.8	-25.8	82.4	0.0
University of New Orleans	181	48.6	138.1	22.0	-39.2	-1.1	1.4	-27.0
University of North Carolina at Chapel Hill	102	13.4	48.4	23.5	-33.8	17.9	180.8	15.6
University of North Carolina at Greensboro	122	10.7	57.7	-3.7	-14.6	15.0	72.6	44.1
University of North Dakota	23	-15.1	5.8	-17.3	-46.7	-11.7	86.4	7.9
University of North Texas	92	1.2	45.5	-12.4	-40.3	19.8	189.5	34.7
University of Notre Dame	91	16.8	45.1	19.2	-5.7	-0.8	58.9	15.9
University of Oklahoma Norman Campus	110	17.3	51.7	26.1	-12.8	-6.0	101.4	20.2
University of Oregon	99	13.1	48.2	13.3	-16.8	12.2	49.5	20.5
University of Pennsylvania	172	53.1	97.3	77.0	-11.5	11.8	41.4	6.7
University of Pittsburgh-Pittsburgh Campus	115	33.1	54.7	61.7	-48.6	-2.7	71.9	-1.8
University of Rhode Island	55	-3.5	23.8	-2.8	-32.0	-4.8	52.1	4.9
University of Rochester	27	-3.5	9.6	32.7	-18.3	-40.6	41.7	-4.2
University of South Carolina-Columbia	169	20.8	94.7	4.4	-45.8	4.9	93.1	2.1
University of South Florida	82	2.4	38.6	0.4	146.1	-57.9	33.6	29.1
University of Southern California	81	6.9	38.0	-1.8	2.4	-20.8	0.0	20.8
University of Southern Mississippi	171	18.5	95.7	0.4	-15.8	-1.0	33.8	12.8
University of Tennessee	146	45.7	72.8	8.3	11.0	108.0	106.4	13.4
University of Texas at Arlington	179	43.2	123.4	43.0	-1.6	24.2	234.4	4.7
University of Texas at Austin	68	1.6	33.4	13.5	-17.5	-27.3	287.6	3.3
University of Texas at Dallas	163	24.4	86.3	10.6	-9.9	-3.7	341.3	68.5
University of Texas at El Paso	65	11.1	31.8	27.5	-29.1	3.2	178.2	18.5
University of Toledo	184	53.3	140.6	46.6	-10.3	31.6	79.8	-18.3
University of Tulsa	151	8.9	76.2	5.5	-17.0	-39.1	54.1	-12.8
University of Utah	149	49.6	74.9	86.6	14.0	11.3	53.8	3.4
University of Vermont	25	7.3	8.0	13.0	17.0	-6.1	28.0	15.3
University of Virginia-Main Campus	7	-28.2	-29.7	9.6	-38.3	-43.0	44.0	13.4
University of Washington-Seattle Campus	109	-7.4	51.6	-12.1	-49.7	-53.3	85.1	18.3
University of Wisconsin-Madison	66	9.6	32.0	5.1	-26.1	-2.6	99.8	3.9
University of Wisconsin-Milwaukee	57	-4.5	25.6	-3.2	-42.8	-22.9	93.1	23.2
University of Wyoming	26	1.1	8.0	18.8	-22.6	-21.4	43.8	7.2
Utah State University	111	23.8	52.1	23.7	-9.2	13.3	51.1	-15.2
Vanderbilt University	186	62.9	142.5	49.1	21.9	38.4	43.2	21.1
Virginia Commonwealth University	1	-57.5	-75.0	-5.5	-71.3	-62.2	14.9	45.1
Virginia Polytechnic Institute and State University	33	2.2	11.1	12.7	-54.2	14.0	37.4	14.9

(Table A3: 5 of 5)	Rank of Pct. Change in Admin. per 100 Students (Max=196)	Percentage Change						
Institution		Full-Time Employees per 100 Students	Admin. per 100 Students	Instruction, Research, & Service per 100 Students	Clerical per 100 Students	Other Employees per 100 Students	In-state Undergrad. Tuition	Enrollment
Average	—	8.2	39.3	17.6	-24.4	-14.5	66.7	14.5
Wake Forest University	196	303.2	369.7	238.7	328.7	278.3	86.7	21.8
Washington State University	38	1.2	15.4	28.7	-27.9	-24.9	99.3	29.6
Washington University in St. Louis	174	30.3	102.8	42.5	6.9	-25.4	39.2	14.7
Wayne State University	85	17.7	41.7	26.9	104.0	-47.2	26.7	-5.5
West Virginia University	40	-13.7	16.8	-17.1	-28.8	-26.2	61.8	21.8
Western Michigan University	36	-5.1	14.4	-18.4	-2.8	-0.9	70.5	-8.0
Wichita State University	24	7.0	5.9	20.4	-6.1	1.6	67.8	-1.5
Wright State University-Main Campus	101	35.3	48.3	41.4	22.4	7.3	66.7	-1.9
Yale University	123	39.3	59.7	41.7	15.6	30.5	31.5	4.6
Yeshiva University	195	264.3	349.2	252.2	164.0	259.0	0.0	27.4

Table A4: Increase in University Employment Relative to Enrollment, 1993 to 2007
(Sorted in Descending Order of Percentage Change in Administration/Enrollment)

(Table A4: 1 of 5)		Percentage Change						
Institution	Rank of Pct. Change in Admin. per 100 Students	Full-Time Employees per 100 Students	Admin. per 100 Students	Instruction, Research, & Service per 100 Students	Clerical per 100 Students	Other Employees per 100 Students	In-state Undergrad. Tuition	Enrollment
Average	—	8.2	39.3	17.6	-24.4	-14.5	66.7	14.5
Wake Forest University	196	303.2	369.7	238.7	328.7	278.3	86.7	21.8
Yeshiva University	195	264.3	349.2	252.2	164.0	259.0	N/A	27.4
University of California-Davis	194	21.8	318.8	-4.5	-38.8	-12.3	77.2	32.6
Jackson State University	193	83.2	287.8	-12.4	57.8	173.8	32.6	37.1
Johns Hopkins University	192	27.2	212.4	33.2	-10.3	-27.9	35.6	30.6
University of Colorado Denver	191	319.0	200.7	454.4	49.6	305.4	88.2	84.4
Stanford University	190	10.5	188.2	74.0	-26.2	-68.4	39.4	23.8
Kansas State University	189	9.2	158.3	-10.0	-36.1	-18.8	105.7	16.4
University of Kansas	188	76.9	156.3	90.7	13.5	16.7	138.5	9.3
Baylor University	187	37.8	149.7	9.6	-12.9	69.5	140.2	16.2
Vanderbilt University	186	62.9	142.5	49.1	21.9	38.4	43.2	21.1
George Mason University	185	23.8	141.3	23.8	-94.7	-56.9	33.9	42.1
University of Toledo	184	53.3	140.6	46.6	-10.3	31.6	79.8	-18.3
SUNY at Albany	183	27.5	140.2	-9.3	3.1	17.5	43.6	5.5
Indiana University-Purdue University-Indianapolis	182	39.7	138.8	5.5	11.1	-7.0	84.7	8.4
University of New Orleans	181	48.6	138.1	22.0	-39.2	-1.1	1.4	-27.0
Case Western Reserve University	180	39.8	125.1	10.8	-15.0	-10.6	49.7	6.4
University of Texas at Arlington	179	43.2	123.4	43.0	-1.6	24.2	234.4	4.7
University of Louisville	178	37.0	110.1	39.2	-25.6	11.6	134.4	-2.7
Dartmouth College	177	28.9	109.7	2.9	-8.6	19.8	35.5	12.1
University of California-Santa Barbara	176	17.3	106.1	8.4	-51.5	28.4	63.8	15.2
Columbia University in the City of New York	175	32.9	103.4	21.7	-34.8	-2.0	44.9	19.1
Washington University in St. Louis	174	30.3	102.8	42.5	6.9	-25.4	39.2	14.7
University of Houston	173	24.2	97.4	8.3	-32.4	4.4	226.4	7.9
University of Pennsylvania	172	53.1	97.3	77.0	-11.5	11.8	41.4	6.7
University of Southern Mississippi	171	18.5	95.7	0.4	-15.8	-1.0	33.8	12.8
University at Buffalo	170	-0.8	94.8	-11.3	7.3	-49.4	39.0	9.4
University of South Carolina-Columbia	169	20.8	94.7	4.4	-45.8	4.9	93.1	2.1
Arizona State University	168	10.4	94.0	-2.4	-38.4	-35.3	105.5	24.8
Teachers College at Columbia University	167	44.0	94.0	49.4	-27.7	17.2	0.0	9.4
University of Dayton	166	55.4	92.9	50.2	8.8	60.2	63.6	-3.7
University of Nevada-Las Vegas	165	26.1	89.7	-6.6	1.5	44.2	56.2	50.9
University of California-Berkeley	164	3.7	87.1	-13.4	-62.1	22.7	42.8	15.2
University of Texas at Dallas	163	24.4	86.3	10.6	-9.9	-3.7	341.3	68.5
North Dakota State University-Main Campus	162	3.8	84.7	-17.5	-41.2	11.0	96.2	32.4
Clark University	161	14.0	83.3	3.9	-25.9	10.3	35.4	4.4
Michigan State University	160	2.6	83.1	-32.8	-31.9	-2.7	59.8	15.9
Fordham University	159	42.1	82.4	39.8	-22.6	48.3	74.3	-1.5
Florida Atlantic University	158	-2.8	81.3	-14.1	-28.9	-47.6	7.1	66.1
University of Alabama in Huntsville	157	22.6	80.0	17.6	-58.7	1.6	45.1	-11.8
Florida International University	156	3.3	79.5	-29.2	-31.7	0.1	40.3	57.0
Boston College	155	34.3	78.5	56.4	1.3	-6.6	55.7	0.2
Northwestern University	154	25.6	78.0	6.6	-7.7	19.0	55.2	8.3
University of Maryland-Baltimore County	153	48.8	77.4	56.6	-9.1	53.9	110.4	12.9
Northeastern University	152	36.6	76.7	27.8	-13.3	15.6	83.9	-8.0

(Table A4: 2 of 5)	Rank of Pct. Change in Admin. per 100 Students	Percentage Change						
Institution		Full-Time Employees per 100 Students	Admin. per 100 Students	Instruction, Research, & Service per 100 Students	Clerical per 100 Students	Other Employees per 100 Students	In-state Undergrad. Tuition	Enrollment
Average	—	8.2	39.3	17.6	-24.4	-14.5	66.7	14.5
University of Tulsa	151	8.9	76.2	5.5	-17.0	-39.1	54.1	-12.8
Loyola University Chicago	150	28.6	75.8	1.8	8.5	61.6	79.3	8.2
University of Utah	149	49.6	74.9	86.6	14.0	11.3	53.8	3.4
Florida Institute of Technology	148	5.3	73.8	2.8	-46.8	0.1	62.4	2.7
Brown University	147	23.7	72.8	43.4	-21.8	-7.4	31.2	6.7
University of Tennessee	146	45.7	72.8	8.3	11.0	108.0	106.4	13.4
University of Montana	145	11.6	72.8	-3.4	-30.2	1.7	90.6	25.9
Rutgers University-Newark	144	-1.7	71.7	5.9	-59.1	-31.1	71.6	11.6
Rutgers University-New Brunswick	143	13.7	71.5	21.5	-43.4	-10.3	71.8	3.7
Pennsylvania State University-Main Campus	142	12.7	70.8	5.3	-25.7	-5.9	83.6	14.9
University of Illinois at Chicago	141	21.3	70.8	4.7	-52.8	20.9	101.4	1.2
SUNY at Binghamton	140	17.2	68.9	1.1	-12.4	7.7	39.3	20.3
Illinois Institute of Technology	139	35.8	68.5	54.9	11.1	-36.8	28.6	3.6
University of Maryland-College Park	138	11.4	68.3	15.6	-52.5	-3.9	98.3	11.0
University of Alaska Fairbanks	137	30.2	67.3	18.7	-18.4	38.4	55.8	8.7
University of California-Los Angeles	136	6.4	66.8	10.7	-63.9	35.1	56.6	8.8
University of Missouri-St. Louis	135	30.7	66.5	17.8	16.9	26.5	102.7	0.8
California Institute of Technology	134	31.9	66.3	134.6	-43.8	-15.3	45.2	7.1
Mississippi State University	133	18.1	65.5	19.4	-4.8	-14.5	29.5	18.1
College of William and Mary	132	33.3	65.5	13.9	70.8	14.3	46.2	2.8
University of Colorado at Boulder	131	5.0	65.2	1.3	-35.6	-1.9	53.6	12.1
University of Connecticut	130	12.9	64.8	15.8	-40.2	-27.7	49.3	2.2
University of Akron Main Campus	129	27.8	64.2	5.9	13.7	45.8	0.0	-11.6
Texas A&M University	128	1.3	63.9	9.1	-42.2	-27.6	226.3	9.4
University of California-Santa Cruz	127	-4.3	62.5	-16.4	-62.8	19.8	56.3	55.6
North Carolina State University at Raleigh	126	7.0	61.4	4.6	9.5	-24.8	159.2	14.4
Syracuse University	125	19.2	61.0	9.2	-27.0	11.8	51.2	-1.4
Drexel University	124	42.9	60.9	40.4	31.5	16.5	65.6	102.7
Yale University	123	39.3	59.7	41.7	15.6	30.5	31.5	4.6
University of North Carolina at Greensboro	122	10.7	57.7	-3.7	-14.6	15.0	72.6	44.1
Colorado State University	121	21.6	55.9	2.3	-22.8	21.9	30.9	0.7
Indiana University-Bloomington	120	5.7	55.7	-6.7	-13.6	-20.1	86.1	9.7
Brigham Young University	119	1.6	55.3	-12.7	-29.9	-11.0	19.0	7.8
University of Delaware	118	23.6	55.1	32.5	-9.6	5.2	44.9	-6.4
Missouri University of Science and Technology	117	13.6	54.7	-2.2	12.4	9.7	87.5	8.5
Southern Illinois University Carbondale	116	23.7	54.7	14.3	-2.2	27.6	112.5	-12.1
University of Pittsburgh-Pittsburgh Campus	115	33.1	54.7	61.7	-48.6	-2.7	71.9	-1.8
University of Denver	114	16.2	53.4	7.0	-68.7	79.4	56.0	32.6
University of Nebraska-Lincoln	113	19.5	53.0	11.1	7.4	2.3	87.0	-6.2
Marquette University	112	16.8	52.5	11.0	-21.1	21.3	76.5	7.0
Utah State University	111	23.8	52.1	23.7	-9.2	13.3	51.1	-15.2
University of Oklahoma Norman Campus	110	17.3	51.7	26.1	-12.8	-6.0	101.4	20.2
University of Washington-Seattle Campus	109	-7.4	51.6	-12.1	-49.7	-53.3	85.1	18.3
University of New Hampshire-Main Campus	108	-3.9	51.4	-12.2	-25.6	-42.6	83.9	7.6
Georgia State University	107	12.5	50.8	16.0	-33.9	-25.8	70.7	15.0
Georgia Institute of Technology-Main Campus	106	0.8	50.8	-8.7	-63.8	-38.0	55.7	45.9

(Table A4: 3 of 5)	Rank of Pct. Change in Admin. per 100 Students	Percentage Change						
Institution		Full-Time Employees per 100 Students	Admin. per 100 Students	Instruction, Research, & Service per 100 Students	Clerical per 100 Students	Other Employees per 100 Students	In-state Undergrad. Tuition	Enrollment
Average	—	8.2	39.3	17.6	-24.4	-14.5	66.7	14.5
Miami University-Oxford	105	37.6	49.8	5.5	58.4	54.7	298.3	-1.9
Tulane University of Louisiana	104	0.1	49.4	12.3	-53.8	9.7	33.7	-5.7
Ohio University-Main Campus	103	4.6	48.5	5.6	42.3	-28.6	88.1	10.5
University of North Carolina at Chapel Hill	102	13.4	48.4	23.5	-33.8	17.9	180.8	15.6
Wright State University-Main Campus	101	35.3	48.3	41.4	22.4	7.3	66.7	-1.9
Montana State University	100	16.1	48.3	8.3	-27.7	16.4	114.9	10.8
University of Oregon	99	13.1	48.2	13.3	-16.8	12.2	49.5	20.5
University of Miami	98	16.5	48.0	55.7	-17.8	-35.5	44.9	11.6
University of Mississippi Main Campus	97	-6.7	47.5	0.1	-32.7	-37.2	31.7	41.1
Harvard University	96	46.6	46.8	94.3	26.1	16.4	42.8	-1.2
University of Illinois at Urbana-Champaign	95	1.4	46.5	-11.9	-27.5	-9.1	99.2	8.8
Catholic University of America	94	8.1	45.8	-11.0	-0.1	-1.0	47.3	4.8
University of Arizona	93	9.4	45.8	3.1	-37.0	-10.0	117.4	5.5
University of North Texas	92	1.2	45.5	-12.4	-40.3	19.8	189.5	34.7
University of Notre Dame	91	16.8	45.1	19.2	-5.7	-0.8	58.9	15.9
San Diego State University	90	-4.3	44.6	-18.9	-7.2	-17.9	46.8	26.9
University of Louisiana at Lafayette	89	23.1	43.9	9.3	-1.9	39.1	47.6	-1.4
University of Georgia	88	-5.1	43.2	2.5	-33.4	-36.9	57.9	17.7
University of Central Florida	87	5.2	42.6	3.9	-52.3	-3.2	42.1	104.3
Saint Louis University-Main Campus	86	14.0	41.8	14.9	-11.3	5.8	88.0	16.5
Wayne State University	85	17.7	41.7	26.9	104.0	-47.2	26.7	-5.5
University of Kentucky	84	17.5	39.5	8.6	5.5	12.4	127.1	9.2
Kent State University Kent Campus	83	16.6	39.3	26.3	-8.9	-1.5	63.4	0.5
University of South Florida	82	2.4	38.6	0.4	146.1	-57.9	33.6	29.1
University of Southern California	81	6.9	38.0	-1.8	2.4	-20.8	0.0	20.8
New Mexico State University-Main Campus	80	14.9	37.7	-1.7	-5.9	15.4	72.6	5.9
Oklahoma State University-Main Campus	79	8.8	36.7	12.9	-15.2	-6.0	98.1	21.2
Northern Arizona University	78	6.3	36.5	15.8	-38.3	-14.3	107.3	13.4
Northern Illinois University	77	0.0	36.1	-11.3	-23.8	-5.1	77.9	9.0
CUNY Graduate School and University Center	76	17.9	36.0	5.4	-3.3	4.2	0.0	30.8
University of Iowa	75	10.9	35.6	18.5	-22.6	-11.1	91.9	5.2
University of Memphis	74	6.3	35.3	21.4	-20.2	-16.5	109.6	0.0
Florida State University	73	1.8	35.0	9.7	-39.7	-17.4	37.3	41.9
Texas Tech University	72	14.8	34.8	19.4	-17.6	17.0	151.6	17.7
Auburn University Main Campus	71	-10.1	34.6	-13.5	-29.5	-40.1	118.2	13.0
Rice University	70	14.4	34.2	42.4	-16.7	-10.8	98.9	21.0
Boston University	69	20.3	34.0	33.7	-10.4	-5.0	39.9	11.9
University of Texas at Austin	68	1.6	33.4	13.5	-17.5	-27.3	287.6	3.3
Colorado School of Mines	67	22.4	32.7	34.4	109.4	-28.0	43.6	21.9
University of Wisconsin-Madison	66	9.6	32.0	5.1	-26.1	-2.6	99.8	3.9
University of Texas at El Paso	65	11.1	31.8	27.5	-29.1	3.2	178.2	18.5
Claremont Graduate University	64	5.2	31.4	12.8	-20.8	-39.8	0.0	14.2
Bowling Green State University-Main Campus	63	12.3	31.1	22.2	-6.9	-7.0	0.0	4.8
Purdue University-Main Campus	62	9.0	30.2	9.4	-8.6	2.3	96.2	9.3
Tufts University	61	6.7	29.8	19.4	85.7	-46.6	35.2	18.5
Emory University	60	0.8	29.7	60.8	-65.6	-47.7	45.2	21.3

(Table A4: 4 of 5)	Rank of Pct. Change in Admin. per 100 Students	Percentage Change						
Institution		Full-Time Employees per 100 Students	Admin. per 100 Students	Instruction, Research, & Service per 100 Students	Clerical per 100 Students	Other Employees per 100 Students	In-state Undergrad. Tuition	Enrollment
Average	—	8.2	39.3	17.6	-24.4	-14.5	66.7	14.5
Carnegie Mellon University	59	1.6	29.0	-5.1	-41.2	-12.4	45.7	42.3
University of Cincinnati-Main Campus	58	-1.6	27.1	4.9	-60.8	-28.6	94.3	2.3
University of Wisconsin-Milwaukee	57	-4.5	25.6	-3.2	-42.8	-22.9	93.1	23.2
University of Arkansas Main Campus	56	-5.4	24.6	-9.6	-39.8	-14.9	120.2	30.6
University of Rhode Island	55	-3.5	23.8	-2.8	-32.0	-4.8	52.1	4.9
Old Dominion University	54	-11.8	22.5	-20.7	-62.4	4.4	21.1	39.5
Michigan Technological University	53	14.9	22.2	41.1	-6.2	-17.0	91.1	2.1
University of Missouri-Columbia	52	11.6	21.3	6.7	19.0	1.4	81.1	27.8
University of Minnesota-Twin Cities	51	21.2	21.0	74.5	-31.5	18.8	102.4	-1.9
New Jersey Institute of Technology	50	12.7	20.9	27.2	-3.4	-13.6	61.8	9.8
Polytechnic Institute of New York University	49	-23.4	20.4	-26.9	-59.8	-48.7	40.5	-8.8
University of Alabama	48	-7.3	18.9	-12.3	-24.4	-12.6	77.9	31.1
University of Nevada-Reno	47	13.2	18.9	9.2	-7.7	33.6	90.5	39.0
University of California-San Diego	46	-12.7	18.2	-15.6	-49.2	-21.7	89.2	51.4
North Carolina A&T State University	45	-2.5	18.2	-11.5	-13.4	7.8	87.3	31.0
Clarkson University	44	-0.6	17.5	38.2	-43.2	-20.9	30.1	6.4
University of Hawaii at Manoa	43	11.0	17.3	10.3	8.2	2.0	119.3	0.0
Ohio State University-Main Campus	42	-14.4	17.2	-0.6	-43.5	-42.9	115.8	3.8
University of Florida	41	-12.2	17.0	-1.9	-37.4	-30.9	35.4	38.6
West Virginia University	40	-13.7	16.8	-17.1	-28.8	-26.2	61.8	21.8
Clemson University	39	-6.8	15.7	-2.5	-75.7	-3.2	137.2	5.9
Washington State University	38	1.2	15.4	28.7	-27.9	-24.9	99.3	29.6
Duke University	37	-21.8	14.8	11.6	-57.0	-47.5	45.8	20.5
Western Michigan University	36	-5.1	14.4	-18.4	-2.8	-0.9	70.5	-8.0
University of Massachusetts Amherst	35	-7.5	14.0	7.7	-28.9	-21.5	32.1	6.8
University of Maine	34	-4.1	13.9	-1.7	-28.4	-3.8	69.2	5.0
Virginia Polytechnic Institute and State University	33	2.2	11.1	12.7	-54.2	14.0	37.4	14.9
South Dakota State University	32	-4.5	10.8	-0.4	-7.3	-30.6	64.1	21.6
Oregon State University	31	-22.4	10.8	-27.7	-53.3	-11.4	46.1	37.7
University of Idaho	30	4.7	10.7	-9.6	-11.3	31.5	125.9	0.8
Rensselaer Polytechnic Institute	29	15.1	10.7	47.7	12.3	-18.3	42.3	-2.9
Clark Atlanta University	28	-5.6	9.9	33.3	-39.5	-58.2	62.2	-16.7
University of Rochester	27	-3.5	9.6	32.7	-18.3	-40.6	41.7	-4.2
University of Wyoming	26	1.1	8.0	18.8	-22.6	-21.4	43.8	7.2
University of Vermont	25	7.3	8.0	13.0	17.0	-6.1	28.0	15.3
Wichita State University	24	7.0	5.9	20.4	-6.1	1.6	67.8	-1.5
University of North Dakota	23	-15.1	5.8	-17.3	-46.7	-11.7	86.4	7.9
University of Missouri-Kansas City	22	-6.7	5.6	16.3	-28.4	-38.3	86.2	46.5
Brandeis University	21	-16.3	4.1	-17.9	-30.6	-35.5	33.8	35.4
Lehigh University	20	15.5	-0.1	52.3	-1.9	10.5	40.9	6.2
University of California-Riverside	19	-27.3	-2.5	-33.4	-67.1	23.1	56.1	98.1
Cornell University	18	9.6	-2.6	68.3	-14.4	6.4	33.0	66.7
University of Michigan-Ann Arbor	17	-9.8	-5.5	68.0	-36.4	-51.7	47.9	11.4
University of Chicago	16	12.2	-5.9	101.5	-25.8	11.9	36.4	29.5
University of New Mexico-Main Campus	15	3.5	-8.3	21.9	67.8	-25.8	82.4	0.0
University of Alabama at Birmingham	14	-25.1	-12.6	26.7	-34.2	-59.7	49.2	2.1
Iowa State University	13	-2.3	-13.3	46.6	-32.9	-17.6	83.3	2.9
Princeton University	12	-5.2	-13.6	55.0	-35.7	-11.4	29.6	10.1
George Washington University	11	-43.1	-14.6	-23.5	-78.1	-69.7	54.4	32.0

(Table A4: 5 of 5)	Rank of Pct. Change in Admin. per 100 Students	Percentage Change						
Institution		Full Time Employees per 100 Students	Admin. per 100 Students	Instruction, Research, & Service per 100 Students	Clerical per 100 Students	Other Employees per 100 Students	In-state Undergrad. Tuition	Enrollment
Average	—	8.2	39.3	17.6	-24.4	-14.5	66.7	14.5
SUNY College of Environmental Science and Forestry	10	-22.4	-20.9	-14.2	-32.9	-28.0	20.3	33.4
Temple University	9	-35.7	-26.4	-8.1	-51.8	-60.2	41.7	15.5
New York University	8	-26.4	-28.6	14.4	-32.1	-53.3	39.9	25.4
University of Virginia-Main Campus	7	-28.2	-29.7	9.6	-38.3	-43.0	44.0	13.4
Stevens Institute of Technology	6	-17.3	-37.3	-15.8	-3.3	108.1	47.2	69.3
Howard University	5	-18.8	-39.8	72.6	27.2	-61.3	29.6	-3.9
Massachusetts Institute of Technology	4	9.4	-44.7	327.3	-13.1	-32.0	35.7	4.4
Georgetown University	3	-50.1	-48.3	-17.3	-59.6	-69.4	42.6	20.3
Stony Brook University	2	-59.6	-59.1	-18.6	-82.5	-76.2	34.5	35.7
Virginia Commonwealth University	1	-57.5	-75.0	-5.5	-71.3	-62.2	14.9	45.1
Louisiana State University and Agricultural & Mechanical College	—	N/A	N/A	N/A	N/A	N/A	42.7	9.7
University of California-Irvine	—	N/A	N/A	N/A	N/A	N/A	54.0	57.5

Table A5: Employees per 100 Students in 1993 and 2007
(Sorted in Descending Order of 2007 Administration/Enrollment)

(Table A5: 1 of 8)	Year	Admin. per 100 Students Rank	Full-Time Employees per 100 Students					In-state Undergrad. Tuition
Institution			Total Employees	Admin.	Instruction, Research, & Service	Clerical	Other Employees	
Average	2007	—	24.3	9.4	7.0	3.4	4.4	10,929
Average	1993	—	22.4	6.8	6.0	4.5	5.2	6,557
Vanderbilt University	2007	198	158.0	60.7	24.4	30.0	42.9	33,440
Vanderbilt University	1993	191	97.0	25.0	16.4	24.6	31.0	23,351
California Institute of Technology	2007	197	135.6	55.8	43.2	12.8	23.7	31,416
California Institute of Technology	1993	194	102.8	33.6	18.4	22.8	28.0	21,638
Duke University	2007	196	117.3	53.9	23.4	13.8	26.2	33,963
Duke University	1993	196	149.9	47.0	21.0	32.0	50.0	23,297
University of Rochester	2007	195	84.9	35.1	23.3	13.7	12.9	33,426
University of Rochester	1993	193	87.9	32.0	17.5	16.7	21.7	23,595
Yale University	2007	194	98.0	33.3	30.5	17.9	16.4	33,030
Yale University	1993	186	70.3	20.8	21.5	15.4	12.5	25,111
Columbia University in the City of New York	2007	193	62.0	31.1	15.5	5.7	9.6	35,166
Columbia University in the City of New York	1993	180	46.7	15.3	12.7	8.8	9.8	24,276
Emory University	2007	192	67.0	30.9	23.7	4.2	8.2	32,506
Emory University	1993	189	66.5	23.8	14.7	12.3	15.7	22,384
Washington University in St. Louis	2007	191	78.7	30.4	21.3	14.2	12.8	33,788
Washington University in St. Louis	1993	178	60.4	15.0	14.9	13.3	17.2	24,276
Wake Forest University	2007	190	82.7	26.7	20.7	19.7	15.6	32,140
Wake Forest University	1993	116	20.5	5.7	6.1	4.6	4.1	17,219
Princeton University	2007	189	65.2	25.0	17.7	7.1	15.4	33,000
Princeton University	1993	192	68.8	28.9	11.4	11.0	17.4	25,469
University of Pennsylvania	2007	188	54.8	24.5	16.0	6.6	7.6	34,156
University of Pennsylvania	1993	172	35.8	12.4	9.0	7.5	6.8	24,161
Case Western Reserve University	2007	187	47.0	24.2	13.2	4.8	4.7	31,388
Case Western Reserve University	1993	160	33.6	10.8	11.9	5.6	5.3	20,972
Dartmouth College	2007	186	65.6	24.2	13.3	11.6	16.5	33,501
Dartmouth College	1993	168	50.9	11.6	12.9	12.6	13.8	24,722
Massachusetts Institute of Technology	2007	185	94.4	23.5	45.3	13.8	11.8	35,040
Massachusetts Institute of Technology	1993	195	86.3	42.4	10.6	15.9	17.3	25,828
Johns Hopkins University	2007	184	67.3	23.0	18.2	15.8	10.3	33,900
Johns Hopkins University	1993	139	52.9	7.4	13.6	17.6	14.3	24,996
Harvard University	2007	183	53.1	21.8	13.8	11.6	5.9	33,709
Harvard University	1993	177	36.2	14.8	7.1	9.2	5.0	23,610
Carnegie Mellon University	2007	182	40.8	21.1	11.3	4.1	4.2	33,448
Carnegie Mellon University	1993	182	40.2	16.4	12.0	7.0	4.8	22,958
Stanford University	2007	181	52.2	21.1	15.1	10.8	5.3	33,264
Stanford University	1993	138	47.3	7.3	8.7	14.6	16.7	23,869
University of Chicago	2007	180	58.4	20.9	21.2	10.5	5.8	34,005
University of Chicago	1993	188	52.0	22.2	10.5	14.1	5.2	24,933
Yeshiva University	2007	179	56.4	20.6	14.9	8.4	12.5	28,700
Yeshiva University	1993	86	15.5	4.6	4.2	3.2	3.5	N/A
University of Washington-Seattle Campus	2007	178	37.0	20.4	8.4	4.4	3.8	5,985
University of Washington-Seattle Campus	1993	174	40.0	13.4	9.6	8.8	8.2	3,233
University of Illinois at Chicago	2007	177	39.4	20.2	7.5	3.0	8.6	9,742
University of Illinois at Chicago	1993	170	32.5	11.9	7.2	6.3	7.1	4,837
University of Alabama at Birmingham	2007	176	48.4	19.4	12.6	8.6	7.8	4,792
University of Alabama at Birmingham	1993	187	64.6	22.2	10.0	13.1	19.4	3,211

(Table A5: 2 of 8)	Year	Admin. per 100 Students Rank	Full-time Employees per 100 Students					In-state Undergrad. Tuition
Institution			Total Employees	Admin.	Instruction, Research, & Service	Clerical	Other Employees	
Average	2007	—	24.3	9.4	7.0	3.4	4.4	10,929
Average	1993	—	22.4	6.8	6.0	4.5	5.2	6,557
University of Miami	2007	175	56.0	18.8	20.2	11.9	5.1	31,288
University of Miami	1993	173	48.1	12.7	13.0	14.4	8.0	21,595
University of Michigan-Ann Arbor	2007	174	41.6	18.5	12.5	5.8	4.8	9,723
University of Michigan-Ann Arbor	1993	185	46.2	19.6	7.4	9.1	10.0	6,576
University of California-San Diego	2007	173	37.3	17.7	8.2	5.0	6.4	6,688
University of California-San Diego	1993	179	42.7	15.0	9.7	9.9	8.2	3,534
University of California-Los Angeles	2007	172	37.0	17.7	9.3	4.1	5.9	6,522
University of California-Los Angeles	1993	159	34.8	10.6	8.4	11.4	4.4	4,165
Georgia Institute of Technology-Main Campus	2007	171	27.8	17.2	4.9	1.4	4.3	4,926
Georgia Institute of Technology-Main Campus	1993	166	27.6	11.4	5.4	3.9	7.0	3,164
University of Pittsburgh-Pittsburgh Campus	2007	170	38.0	17.0	15.2	2.4	3.3	12,138
University of Pittsburgh-Pittsburgh Campus	1993	163	28.5	11.0	9.4	4.7	3.4	7,063
Cornell University	2007	169	50.4	16.9	14.0	8.7	10.8	32,981
Cornell University	1993	183	46.0	17.4	8.3	10.1	10.2	24,789
Brown University	2007	168	43.8	16.8	12.6	6.7	7.8	34,620
Brown University	1993	157	35.4	9.7	8.8	8.6	8.4	26,391
University of Notre Dame	2007	167	38.7	15.4	7.6	5.9	9.8	33,407
University of Notre Dame	1993	158	33.1	10.6	6.4	6.3	9.9	21,021
Rice University	2007	166	45.5	15.3	14.5	7.3	8.4	24,260
Rice University	1993	165	39.7	11.4	10.2	8.8	9.4	12,197
Tufts University	2007	165	34.1	14.9	8.0	5.4	5.8	34,730
Tufts University	1993	167	31.9	11.5	6.7	2.9	10.9	25,680
University of Wisconsin-Madison	2007	164	29.9	14.4	7.4	3.2	4.9	6,726
University of Wisconsin-Madison	1993	161	27.3	10.9	7.0	4.3	5.1	3,366
Northwestern University	2007	163	35.1	14.0	10.6	5.4	5.1	33,567
Northwestern University	1993	145	28.0	7.9	10.0	5.8	4.3	21,631
University of California-Berkeley	2007	162	27.0	13.6	6.3	3.1	3.9	6,654
University of California-Berkeley	1993	137	26.0	7.3	7.3	8.2	3.1	4,661
University of California-Davis	2007	161	33.2	13.5	9.1	4.9	5.7	7,576
University of California-Davis	1993	48	27.3	3.2	9.6	8.0	6.4	4,276
University of Arizona	2007	160	25.7	13.3	5.8	3.0	3.6	4,766
University of Arizona	1993	152	23.5	9.1	5.6	4.7	4.0	2,193
Ohio State University-Main Campus	2007	159	27.3	12.8	5.9	3.5	4.9	8,667
Ohio State University-Main Campus	1993	162	31.8	10.9	6.0	6.3	8.7	4,016
Georgetown University	2007	158	30.2	12.8	8.4	4.9	4.2	33,934
Georgetown University	1993	190	60.6	24.7	10.1	12.2	13.6	23,803
University of Iowa	2007	157	28.1	12.5	7.6	4.3	3.7	6,135
University of Iowa	1993	154	25.3	9.2	6.4	5.5	4.1	3,197
University of North Carolina at Chapel Hill	2007	156	38.6	12.5	9.9	5.8	10.4	5,033
University of North Carolina at Chapel Hill	1993	147	34.1	8.4	8.0	8.8	8.8	1,792
Indiana University-Purdue University-Indianapolis	2007	155	27.3	12.4	6.5	4.7	3.6	6,524
Indiana University-Purdue University-Indianapolis	1993	108	19.6	5.2	6.2	4.2	3.9	3,531
University of Southern California	2007	154	31.9	12.3	9.1	5.6	4.9	33,892
University of Southern California	1993	149	29.9	8.9	9.3	5.5	6.2	N/A
University of Kentucky	2007	153	36.7	12.2	7.7	7.5	9.3	6,510
University of Kentucky	1993	148	31.2	8.7	7.1	7.1	8.3	2,867
Howard University	2007	152	42.1	11.8	14.5	9.5	6.4	12,985
Howard University	1993	184	51.9	19.5	8.4	7.4	16.5	10,017
Brandeis University	2007	151	26.7	11.7	6.7	3.5	4.8	34,035
Brandeis University	1993	164	31.8	11.2	8.2	5.1	7.4	25,435

(Table A5: 3 of 8)	Year	Admin. per 100 Students Rank	Full-time Employees per 100 Students					In-state Undergrad. Tuition
Institution			Total Employees	Admin.	Instruction, Research, & Service	Clerical	Other Employees	
Average	2007	—	24.3	9.4	7.0	3.4	4.4	10,929
Average	1993	—	22.4	6.8	6.0	4.5	5.2	6,557
University of Missouri-Columbia	2007	150	41.1	11.6	10.5	9.0	10.0	7,308
University of Missouri-Columbia	1993	155	36.8	9.5	9.8	7.6	9.8	4,035
University of Minnesota-Twin Cities	2007	149	28.9	11.1	8.6	3.2	5.9	9,173
University of Minnesota-Twin Cities	1993	153	23.8	9.2	4.9	4.7	5.0	4,531
University of Virginia-Main Campus	2007	148	32.8	11.1	8.8	5.6	7.3	8,035
University of Virginia-Main Campus	1993	181	45.7	15.8	8.0	9.1	12.7	5,582
University of Georgia	2007	147	26.9	11.0	6.9	3.6	5.3	4,928
University of Georgia	1993	143	28.3	7.7	6.7	5.5	8.4	3,121
Pennsylvania State University-Main Campus	2007	146	27.5	10.7	7.1	3.7	6.0	12,164
Pennsylvania State University-Main Campus	1993	124	24.4	6.2	6.7	5.0	6.4	6,626
University of California-Irvine	2007	145	23.2	10.4	7.3	2.8	2.7	6,794
University of California-Irvine	1993	—	N/A	N/A	N/A	N/A	N/A	4,411
University of Tulsa	2007	144	25.0	10.3	7.4	4.4	2.9	20,738
University of Tulsa	1993	118	23.0	5.8	7.0	5.3	4.8	13,459
New York University	2007	143	28.4	10.2	8.7	5.6	4.0	33,420
New York University	1993	176	38.6	14.4	7.6	8.2	8.5	23,891
Rensselaer Polytechnic Institute	2007	142	27.4	10.1	9.0	4.8	3.6	33,496
Rensselaer Polytechnic Institute	1993	151	23.8	9.1	6.1	4.2	4.4	23,535
George Washington University	2007	141	18.2	10.0	4.3	1.5	2.4	35,634
George Washington University	1993	169	32.0	11.8	5.6	6.7	7.9	23,073
Michigan State University	2007	140	21.9	10.0	5.6	2.5	3.8	8,887
Michigan State University	1993	114	21.3	5.5	8.3	3.6	3.9	5,562
Mississippi State University	2007	139	24.8	9.8	6.2	3.7	5.2	4,596
Mississippi State University	1993	121	21.0	5.9	5.2	3.9	6.0	3,550
University of Louisville	2007	138	24.2	9.8	7.5	3.2	3.8	6,322
University of Louisville	1993	90	17.7	4.7	5.4	4.3	3.4	2,698
University of Tennessee	2007	137	33.8	9.7	7.6	6.3	10.3	5,622
University of Tennessee	1993	115	23.2	5.6	7.0	5.7	4.9	2,723
University of Arkansas Main Campus	2007	136	22.8	9.6	5.3	2.6	5.3	5,808
University of Arkansas Main Campus	1993	144	24.1	7.7	5.8	4.3	6.2	2,637
Boston University	2007	135	23.4	9.5	7.9	2.2	3.9	33,792
Boston University	1993	135	19.5	7.1	5.9	2.4	4.1	24,159
Syracuse University	2007	134	21.8	9.5	5.1	2.7	4.6	29,965
Syracuse University	1993	119	18.3	5.9	4.6	3.7	4.1	19,817
Louisiana State University and Agricultural & Mechanical College	2007	133	23.5	9.4	6.9	2.4	4.8	4,449
Louisiana State University and Agricultural & Mechanical College	1993	—	N/A	N/A	N/A	N/A	N/A	3,118
University of Texas at Austin	2007	132	22.5	9.3	4.9	3.5	4.8	7,630
University of Texas at Austin	1993	134	22.1	7.0	4.3	4.3	6.6	1,969
University of Illinois at Urbana-Champaign	2007	131	23.9	9.2	5.4	3.4	5.8	9,882
University of Illinois at Urbana-Champaign	1993	126	23.5	6.3	6.1	4.7	6.4	4,962
University of Utah	2007	130	30.3	9.2	10.7	5.0	5.4	4,642
University of Utah	1993	111	20.2	5.3	5.7	4.4	4.9	3,019
New Mexico State University-Main Campus	2007	129	21.2	9.1	4.1	3.8	4.2	4,230
New Mexico State University-Main Campus	1993	131	18.5	6.6	4.2	4.0	3.6	2,451
University of Kansas	2007	128	23.8	9.1	8.4	2.6	3.8	6,153
University of Kansas	1993	60	13.5	3.5	4.4	2.3	3.3	2,580
Teachers College at Columbia University	2007	127	17.4	9.0	4.3	2.0	2.0	N/A
Teachers College at Columbia University	1993	92	12.1	4.7	2.9	2.8	1.7	N/A

(Table A5: 4 of 8)	Year	Admin. per 100 Students Rank	Full-Time Employees per 100 Students					In-state Undergrad. Tuition
Institution			Total Employees	Admin.	Instruction, Research, & Service	Clerical	Other Employees	
Average	2007	—	24.3	9.4	7.0	3.4	4.4	10,929
Average	1993	—	22.4	6.8	6.0	4.5	5.2	6,557
University of New Mexico-Main Campus	2007	126	24.4	8.9	6.6	4.7	4.2	4,335
University of New Mexico-Main Campus	1993	156	23.6	9.7	5.4	2.8	5.6	2,376
Clemson University	2007	125	22.9	8.7	6.4	0.8	6.9	9,400
Clemson University	1993	141	24.6	7.6	6.6	3.3	7.1	3,963
University of California-Santa Cruz	2007	124	18.9	8.5	4.8	2.2	3.5	7,017
University of California-Santa Cruz	1993	109	19.8	5.2	5.7	6.0	2.9	4,490
College of William and Mary	2007	123	26.6	8.4	7.9	3.7	6.6	8,490
College of William and Mary	1993	101	20.0	5.1	7.0	2.1	5.7	5,806
University of Connecticut	2007	122	18.1	8.4	5.5	1.3	2.9	8,362
University of Connecticut	1993	102	16.0	5.1	4.7	2.2	4.0	5,599
Rutgers University - New Brunswick	2007	121	21.5	8.3	6.4	1.9	4.9	9,958
Rutgers University - New Brunswick	1993	96	18.9	4.9	5.3	3.3	5.5	5,797
Colorado State University	2007	120	18.0	8.3	4.1	1.8	3.8	4,717
Colorado State University	1993	112	14.8	5.3	4.0	2.4	3.1	3,603
Saint Louis University-Main Campus	2007	119	24.8	8.2	8.3	4.9	3.3	26,648
Saint Louis University-Main Campus	1993	117	21.8	5.8	7.3	5.6	3.1	14,177
University of Florida	2007	118	25.1	8.1	8.3	4.3	4.4	3,206
University of Florida	1993	133	28.6	6.9	8.5	6.8	6.4	2,368
University of Alabama in Huntsville	2007	117	16.6	8.1	4.2	0.9	3.5	4,848
University of Alabama in Huntsville	1993	78	13.5	4.5	3.6	2.1	3.4	3,340
Indiana University-Bloomington	2007	116	19.8	8.0	4.7	3.4	3.7	7,460
Indiana University-Bloomington	1993	104	18.7	5.2	5.0	3.9	4.6	4,009
Auburn University Main Campus	2007	115	18.9	8.0	4.7	3.1	3.2	5,496
Auburn University Main Campus	1993	120	21.1	5.9	5.4	4.4	5.3	2,518
University of Nebraska-Lincoln	2007	114	23.1	7.9	6.7	3.8	4.7	5,867
University of Nebraska-Lincoln	1993	106	19.3	5.2	6.0	3.5	4.6	3,138
University of Cincinnati-Main Campus	2007	113	18.0	7.9	7.1	0.9	2.1	9,399
University of Cincinnati-Main Campus	1993	123	18.2	6.2	6.7	2.4	2.9	4,838
University of California-Santa Barbara	2007	112	18.6	7.9	5.3	2.3	3.2	7,010
University of California-Santa Barbara	1993	67	15.9	3.8	4.9	4.7	2.5	4,280
University of Vermont	2007	111	26.9	7.8	8.9	4.3	5.9	11,324
University of Vermont	1993	136	25.0	7.2	7.9	3.7	6.3	8,848
University of Maryland-College Park	2007	110	21.0	7.7	7.9	1.7	3.8	7,906
University of Maryland-College Park	1993	83	18.9	4.6	6.8	3.6	4.0	3,986
Boston College	2007	109	20.7	7.6	6.0	3.2	3.8	33,506
Boston College	1993	73	15.4	4.3	3.9	3.2	4.1	21,526
Lehigh University	2007	108	23.5	7.6	8.8	4.7	2.4	33,770
Lehigh University	1993	142	20.4	7.6	5.8	4.8	2.1	23,963
Southern Illinois University Carbondale	2007	107	23.5	7.6	6.5	4.3	5.1	7,795
Southern Illinois University Carbondale	1993	97	19.0	4.9	5.7	4.4	4.0	3,668
University of Hawaii at Manoa	2007	106	21.5	7.6	8.2	2.4	3.3	4,522
University of Hawaii at Manoa	1993	130	19.4	6.5	7.4	2.2	3.3	2,062
Drexel University	2007	105	18.2	7.6	5.7	2.6	2.3	27,650
Drexel University	1993	94	12.7	4.7	4.0	2.0	2.0	16,695
Tulane University of Louisiana	2007	104	35.6	7.5	9.8	4.1	14.2	34,896
Tulane University of Louisiana	1993	99	35.6	5.0	8.8	8.9	13.0	26,094
Oklahoma State University-Main Campus	2007	103	21.2	7.5	5.5	3.4	4.9	4,997
Oklahoma State University-Main Campus	1993	113	19.5	5.5	4.9	4.0	5.2	2,523
Washington State University	2007	102	22.0	7.4	7.8	3.2	3.7	6,447
Washington State University	1993	129	21.8	6.4	6.0	4.4	4.9	3,234
University of Wyoming	2007	101	20.7	7.3	7.8	2.6	3.0	2,951
University of Wyoming	1993	132	20.5	6.8	6.6	3.3	3.8	2,052

(Table A5: 5 of 8)	Year	Admin. per 100 Students Rank	Full-Time Employees per 100 Students					In-state Undergrad. Tuition
Institution			Total Employees	Admin.	Instruction, Research, & Service	Clerical	Other Employees	
Average	2007	—	24.3	9.4	7.0	3.4	4.4	10,929
Average	1993	—	22.4	6.8	6.0	4.5	5.2	6,557
North Carolina State University at Raleigh	2007	100	22.3	7.3	5.4	3.8	5.7	4,783
North Carolina State University at Raleigh	1993	80	20.8	4.5	5.2	3.5	7.6	1,845
University of California-Riverside	2007	99	19.0	7.3	5.4	2.4	3.8	6,590
University of California-Riverside	1993	140	26.1	7.5	8.1	7.4	3.1	4,223
University of South Carolina-Columbia	2007	98	18.5	7.3	5.6	1.0	4.7	7,808
University of South Carolina-Columbia	1993	64	15.3	3.7	5.4	1.8	4.5	4,044
University of Alaska Fairbanks	2007	97	25.9	7.2	7.8	2.3	8.6	4,538
University of Alaska Fairbanks	1993	75	19.9	4.3	6.5	2.8	6.2	2,913
Iowa State University	2007	96	21.3	7.2	8.1	2.7	3.2	5,860
Iowa State University	1993	146	21.8	8.3	5.6	4.0	3.9	3,197
University of Denver	2007	95	18.1	7.1	5.2	1.1	4.7	30,372
University of Denver	1993	89	15.6	4.7	4.9	3.5	2.6	19,474
Montana State University	2007	94	19.4	7.1	5.9	1.9	4.6	5,672
Montana State University	1993	95	16.7	4.8	5.4	2.6	4.0	2,639
University of Dayton	2007	93	20.1	7.0	6.4	2.9	3.8	23,970
University of Dayton	1993	62	13.0	3.7	4.3	2.7	2.4	14,650
University of Oklahoma Norman Campus	2007	92	18.5	6.9	5.0	3.1	3.5	5,110
University of Oklahoma Norman Campus	1993	85	15.8	4.6	4.0	3.5	3.7	2,537
University of New Hampshire-Main Campus	2007	91	16.0	6.9	4.8	2.2	2.1	10,401
University of New Hampshire-Main Campus	1993	84	16.6	4.6	5.4	2.9	3.7	5,655
Virginia Polytechnic Institute and State University	2007	90	22.8	6.9	7.1	1.6	7.2	6,973
Virginia Polytechnic Institute and State University	1993	122	22.3	6.2	6.3	3.5	6.3	5,077
Catholic University of America	2007	89	19.2	6.8	5.4	3.5	3.5	27,440
Catholic University of America	1993	93	17.7	4.7	6.1	3.5	3.5	18,634
Jackson State University	2007	88	18.4	6.8	4.4	2.3	4.9	4,244
Jackson State University	1993	6	10.0	1.7	5.0	1.4	1.8	3,200
University of North Dakota	2007	87	19.8	6.7	5.2	2.4	5.5	5,792
University of North Dakota	1993	128	23.3	6.4	6.3	4.5	6.2	3,107
Kansas State University	2007	86	17.7	6.7	5.4	2.0	3.6	5,434
Kansas State University	1993	24	16.2	2.6	6.0	3.2	4.4	2,642
Purdue University-Main Campus	2007	85	22.8	6.7	5.8	3.4	6.9	7,096
Purdue University-Main Campus	1993	103	20.9	5.1	5.3	3.7	6.7	3,616
University of Delaware	2007	84	18.6	6.6	5.5	3.0	3.5	7,740
University of Delaware	1993	74	15.0	4.3	4.1	3.3	3.3	5,341
University of New Orleans	2007	83	12.6	6.6	4.0	0.7	1.2	3,810
University of New Orleans	1993	30	8.5	2.8	3.3	1.1	1.2	3,757
Temple University	2007	82	16.5	6.6	5.0	2.2	2.6	10,180
Temple University	1993	150	25.7	9.0	5.5	4.6	6.6	7,186
Texas A&M University	2007	81	16.8	6.6	4.7	1.9	3.6	6,966
Texas A&M University	1993	72	16.6	4.0	4.3	3.3	4.9	2,135
Wayne State University	2007	80	15.2	6.6	5.3	1.5	1.8	5,509
Wayne State University	1993	91	12.9	4.7	4.2	0.8	3.3	4,348
Illinois Institute of Technology	2007	79	16.5	6.6	5.9	2.8	1.2	24,113
Illinois Institute of Technology	1993	69	12.2	3.9	3.8	2.5	1.9	18,754
Arizona State University	2007	78	12.9	6.3	3.6	1.6	1.3	4,688
Arizona State University	1993	49	11.7	3.3	3.7	2.7	2.1	2,281
Clark University	2007	77	18.8	6.3	6.0	3.1	3.6	31,465
Clark University	1993	56	16.5	3.4	5.7	4.2	3.2	23,245
Florida State University	2007	76	15.3	6.3	4.4	1.7	2.8	3,307
Florida State University	1993	88	15.0	4.6	4.0	2.9	3.4	2,409

(Table A5: 6 of 8)	Year	Admin. per 100 Students Rank	Full-Time Employees per 100 Students					In-state Undergrad. Tuition
Institution			Total Employees	Admin.	Instruction, Research, & Service	Clerical	Other Employees	
Average	2007	—	24.3	9.4	7.0	3.4	4.4	10,929
Average	1993	—	22.4	6.8	6.0	4.5	5.2	6,557
Michigan Technological University	2007	75	18.6	6.2	7.0	2.4	3.0	8,910
Michigan Technological University	1993	100	16.2	5.1	5.0	2.5	3.6	4,662
Fordham University	2007	74	13.9	6.1	4.7	1.6	1.4	30,445
Fordham University	1993	53	9.8	3.4	3.4	2.1	1.0	17,463
Clarkson University	2007	73	20.4	6.1	7.6	2.7	4.0	27,090
Clarkson University	1993	107	20.6	5.2	5.5	4.8	5.0	20,820
Marquette University	2007	72	17.5	6.1	5.7	2.6	3.1	25,074
Marquette University	1993	71	14.9	4.0	5.2	3.3	2.5	14,205
North Dakota State University-Main Campus	2007	71	17.8	6.1	6.2	1.7	3.8	5,722
North Dakota State University-Main Campus	1993	51	17.2	3.3	7.6	2.9	3.5	2,916
University of Southern Mississippi	2007	70	16.1	6.0	4.9	2.3	2.8	4,594
University of Southern Mississippi	1993	43	13.6	3.1	4.9	2.8	2.8	3,432
University of Maine	2007	69	18.6	5.9	5.3	3.1	4.3	7,494
University of Maine	1993	105	19.4	5.2	5.4	4.4	4.5	4,428
West Virginia University	2007	68	18.6	5.9	5.8	2.4	4.6	4,476
West Virginia University	1993	98	21.6	5.0	6.9	3.3	6.3	2,766
University of Mississippi Main Campus	2007	67	15.9	5.8	4.5	2.7	2.9	4,602
University of Mississippi Main Campus	1993	70	17.0	4.0	4.4	3.9	4.7	3,494
Oregon State University	2007	66	18.8	5.8	8.1	2.2	2.7	5,643
Oregon State University	1993	110	24.2	5.3	11.2	4.8	3.0	3,861
Utah State University	2007	65	15.6	5.8	5.2	2.3	2.4	3,949
Utah State University	1993	66	12.6	3.8	4.2	2.6	2.1	2,613
Baylor University	2007	64	15.1	5.7	5.7	2.3	1.4	22,714
Baylor University	1993	20	11.0	2.3	5.2	2.6	0.8	9,456
University of Houston	2007	63	12.4	5.7	3.4	1.5	1.7	5,648
University of Houston	1993	34	10.0	2.9	3.2	2.2	1.7	1,730
University of Maryland-Baltimore County	2007	62	15.2	5.6	5.8	2.0	1.8	8,622
University of Maryland-Baltimore County	1993	45	10.2	3.2	3.7	2.2	1.1	4,098
Stony Brook University	2007	61	15.0	5.6	6.0	1.1	2.4	5,631
Stony Brook University	1993	175	37.2	13.6	7.4	6.2	10.1	4,187
New Jersey Institute of Technology	2007	60	14.8	5.5	5.2	2.1	2.0	10,506
New Jersey Institute of Technology	1993	81	13.1	4.5	4.1	2.2	2.3	6,491
University at Buffalo	2007	59	15.0	5.4	5.5	1.9	2.2	6,128
University at Buffalo	1993	29	15.1	2.8	6.2	1.8	4.4	4,409
Miami University-Oxford	2007	58	20.4	5.3	5.2	2.6	7.2	22,997
Miami University-Oxford	1993	61	14.8	3.6	4.9	1.7	4.7	5,774
University of Alabama	2007	57	16.0	5.3	4.0	3.3	3.4	5,278
University of Alabama	1993	77	17.3	4.5	4.6	4.3	3.9	2,967
George Mason University	2007	56	10.4	5.3	4.3	0.0	0.8	6,408
George Mason University	1993	16	8.4	2.2	3.5	0.9	1.9	4,787
Wright State University-Main Campus	2007	55	14.3	5.2	5.0	2.5	1.6	7,018
Wright State University-Main Campus	1993	59	10.6	3.5	3.5	2.1	1.5	4,210
University of Montana	2007	54	13.7	5.2	4.3	1.5	2.7	5,174
University of Montana	1993	41	12.3	3.0	4.4	2.2	2.6	2,715
University of Massachusetts Amherst	2007	53	18.5	5.2	5.5	3.1	4.7	9,595
University of Massachusetts Amherst	1993	82	19.9	4.5	5.1	4.3	5.9	7,263
University of South Florida	2007	52	13.1	5.2	3.9	2.2	1.8	3,490
University of South Florida	1993	65	12.8	3.7	3.9	0.9	4.2	2,613
Northeastern University	2007	51	11.0	5.1	3.6	1.3	1.0	30,309
Northeastern University	1993	36	8.1	2.9	2.8	1.5	0.9	16,485

(Table A5: 7 of 8)	Year	Admin. per 100 Students Rank	Full-Time Employees per 100 Students					In-state Undergrad. Tuition
Institution			Total Employees	Admin.	Instruction, Research, & Service	Clerical	Other Employees	
Average	2007	—	24.3	9.4	7.0	3.4	4.4	10,929
Average	1993	—	22.4	6.8	6.0	4.5	5.2	6,557
Clark Atlanta University	2007	50	13.7	5.1	5.9	1.5	1.3	15,360
Clark Atlanta University	1993	87	14.5	4.6	4.4	2.4	3.1	9,470
Florida Institute of Technology	2007	49	14.7	5.0	4.4	1.7	3.5	27,540
Florida Institute of Technology	1993	35	13.9	2.9	4.3	3.2	3.5	16,956
SUNY College of Environmental Science and Forestry	2007	48	15.6	5.0	5.2	2.2	3.2	5,069
SUNY College of Environmental Science and Forestry	1993	127	20.1	6.3	6.0	3.3	4.4	4,214
South Dakota State University	2007	47	14.4	5.0	4.9	2.3	2.2	5,052
South Dakota State University	1993	79	15.1	4.5	4.9	2.5	3.2	3,079
University of Texas at Dallas	2007	46	11.9	5.0	3.3	2.0	1.6	6,940
University of Texas at Dallas	1993	27	9.6	2.7	3.0	2.2	1.7	1,573
University of Idaho	2007	45	19.3	4.9	6.2	2.5	5.7	4,200
University of Idaho	1993	76	18.4	4.4	6.8	2.9	4.3	1,860
Georgia State University	2007	44	11.2	4.8	4.1	0.8	1.5	4,782
Georgia State University	1993	46	10.0	3.2	3.5	1.2	2.0	2,801
SUNY at Binghamton	2007	43	13.4	4.8	3.9	1.8	2.9	5,910
SUNY at Binghamton	1993	32	11.5	2.9	3.9	2.0	2.7	4,243
Northern Illinois University	2007	42	13.7	4.7	3.7	1.9	3.4	7,871
Northern Illinois University	1993	57	13.7	3.4	4.2	2.5	3.5	4,425
Loyola University Chicago	2007	41	14.2	4.7	4.5	2.8	2.2	25,316
Loyola University Chicago	1993	26	11.0	2.7	4.4	2.6	1.4	14,119
University of Colorado Denver	2007	40	24.9	4.7	16.4	1.2	2.7	5,177
University of Colorado Denver	1993	3	6.0	1.5	3.0	0.8	0.7	2,751
Northern Arizona University	2007	39	11.2	4.6	3.6	1.3	1.7	4,546
Northern Arizona University	1993	55	10.6	3.4	3.1	2.1	1.9	2,193
Brigham Young University	2007	38	12.0	4.6	3.8	1.5	2.0	3,620
Brigham Young University	1993	39	11.8	3.0	4.4	2.2	2.2	3,042
SUNY at Albany	2007	37	12.8	4.6	3.7	1.8	2.7	5,939
SUNY at Albany	1993	9	10.0	1.9	4.1	1.7	2.3	4,137
CUNY Graduate School and University Center	2007	36	8.7	4.4	2.9	0.8	0.5	2,165
CUNY Graduate School and University Center	1993	50	7.4	3.3	2.8	0.8	0.5	N/A
Missouri University of Science and Technology	2007	35	18.4	4.4	6.1	4.1	3.8	7,889
Missouri University of Science and Technology	1993	33	16.2	2.9	6.3	3.6	3.5	4,207
Polytechnic Institute of New York University	2007	34	10.3	4.4	4.0	1.2	0.7	29,789
Polytechnic Institute of New York University	1993	63	13.4	3.7	5.4	3.0	1.3	21,208
Ohio University-Main Campus	2007	33	15.0	4.4	4.4	2.1	4.1	8,727
Ohio University-Main Campus	1993	38	14.3	3.0	4.1	1.5	5.7	4,640
Texas Tech University	2007	32	14.4	4.2	3.9	2.2	4.0	5,376
Texas Tech University	1993	44	12.5	3.1	3.3	2.6	3.4	2,137
Claremont Graduate University	2007	31	11.0	4.2	4.0	2.2	0.5	N/A
Claremont Graduate University	1993	47	10.4	3.2	3.5	2.8	0.9	N/A
Kent State University Kent Campus	2007	30	12.3	4.2	3.9	2.0	2.3	8,430
Kent State University Kent Campus	1993	40	10.6	3.0	3.1	2.2	2.3	5,160
University of Oregon	2007	29	15.3	4.2	5.4	2.7	3.0	5,838
University of Oregon	1993	31	13.5	2.8	4.8	3.2	2.7	3,904
University of Nevada-Reno	2007	28	17.0	4.2	5.6	2.9	4.4	3,576
University of Nevada-Reno	1993	58	15.0	3.5	5.1	3.2	3.3	1,877
University of Rhode Island	2007	27	15.2	4.1	4.7	2.1	4.2	7,724
University of Rhode Island	1993	52	15.7	3.4	4.8	3.1	4.4	5,080
University of Missouri-Kansas City	2007	26	17.1	4.1	8.0	2.4	2.6	7,592
University of Missouri-Kansas City	1993	68	18.4	3.9	6.9	3.4	4.2	4,077

(Table A5: 8 of 8)	Year	Admin. per 100 Students Rank	Full-Time Employees per 100 Students					In-state Undergrad. Tuition
Institution			Total Employees	Admin.	Instruction, Research, & Service	Clerical	Other Employees	
Average	2007	—	24.3	9.4	7.0	3.4	4.4	10,929
Average	1993	—	22.4	6.8	6.0	4.5	5.2	6,557
Colorado School of Mines	2007	25	15.1	4.1	6.4	2.1	2.5	8,835
Colorado School of Mines	1993	42	12.3	3.1	4.7	1.0	3.5	6,153
Stevens Institute of Technology	2007	24	12.8	3.9	5.3	2.2	1.4	32,582
Stevens Institute of Technology	1993	125	15.5	6.3	6.3	2.2	0.7	22,133
University of Central Florida	2007	23	8.7	3.9	2.6	0.7	1.5	3,492
University of Central Florida	1993	28	8.3	2.7	2.5	1.5	1.6	2,458
Florida Atlantic University	2007	22	9.5	3.9	3.2	1.4	1.0	2,662
Florida Atlantic University	1993	13	9.8	2.1	3.8	1.9	1.9	2,487
Florida International University	2007	21	8.6	3.9	2.2	1.1	1.4	3,424
Florida International University	1993	14	8.3	2.2	3.2	1.6	1.4	2,441
Rutgers University-Newark	2007	20	10.9	3.9	4.5	0.9	1.7	9,534
Rutgers University-Newark	1993	19	11.1	2.3	4.2	2.2	2.5	5,554
University of Nevada-Las Vegas	2007	19	11.7	3.8	3.4	1.7	2.8	3,732
University of Nevada-Las Vegas	1993	11	9.3	2.0	3.7	1.7	1.9	2,389
University of North Carolina at Greensboro	2007	18	13.1	3.7	4.2	2.0	3.3	3,813
University of North Carolina at Greensboro	1993	21	11.9	2.3	4.4	2.3	2.8	2,210
University of Wisconsin-Milwaukee	2007	17	9.4	3.6	3.5	0.9	1.3	6,626
University of Wisconsin-Milwaukee	1993	37	9.8	2.9	3.6	1.6	1.7	3,431
Wichita State University	2007	16	11.7	3.6	3.9	2.1	2.1	4,515
Wichita State University	1993	54	10.9	3.4	3.2	2.2	2.1	2,690
University of Memphis	2007	15	12.6	3.6	4.6	2.3	2.1	5,256
University of Memphis	1993	25	11.8	2.7	3.8	2.9	2.5	2,508
University of Toledo	2007	14	10.5	3.6	4.3	1.2	1.4	7,926
University of Toledo	1993	2	6.9	1.5	2.9	1.3	1.1	4,409
University of Colorado at Boulder	2007	13	14.9	3.4	6.5	1.2	3.9	5,643
University of Colorado at Boulder	1993	12	14.2	2.1	6.4	1.8	3.9	3,673
Bowling Green State University-Main Campus	2007	12	12.1	3.3	4.7	2.1	2.0	9,060
Bowling Green State University-Main Campus	1993	23	10.8	2.5	3.8	2.3	2.2	N/A
University of Texas at El Paso	2007	11	10.0	3.2	3.2	1.3	2.3	5,262
University of Texas at El Paso	1993	22	9.0	2.4	2.5	1.8	2.3	1,891
University of Texas at Arlington	2007	10	10.3	3.1	3.3	1.7	2.2	5,930
University of Texas at Arlington	1993	1	7.2	1.4	2.3	1.8	1.7	1,774
Virginia Commonwealth University	2007	9	15.9	3.0	6.5	2.0	4.4	5,819
Virginia Commonwealth University	1993	171	37.5	12.0	6.9	6.9	11.7	5,064
University of Missouri-St. Louis	2007	8	9.7	2.9	3.6	1.5	1.5	7,968
University of Missouri-St. Louis	1993	7	7.4	1.8	3.1	1.3	1.2	3,932
University of North Texas	2007	7	9.0	2.9	2.6	1.2	2.3	4,968
University of North Texas	1993	10	8.9	2.0	3.0	2.0	1.9	1,716
Old Dominion University	2007	6	9.3	2.7	3.1	0.6	2.8	4,916
Old Dominion University	1993	15	10.5	2.2	4.0	1.7	2.7	4,058
University of Louisiana at Lafayette	2007	5	11.0	2.6	3.6	1.3	3.4	3,382
University of Louisiana at Lafayette	1993	8	8.9	1.8	3.3	1.3	2.5	2,292
University of Akron Main Campus	2007	4	10.0	2.6	3.2	1.8	2.4	8,382
University of Akron Main Campus	1993	5	7.8	1.6	3.0	1.6	1.6	N/A
North Carolina A&T State University	2007	3	14.4	2.6	4.2	3.4	4.2	3,414
North Carolina A&T State University	1993	17	14.7	2.2	4.8	3.9	3.9	1,822
Western Michigan University	2007	2	10.4	2.5	3.6	1.5	2.8	6,866
Western Michigan University	1993	18	11.0	2.2	4.4	1.5	2.8	4,028
San Diego State University	2007	1	7.4	2.2	2.7	1.0	1.5	3,160
San Diego State University	1993	4	7.8	1.6	3.3	1.1	1.8	2,152

Table A6: Increase in University Spending per Student, 1993 to 2007
(Sorted Alphabetically)

(Table A6: 1 of 6)	Rank of Pct. Change in Admin./ Enrollment (Max =196)	2007 Total Spending*	Percentage Change						
Institution			Spending	Enroll- ment	Total Spending/ Enrollment	Admin./ Enrollment	Instruction/ Enrollment	(Research & Service)/ Enrollment	(Other Spending)/ Enrollment
Average	—	172,267,958,036	54.0	14.5	34.5	61.2	39.3	37.8	14.0
Arizona State University	103	943,296,000	75.1	24.8	40.3	46.3	40.0	55.1	22.0
Auburn University Main Campus	73	572,459,748	36.4	13.0	20.7	33.9	27.2	6.5	25.9
Baylor University	189	343,325,000	98.2	16.2	70.5	178.1	72.3	227.5	-47.0
Boston College	183	567,066,096	80.6	0.2	80.1	126.9	87.5	185.7	28.6
Boston University	18	1,321,276,983	54.1	11.9	37.8	5.0	77.3	72.7	-7.7
Bowling Green State University-Main Campus	64	310,692,134	22.8	4.8	17.2	28.0	12.8	19.0	14.0
Brandeis University	55	245,350,003	51.3	35.4	11.7	23.6	54.5	-21.5	-28.5
Brigham Young University	52	837,385,172	41.7	7.8	31.4	22.0	52.1	182.8	2.4
Brown University	164	563,992,000	65.2	6.7	54.9	91.3	46.3	113.3	-5.9
California Institute of Technology	133	2,287,291,000	20.7	7.1	12.7	64.5	34.7	9.8	-10.4
Carnegie Mellon University	120	761,835,320	78.2	42.3	25.3	57.6	39.4	24.5	-51.5
Case Western Reserve University	83	791,650,861	95.1	6.4	83.5	38.1	102.9	144.9	-15.4
Catholic University of America	149	176,198,097	44.4	4.8	37.8	77.5	26.5	100.6	-4.2
Claremont Graduate University	75	47,745,596	49.1	14.2	30.6	34.5	47.9	26.1	-63.9
Clark Atlanta University	118	85,599,680	-12.6	-16.7	4.9	57.5	67.1	-66.2	0.0
Clark University	137	81,884,000	22.0	4.4	16.8	67.9	13.4	-22.5	-21.9
Clarkson University	51	87,290,390	15.5	6.4	8.6	21.1	18.1	45.3	-38.4
Clemson University	107	532,253,282	23.9	5.9	17.0	49.1	35.6	7.4	-6.4
College of William and Mary	59	201,525,740	24.6	2.8	21.3	25.7	30.2	37.5	6.4
Colorado School of Mines	16	106,847,341	44.1	21.9	18.2	1.6	7.5	24.3	53.3
Colorado State University	24	617,203,415	37.8	0.7	36.9	8.5	16.2	56.2	63.0
Columbia University in the City of New York	184	2,688,355,000	103.8	19.1	71.1	129.9	108.5	49.9	-25.8
Cornell University	158	1,547,174,283	134.9	66.7	40.9	88.5	32.4	95.4	-49.0
CUNY Graduate School and University Center	127	133,850,600	48.0	30.8	13.2	61.8	-1.9	129.0	-49.5
Dartmouth College	171	669,958,437	88.7	12.1	68.3	96.5	109.9	74.0	-30.0
Drexel University	191	621,515,000	262.4	102.7	78.8	207.6	50.0	169.1	-49.7
Duke University	181	3,266,661,000	106.0	20.5	71.0	118.3	93.7	170.0	35.6
Emory University	162	2,661,957,000	123.9	21.3	84.6	90.6	65.3	140.5	80.5
Florida Atlantic University	32	318,456,986	94.9	66.1	17.4	12.1	7.9	30.2	40.3
Florida Institute of Technology	146	94,085,294	34.1	2.7	30.6	73.3	19.8	-22.9	47.3
Florida International University	113	463,791,607	115.7	57.0	37.4	52.4	-4.0	41.4	100.5
Florida State University	11	711,740,181	53.0	41.9	7.8	-3.2	8.9	-2.5	26.7
Fordham University	179	369,164,541	101.2	-1.5	104.2	109.8	119.9	327.7	39.5
George Mason University	46	443,088,897	94.7	42.1	37.0	19.3	62.0	82.7	2.5
George Washington University	156	808,981,530	-6.2	32.0	-29.0	85.7	42.5	162.4	-89.4
Georgetown University	163	807,193,000	-18.3	20.3	-32.1	90.7	31.2	-35.5	-92.0
Georgia Institute of Technology-Main Campus	10	849,550,539	78.3	45.9	22.2	-3.2	17.2	29.5	35.5
Georgia State University	111	406,589,597	76.8	15.0	53.8	51.7	20.4	110.4	126.3
Harvard University	195	3,062,062,000	75.5	-1.2	77.7	307.1	36.9	35.4	9.0
Howard University	166	793,362,000	7.8	-3.9	12.2	93.1	20.0	-43.5	-0.4

(Table A6: 2 of 6)	Rank of Pct. Change in Admin./ Enrollment (Max =196)	2007 Total Spending*	Percentage Change						
Institution			Spending	Enroll ment	Total Spending/ Enrollment	Admin./ Enrollment	Instruction/ Enrollment	(Research & Service)/ Enrollment	(Other Spending)/ Enrollment
Average	—	172,267,958,036	54.0	14.5	34.5	61.2	39.3	37.8	14.0
Illinois Institute of Technology	143	197,703,000	69.5	3.6	63.7	69.8	106.8	187.4	-55.0
Indiana University- Bloomington	119	957,395,847	26.4	9.7	15.2	57.6	26.3	38.3	-25.2
Indiana University-Purdue University-Indianapolis	81	907,923,319	-10.0	8.4	-17.0	37.7	44.4	58.3	-67.7
Iowa State University	76	740,798,311	10.4	2.9	7.2	36.2	3.5	-5.7	16.2
Jackson State University	142	149,073,121	83.5	37.1	33.9	69.7	1.0	199.8	-19.1
Johns Hopkins University	130	3,310,391,000	84.1	30.6	41.0	62.7	59.9	42.8	-65.6
Kansas State University	74	468,954,745	34.4	16.4	15.5	34.4	24.4	6.9	-0.1
Kent State University Kent Campus	126	348,081,408	22.3	0.5	21.7	61.3	10.3	33.4	8.7
Lehigh University	135	297,722,000	39.8	6.2	31.6	66.4	55.9	22.7	-37.1
Louisiana State University and Agricultural & Mechanical College	91	821,724,850	44.0	9.7	31.2	40.3	39.9	24.2	27.2
Loyola University Chicago	157	375,331,354	-57.6	8.2	-60.8	88.1	2.7	65.8	-94.8
Marquette University	177	290,918,000	54.6	7.0	44.5	109.0	21.5	148.6	-30.1
Massachusetts Institute of Technology	188	2,207,620,674	43.4	4.4	37.4	170.8	115.4	4.4	-57.9
Miami University-Oxford	180	426,930,171	62.8	-1.9	66.0	115.5	44.5	96.9	61.0
Michigan State University	5	1,440,453,184	26.9	15.9	9.5	-10.0	13.8	12.0	12.3
Michigan Technological University	106	168,537,000	30.7	2.1	27.9	49.0	4.6	81.1	1.4
Mississippi State University	147	480,197,696	50.4	18.1	27.4	74.7	7.7	33.0	-1.0
Missouri University of Science and Technology	47	124,885,278	20.7	8.5	11.2	19.8	14.6	18.5	-18.5
Montana State University	42	279,574,532	53.9	10.8	38.9	16.1	16.9	81.2	22.2
New Jersey Institute of Technology	28	199,237,000	38.3	9.8	26.0	10.0	-0.7	121.7	-10.7
New Mexico State University- Main Campus	44	376,253,273	16.9	5.9	10.4	17.1	19.6	16.6	-21.7
New York University	54	2,288,517,698	35.6	25.4	8.1	23.0	60.9	168.0	-59.8
North Carolina A&T State University	97	197,872,223	70.4	31.0	30.0	42.1	25.6	5.4	40.0
North Carolina State University at Raleigh	71	945,267,481	35.2	14.4	18.2	32.9	23.1	8.6	19.4
North Dakota State University-Main Campus	40	244,656,730	37.4	32.4	3.8	14.1	1.0	9.8	-9.2
Northeastern University	178	577,253,285	69.7	-8.0	84.5	109.5	58.6	179.0	62.7
Northern Arizona University	79	299,733,939	53.4	13.4	35.2	36.5	35.7	89.0	4.5
Northern Illinois University	39	388,468,921	33.1	9.0	22.1	13.3	25.7	70.4	11.9
Northwestern University	194	1,351,564,000	70.3	8.3	57.3	291.8	11.8	88.3	-18.5
Ohio State University-Main Campus	101	3,280,510,361	86.7	3.8	79.8	44.7	45.3	49.3	124.7
Ohio University-Main Campus	45	420,029,505	45.6	10.5	31.8	19.3	23.9	82.2	39.4
Oklahoma State University- Main Campus	50	502,009,595	39.8	21.2	15.4	20.6	27.2	-5.1	25.1
Old Dominion University	48	246,485,374	50.9	39.5	8.2	19.9	-12.0	269.9	10.5
Oregon State University	3	562,673,947	30.4	37.7	-5.3	-13.6	-0.8	-14.6	21.8
Pennsylvania State University-Main Campus	187	3,088,222,000	200.7	14.9	161.8	151.0	152.1	79.4	311.0
Polytechnic Institute of New York University	131	94,228,000	43.5	-8.8	57.4	63.1	72.7	48.3	-9.1
Princeton University	174	955,133,000	43.8	10.1	30.5	107.1	65.4	-1.3	-16.1
Purdue University-Main Campus	108	1,128,258,281	37.1	9.3	25.4	50.1	30.5	10.2	22.3
Rensselaer Polytechnic Institute	117	335,233,000	39.6	-2.9	43.7	57.4	58.9	101.0	-47.3

(Table A6: 3 of 6)	Rank of Pct. Change in Admin./ Enrollment (Max =196)	2007 Total Spending*	Percentage Change						
Institution			Spending	Enroll ment	Total Spending/ Enrollment	Admin./ Enrollment	Instruction/ Enrollment	(Research & Service)/ Enrollment	(Other Spending)/ Enrollment
Average	—	172,267,958,036	54.0	14.5	34.5	61.2	39.3	37.8	14.0
Rice University	175	382,906,030	75.6	21.0	45.2	108.0	72.8	33.7	-46.8
Rutgers University-New Brunswick	—	1,349,925,000	N/A	3.7	N/A	N/A	N/A	N/A	N/A
Rutgers University-Newark	—	N/A	N/A	11.6	N/A	N/A	N/A	N/A	N/A
Saint Louis University-Main Campus	132	552,484,944	-13.2	16.5	-25.5	64.1	-32.3	91.1	-44.7
San Diego State University	9	358,332,495	17.2	26.9	-7.6	-4.3	-19.3	50.3	25.6
South Dakota State University	82	179,215,407	43.2	21.6	17.8	38.0	33.1	-10.0	33.8
Southern Illinois University Carbondale	115	528,232,545	27.6	-12.1	45.3	53.5	33.0	66.7	39.6
Stanford University	65	2,826,989,000	36.6	23.8	10.3	28.1	121.0	34.6	-54.8
Stevens Institute of Technology	25	133,300,214	69.2	69.3	-0.1	8.9	42.2	-21.0	-44.2
Stony Brook University	56	1,489,705,778	70.0	35.7	25.3	23.9	8.1	-25.6	43.8
SUNY at Albany	151	494,514,530	77.0	5.5	67.8	79.1	7.2	247.2	71.6
SUNY at Binghamton	95	292,151,521	59.3	20.3	32.4	41.7	14.9	5.9	63.4
SUNY College of Environmental Science and Forestry	4	64,905,926	33.2	33.4	-0.1	-11.6	-7.0	1.6	46.7
Syracuse University	140	634,982,371	36.4	-1.4	38.4	69.4	41.3	89.2	-0.7
Teachers College at Columbia University	186	150,792,731	132.7	9.4	112.8	145.6	66.8	408.6	33.3
Temple University	109	1,795,342,000	77.6	15.5	53.8	50.7	18.2	63.5	69.9
Texas A&M University	110	1,447,328,811	38.4	9.4	26.5	50.9	10.6	26.5	40.1
Texas Tech University	148	452,875,770	57.2	17.7	33.5	76.5	25.8	24.4	20.0
Tufts University	172	579,059,557	71.0	18.5	44.3	97.0	52.5	26.9	-38.3
Tulane University of Louisiana	121	553,482,000	-16.9	-5.7	-11.8	58.5	13.4	125.6	-60.6
University at Buffalo	98	773,100,243	46.5	9.4	33.8	42.9	38.8	-3.6	48.6
University of Akron Main Campus	150	305,711,215	26.0	-11.6	42.6	79.0	16.1	54.0	57.0
University of Alabama	102	507,559,005	52.5	31.1	16.3	45.2	31.1	-19.0	3.4
University of Alabama at Birmingham	190	1,658,633,533	31.8	2.1	29.1	182.7	23.4	44.3	9.7
University of Alabama in Huntsville	122	144,713,082	25.9	-11.8	42.7	59.4	25.1	56.3	21.6
University of Alaska Fairbanks	92	322,084,420	29.8	8.7	19.4	41.2	20.6	9.5	24.6
University of Arizona	67	1,152,415,000	28.3	5.5	21.6	28.8	17.4	46.0	-8.4
University of Arkansas Main Campus	57	460,016,585	39.8	30.6	7.1	24.5	13.5	-5.0	9.9
University of California-Berkeley	35	1,454,889,000	31.9	15.2	14.6	12.5	21.7	16.6	-3.4
University of California-Davis	22	2,249,468,000	61.1	32.6	21.5	5.9	30.4	29.2	18.6
University of California-Irvine	8	1,370,633,000	64.8	57.5	4.6	-4.6	5.5	17.2	2.9
University of California-Los Angeles	49	3,400,953,000	49.2	8.8	37.1	19.9	40.1	56.5	33.6
University of California-Riverside	12	418,143,000	56.5	98.1	-21.0	-3.1	-26.4	-25.0	-27.3
University of California-San Diego	36	2,014,955,000	53.0	51.4	1.1	12.9	6.2	10.3	-10.8
University of California-Santa Barbara	20	553,712,000	31.1	15.2	13.8	5.8	13.7	54.2	-10.9
University of California-Santa Cruz	19	435,456,000	62.7	55.6	4.6	5.6	-14.3	54.0	-6.5
University of Central Florida	2	498,166,579	133.5	104.3	14.3	-18.5	24.9	25.7	54.9
University of Chicago	170	2,155,554,871	28.7	29.5	-0.6	96.5	43.7	-24.6	-33.6

(Table A6: 4 of 6)	Rank of Pct. Change in Admin./ Enrollment (Max =196)	2007 Total Spending*	Percentage Change						
Institution			Spending	Enroll ment	Total Spending/ Enrollment	Admin./ Enrollment	Instruction/ Enrollment	(Research & Service)/ Enrollment	(Other Spending)/ Enrollment
Average	—	172,267,958,036	54.0	14.5	34.5	61.2	39.3	37.8	14.0
University of Cincinnati-Main Campus	93	767,889,305	-26.1	2.3	-27.7	41.3	16.7	46.5	-76.8
University of Colorado at Boulder	6	751,898,490	37.9	12.1	23.0	-7.7	30.8	18.9	52.7
University of Colorado Denver	60	906,875,115	809.3	84.4	393.2	25.9	162.0	1597.5	2987.0
University of Connecticut	114	719,945,332	50.9	2.2	47.6	52.5	64.3	-12.8	77.5
University of Dayton	159	316,202,000	41.8	-3.7	47.2	89.1	48.7	26.2	31.4
University of Delaware	153	634,506,896	44.5	-6.4	54.4	81.6	60.1	105.9	-17.3
University of Denver	167	292,974,326	102.6	32.6	52.8	94.1	43.2	-28.3	65.7
University of Florida	30	1,649,284,000	45.4	38.6	4.9	10.7	5.4	1.4	7.3
University of Georgia	63	1,025,828,723	39.2	17.7	18.3	27.6	10.4	8.1	47.9
University of Hawaii at Manoa	21	689,336,339	14.3	0.0	14.3	5.8	8.6	39.3	-16.6
University of Houston	160	521,258,964	37.9	7.9	27.8	90.1	-0.6	51.4	6.7
University of Idaho	34	281,454,828	20.1	0.8	19.1	12.5	15.8	20.6	29.1
University of Illinois at Chicago	15	1,481,104,703	33.8	1.2	32.2	1.4	20.3	87.6	23.0
University of Illinois at Urbana-Champaign	96	1,317,995,387	26.0	8.8	15.8	42.1	19.6	4.0	15.4
University of Iowa	58	1,696,407,000	26.2	5.2	20.0	25.4	4.2	47.9	17.4
University of Kansas	125	812,000,190	103.6	9.3	86.2	59.6	83.5	159.8	57.0
University of Kentucky	80	1,723,860,061	86.7	9.2	71.0	37.1	14.1	79.0	106.9
University of Louisiana at Lafayette	84	170,297,173	16.2	-1.4	17.8	38.3	-1.3	52.7	-1.3
University of Louisville	99	619,283,000	54.3	-2.7	58.6	43.8	45.7	121.0	21.8
University of Maine	68	270,393,000	21.5	5.0	15.7	29.9	-4.9	35.4	9.7
University of Maryland-Baltimore County	154	277,826,562	98.1	12.9	75.5	85.4	18.9	498.3	34.3
University of Maryland-College Park	128	1,195,570,095	64.1	11.0	47.8	62.1	37.0	96.8	13.1
University of Massachusetts Amherst	31	686,082,000	18.8	6.8	11.3	10.8	22.6	16.6	-3.2
University of Memphis	124	288,542,699	32.0	0.0	31.9	59.6	24.0	92.4	-16.9
University of Miami	168	1,552,580,264	71.7	11.6	53.9	94.4	46.5	52.2	44.4
University of Michigan-Ann Arbor	23	3,909,165,000	47.8	11.4	32.7	7.5	29.2	28.9	39.5
University of Minnesota-Twin Cities	176	2,109,963,275	5.8	-1.9	7.9	108.7	16.4	35.9	-54.3
University of Mississippi Main Campus	38	277,581,688	58.8	41.1	12.5	13.3	17.1	57.0	-13.3
University of Missouri-Columbia	17	1,389,287,472	64.4	27.8	28.6	2.8	-19.8	17.6	66.0
University of Missouri-Kansas City	33	267,476,477	55.3	46.5	6.0	12.5	-1.1	9.0	18.2
University of Missouri-St. Louis	89	172,078,539	61.7	0.8	60.5	39.8	49.4	132.2	79.8
University of Montana	86	219,829,531	73.8	25.9	38.1	39.0	22.5	107.6	16.8
University of Nebraska-Lincoln	94	627,799,566	25.9	-6.2	34.2	41.6	26.5	38.1	33.1
University of Nevada-Las Vegas	41	429,550,000	140.3	50.9	59.3	15.0	45.1	100.2	229.9
University of Nevada-Reno	141	437,620,802	68.8	39.0	21.4	69.5	38.7	-6.2	-2.7
University of New Hampshire-Main Campus	29	403,928,035	41.6	7.6	31.6	10.4	26.8	46.2	37.6
University of New Mexico-Main Campus	88	1,171,891,255	45.1	0.0	45.1	39.5	32.0	34.8	60.4

(Table A6: 5 of 6)	Rank of Pct. Change in Admin./ Enrollment (Max =196)	2007 Total Spending*	Percentage Change						
Institution			Spending	Enroll ment	Total Spending/ Enrollment	Admin./ Enrollment	Instruction/ Enrollment	(Research& Service)/ Enrollment	(Other Spending)/ Enrollment
Average	—	172,267,958,036	54.0	14.5	34.5	61.2	39.3	37.8	14.0
University of New Orleans	173	169,669,673	31.5	-27.0	80.2	100.8	51.0	129.8	96.8
University of North Carolina at Chapel Hill	112	1,810,792,799	66.2	15.6	43.7	52.4	48.3	-10.8	127.6
University of North Carolina at Greensboro	61	270,754,455	68.8	44.1	17.1	27.2	16.0	44.5	0.9
University of North Dakota	105	288,836,181	8.3	7.9	0.3	48.9	11.4	29.7	-49.1
University of North Texas	129	316,567,629	31.3	34.7	-2.6	62.1	-12.7	-16.9	-33.4
University of Notre Dame	185	677,860,000	79.4	15.9	54.8	132.7	79.9	65.4	-13.3
University of Oklahoma Norman Campus	62	569,727,000	64.6	20.2	37.0	27.4	55.1	41.8	19.3
University of Oregon	37	461,580,805	52.4	20.5	26.5	12.9	22.2	58.0	24.1
University of Pennsylvania	193	4,423,621,000	121.9	6.7	107.9	252.8	98.2	156.7	70.3
University of Pittsburgh- Pittsburgh Campus	182	1,407,656,411	74.4	-1.8	77.7	126.2	43.1	129.1	-34.8
University of Rhode Island	70	341,557,162	20.3	4.9	14.8	32.7	-3.8	14.7	20.2
University of Rochester	138	2,177,080,000	122.4	-4.2	132.2	68.5	30.3	103.0	194.3
University of South Carolina- Columbia	100	611,801,343	36.4	2.1	33.6	43.9	17.4	68.8	24.3
University of South Florida	7	815,455,895	53.8	29.1	19.2	-5.5	-7.4	141.2	18.0
University of Southern California	144	1,849,344,000	60.8	20.8	33.1	72.1	90.5	-0.4	-35.8
University of Southern Mississippi	90	270,015,523	64.1	12.8	45.5	40.2	14.7	196.3	26.2
University of Tennessee	161	1,203,320,361	97.3	13.4	74.0	90.3	102.5	74.4	23.8
University of Texas at Arlington	165	293,218,765	51.3	4.7	44.4	91.3	38.9	56.2	13.9
University of Texas at Austin	116	1,513,533,487	40.3	3.3	35.8	55.9	42.7	28.4	23.0
University of Texas at Dallas	72	212,528,534	114.6	68.5	27.4	33.4	18.1	55.8	15.0
University of Texas at El Paso	152	230,855,147	59.3	18.5	34.5	79.6	19.8	87.6	9.0
University of Toledo	123	305,525,911	32.2	-18.3	61.7	59.5	33.5	88.2	144.2
University of Tulsa	155	158,514,423	37.8	-12.8	58.1	85.5	66.2	39.0	22.1
University of Utah	136	2,028,917,000	103.9	3.4	97.2	67.8	39.2	171.4	74.4
University of Vermont	69	460,153,000	48.9	15.3	29.1	31.6	21.4	27.2	40.1
University of Virginia-Main Campus	104	1,773,878,260	61.9	13.4	42.8	48.4	10.0	66.5	47.3
University of Washington- Seattle Campus	53	2,751,979,836	66.1	18.3	40.4	23.0	37.9	26.1	63.0
University of Wisconsin- Madison	26	1,760,604,026	-1.7	3.9	-5.4	9.5	14.0	19.6	-52.3
University of Wisconsin- Milwaukee	27	381,598,580	32.5	23.2	7.5	9.8	3.5	13.7	7.6
University of Wyoming	85	306,182,761	28.6	7.2	20.0	38.6	14.7	32.6	4.3
Utah State University	134	368,870,996	26.0	-15.2	48.5	65.7	28.4	54.3	52.3
Vanderbilt University	87	2,651,373,507	165.1	21.1	118.9	39.4	185.8	56.4	138.1
Virginia Commonwealth University	13	648,835,863	-30.7	45.1	-52.2	-0.9	9.2	-10.2	-84.8
Virginia Polytechnic Institute and State University	14	817,344,069	28.4	14.9	11.8	1.4	9.8	17.1	13.8
Wake Forest University	196	946,249,323	99.7	21.8	63.9	663.0	-33.4	36.7	-11.3
Washington State University	1	606,054,348	24.2	29.6	-4.2	-24.7	-1.5	11.7	-3.3
Washington University in St. Louis	145	1,720,965,000	92.4	14.7	67.8	72.7	71.0	110.3	-33.2
Wayne State University	43	669,164,245	21.2	-5.5	28.3	16.8	29.9	32.0	36.8
West Virginia University	77	606,900,596	39.8	21.8	14.8	36.2	-1.7	22.3	16.2
Western Michigan University	78	374,806,438	22.3	-8.0	32.9	36.3	50.0	60.2	7.7
Wichita State University	66	177,355,533	20.8	-1.5	22.7	28.2	4.0	149.0	-24.1

(Table A6: 6 of 6)	Rank of Pct. Change in Admin./ Enrollment (Max =196)	2007 Total Spending*	Percentage Change						
Institution			Spending	Enroll ment	Total Spending/ Enrollment	Admin./ Enrollment	Instruction/ Enrollment	(Research & Service)/ Enrollment	(Other Spending)/ Enrollment
Average	—	172,267,958,036	54.0	14.5	34.5	61.2	39.3	37.8	14.0
Wright State University-Main Campus	169	313,993,012	49.1	-1.9	52.0	95.4	18.0	63.2	67.3
Yale University	192	2,108,514,000	99.2	4.6	90.5	232.4	108.8	118.2	0.0
Yeshiva University	139	530,614,431	38.6	27.4	8.8	68.9	61.6	-19.1	-51.9

* Total Spending is the sum of Administration, Academic Support, Institutional Support, Student Services, Instruction, Research, Public Service, Independent Operations, Auxiliary Expenses, Operation and Maintenance of Plant, and Hospitals.

Table A7: Increase in University Spending per Student, 1993 to 2007
(Sorted in Descending Order of Percentage Change in Administration/Enrollment)

(Table A7: 1 of 6)	Rank of Pct. Change in Admin./ Enrollment	2007 Total Spending*	Percentage Change						
Institution			Spending	Enroll ment	Total Spending/ Enrollment	Admin./ Enrollment	Instruction/ Enrollment	(Research & Service)/ Enrollment	(Other Spending)/ Enrollment
Average	—	172,267,958,036	54.0	14.5	34.5	61.2	39.3	37.8	14.0
Wake Forest University	196	946,249,323	99.7	21.8	63.9	663.0	-33.4	36.7	-11.3
Harvard University	195	3,062,062,000	75.5	-1.2	77.7	307.1	36.9	35.4	9.0
Northwestern University	194	1,351,564,000	70.3	8.3	57.3	291.8	11.8	88.3	-18.5
University of Pennsylvania	193	4,423,621,000	121.9	6.7	107.9	252.8	98.2	156.7	70.3
Yale University	192	2,108,514,000	99.2	4.6	90.5	232.4	108.8	118.2	0.0
Drexel University	191	621,515,000	262.4	102.7	78.8	207.6	50.0	169.1	-49.7
University of Alabama at Birmingham	190	1,658,633,533	31.8	2.1	29.1	182.7	23.4	44.3	9.7
Baylor University	189	343,325,000	98.2	16.2	70.5	178.1	72.3	227.5	-47.0
Massachusetts Institute of Technology	188	2,207,620,674	43.4	4.4	37.4	170.8	115.4	4.4	-57.9
Pennsylvania State University-Main Campus	187	3,088,222,000	200.7	14.9	161.8	151.0	152.1	79.4	311.0
Teachers College at Columbia University	186	150,792,731	132.7	9.4	112.8	145.6	66.8	408.6	33.3
University of Notre Dame	185	677,860,000	79.4	15.9	54.8	132.7	79.9	65.4	-13.3
Columbia University in the City of New York	184	2,688,355,000	103.8	19.1	71.1	129.9	108.5	49.9	-25.8
Boston College	183	567,066,096	80.6	0.2	80.1	126.9	87.5	185.7	28.6
University of Pittsburgh- Pittsburgh Campus	182	1,407,656,411	74.4	-1.8	77.7	126.2	43.1	129.1	-34.8
Duke University	181	3,266,661,000	106.0	20.5	71.0	118.3	93.7	170.0	35.6
Miami University-Oxford	180	426,930,171	62.8	-1.9	66.0	115.5	44.5	96.9	61.0
Fordham University	179	369,164,541	101.2	-1.5	104.2	109.8	119.9	327.7	39.5
Northeastern University	178	577,253,285	69.7	-8.0	84.5	109.5	58.6	179.0	62.7
Marquette University	177	290,918,000	54.6	7.0	44.5	109.0	21.5	148.6	-30.1
University of Minnesota-Twin Cities	176	2,109,963,275	5.8	-1.9	7.9	108.7	16.4	35.9	-54.3
Rice University	175	382,906,030	75.6	21.0	45.2	108.0	72.8	33.7	-46.8
Princeton University	174	955,133,000	43.8	10.1	30.5	107.1	65.4	-1.3	-16.1
University of New Orleans	173	169,669,673	31.5	-27.0	80.2	100.8	51.0	129.8	96.8
Tufts University	172	579,059,557	71.0	18.5	44.3	97.0	52.5	26.9	-38.3
Dartmouth College	171	669,958,437	88.7	12.1	68.3	96.5	109.9	74.0	-30.0
University of Chicago	170	2,155,554,871	28.7	29.5	-0.6	96.5	43.7	-24.6	-33.6
Wright State University-Main Campus	169	313,993,012	49.1	-1.9	52.0	95.4	18.0	63.2	67.3
University of Miami	168	1,552,580,264	71.7	11.6	53.9	94.4	46.5	52.2	44.4
University of Denver	167	292,974,326	102.6	32.6	52.8	94.1	43.2	-28.3	65.7
Howard University	166	793,362,000	7.8	-3.9	12.2	93.1	20.0	-43.5	-0.4
University of Texas at Arlington	165	293,218,765	51.3	4.7	44.4	91.3	38.9	56.2	13.9
Brown University	164	563,992,000	65.2	6.7	54.9	91.3	46.3	113.3	-5.9
Georgetown University	163	807,193,000	-18.3	20.3	-32.1	90.7	31.2	-35.5	-92.0
Emory University	162	2,661,957,000	123.9	21.3	84.6	90.6	65.3	140.5	80.5
University of Tennessee	161	1,203,320,361	97.3	13.4	74.0	90.3	102.5	74.4	23.8
University of Houston	160	521,258,964	37.9	7.9	27.8	90.1	-0.6	51.4	6.7
University of Dayton	159	316,202,000	41.8	-3.7	47.2	89.1	48.7	26.2	31.4
Cornell University	158	1,547,174,283	134.9	66.7	40.9	88.5	32.4	95.4	-49.0
Loyola University Chicago	157	375,331,354	-57.6	8.2	-60.8	88.1	2.7	65.8	-94.8

(Table A7: 2 of 6)	Rank of Pct. Change in Admin./ Enrollment	2007 Total Spending*	Percentage Change						
Institution			Spending	Enroll- ment	Total Spending/ Enrollment	Admin./ Enrollment	Instruction/ Enrollment	(Research & Service)/ Enrollment	(Other Spending)/ Enrollment
Average	—	172,267,958,036	54.0	14.5	34.5	61.2	39.3	37.8	14.0
George Washington University	156	808,981,530	-6.2	32.0	-29.0	85.7	42.5	162.4	-89.4
University of Tulsa	155	158,514,423	37.8	-12.8	58.1	85.5	66.2	39.0	22.1
University of Maryland-Baltimore County	154	277,826,562	98.1	12.9	75.5	85.4	18.9	498.3	34.3
University of Delaware	153	634,506,896	44.5	-6.4	54.4	81.6	60.1	105.9	-17.3
University of Texas at El Paso	152	230,855,147	59.3	18.5	34.5	79.6	19.8	87.6	9.0
SUNY at Albany	151	494,514,530	77.0	5.5	67.8	79.1	7.2	247.2	71.6
University of Akron Main Campus	150	305,711,215	26.0	-11.6	42.6	79.0	16.1	54.0	57.0
Catholic University of America	149	176,198,097	44.4	4.8	37.8	77.5	26.5	100.6	-4.2
Texas Tech University	148	452,875,770	57.2	17.7	33.5	76.5	25.8	24.4	20.0
Mississippi State University	147	480,197,696	50.4	18.1	27.4	74.7	7.7	33.0	-1.0
Florida Institute of Technology	146	94,085,294	34.1	2.7	30.6	73.3	19.8	-22.9	47.3
Washington University in St. Louis	145	1,720,965,000	92.4	14.7	67.8	72.7	71.0	110.3	-33.2
University of Southern California	144	1,849,344,000	60.8	20.8	33.1	72.1	90.5	-0.4	-35.8
Illinois Institute of Technology	143	197,703,000	69.5	3.6	63.7	69.8	106.8	187.4	-55.0
Jackson State University	142	149,073,121	83.5	37.1	33.9	69.7	1.0	199.8	-19.1
University of Nevada-Reno	141	437,620,802	68.8	39.0	21.4	69.5	38.7	-6.2	-2.7
Syracuse University	140	634,982,371	36.4	-1.4	38.4	69.4	41.3	89.2	-0.7
Yeshiva University	139	530,614,431	38.6	27.4	8.8	68.9	61.6	-19.1	-51.9
University of Rochester	138	2,177,080,000	122.4	-4.2	132.2	68.5	30.3	103.0	194.3
Clark University	137	81,884,000	22.0	4.4	16.8	67.9	13.4	-22.5	-21.9
University of Utah	136	2,028,917,000	103.9	3.4	97.2	67.8	39.2	171.4	74.4
Lehigh University	135	297,722,000	39.8	6.2	31.6	66.4	55.9	22.7	-37.1
Utah State University	134	368,870,996	26.0	-15.2	48.5	65.7	28.4	54.3	52.3
California Institute of Technology	133	2,287,291,000	20.7	7.1	12.7	64.5	34.7	9.8	-10.4
Saint Louis University-Main Campus	132	552,484,944	-13.2	16.5	-25.5	64.1	-32.3	91.1	-44.7
Polytechnic Institute of New York University	131	94,228,000	43.5	-8.8	57.4	63.1	72.7	48.3	-9.1
Johns Hopkins University	130	3,310,391,000	84.1	30.6	41.0	62.7	59.9	42.8	-65.6
University of North Texas	129	316,567,629	31.3	34.7	-2.6	62.1	-12.7	-16.9	-33.4
University of Maryland-College Park	128	1,195,570,095	64.1	11.0	47.8	62.1	37.0	96.8	13.1
CUNY Graduate School and University Center	127	133,850,600	48.0	30.8	13.2	61.8	-1.9	129.0	-49.5
Kent State University Kent Campus	126	348,081,408	22.3	0.5	21.7	61.3	10.3	33.4	8.7
University of Kansas	125	812,000,190	103.6	9.3	86.2	59.6	83.5	159.8	57.0
University of Memphis	124	288,542,699	32.0	0.0	31.9	59.6	24.0	92.4	-16.9
University of Toledo	123	305,525,911	32.2	-18.3	61.7	59.5	33.5	88.2	144.2
University of Alabama in Huntsville	122	144,713,082	25.9	-11.8	42.7	59.4	25.1	56.3	21.6
Tulane University of Louisiana	121	553,482,000	-16.9	-5.7	-11.8	58.5	13.4	125.6	-60.6
Carnegie Mellon University	120	761,835,320	78.2	42.3	25.3	57.6	39.4	24.5	-51.5
Indiana University-Bloomington	119	957,395,847	26.4	9.7	15.2	57.6	26.3	38.3	-25.2
Clark Atlanta University	118	85,599,680	-12.6	-16.7	4.9	57.5	67.1	-66.2	0.0
Rensselaer Polytechnic Institute	117	335,233,000	39.6	-2.9	43.7	57.4	58.9	101.0	-47.3

(Table A7: 3 of 6)	Rank of Pct. Change in Admin./ Enrollment	2007 Total Spending*	Percentage Change						
Institution			Spending	Enroll- ment	Total Spending/ Enrollment	Admin./ Enrollment	Instruction/ Enrollment	(Research& Service)/ Enrollment	(Other Spending)/ Enrollment
Average	—	172,267,958,036	54.0	14.5	34.5	61.2	39.3	37.8	14.0
University of Texas at Austin	116	1,513,533,487	40.3	3.3	35.8	55.9	42.7	28.4	23.0
Southern Illinois University Carbondale	115	528,232,545	27.6	-12.1	45.3	53.5	33.0	66.7	39.6
University of Connecticut	114	719,945,332	50.9	2.2	47.6	52.5	64.3	-12.8	77.5
Florida International University	113	463,791,607	115.7	57.0	37.4	52.4	-4.0	41.4	100.5
University of North Carolina at Chapel Hill	112	1,810,792,799	66.2	15.6	43.7	52.4	48.3	-10.8	127.6
Georgia State University	111	406,589,597	76.8	15.0	53.8	51.7	20.4	110.4	126.3
Texas A&M University	110	1,447,328,811	38.4	9.4	26.5	50.9	10.6	26.5	40.1
Temple University	109	1,795,342,000	77.6	15.5	53.8	50.7	18.2	63.5	69.9
Purdue University-Main Campus	108	1,128,258,281	37.1	9.3	25.4	50.1	30.5	10.2	22.3
Clemson University	107	532,253,282	23.9	5.9	17.0	49.1	35.6	7.4	-6.4
Michigan Technological University	106	168,537,000	30.7	2.1	27.9	49.0	4.6	81.1	1.4
University of North Dakota	105	288,836,181	8.3	7.9	0.3	48.9	11.4	29.7	-49.1
University of Virginia-Main Campus	104	1,773,878,260	61.9	13.4	42.8	48.4	10.0	66.5	47.3
Arizona State University	103	943,296,000	75.1	24.8	40.3	46.3	40.0	55.1	22.0
University of Alabama	102	507,559,005	52.5	31.1	16.3	45.2	31.1	-19.0	3.4
Ohio State University-Main Campus	101	3,280,510,361	86.7	3.8	79.8	44.7	45.3	49.3	124.7
University of South Carolina- Columbia	100	611,801,343	36.4	2.1	33.6	43.9	17.4	68.8	24.3
University of Louisville	99	619,283,000	54.3	-2.7	58.6	43.8	45.7	121.0	21.8
University at Buffalo	98	773,100,243	46.5	9.4	33.8	42.9	38.8	-3.6	48.6
North Carolina A&T State University	97	197,872,223	70.4	31.0	30.0	42.1	25.6	5.4	40.0
University of Illinois at Urbana-Champaign	96	1,317,995,387	26.0	8.8	15.8	42.1	19.6	4.0	15.4
SUNY at Binghamton	95	292,151,521	59.3	20.3	32.4	41.7	14.9	5.9	63.4
University of Nebraska- Lincoln	94	627,799,566	25.9	-6.2	34.2	41.6	26.5	38.1	33.1
University of Cincinnati-Main Campus	93	767,889,305	-26.1	2.3	-27.7	41.3	16.7	46.5	-76.8
University of Alaska Fairbanks	92	322,084,420	29.8	8.7	19.4	41.2	20.6	9.5	24.6
Louisiana State University and Agricultural & Mechanical College	91	821,724,850	44.0	9.7	31.2	40.3	39.9	24.2	27.2
University of Southern Mississippi	90	270,015,523	64.1	12.8	45.5	40.2	14.7	196.3	26.2
University of Missouri-St. Louis	89	172,078,539	61.7	0.8	60.5	39.8	49.4	132.2	79.8
University of New Mexico- Main Campus	88	1,171,891,255	45.1	0.0	45.1	39.5	32.0	34.8	60.4
Vanderbilt University	87	2,651,373,507	165.1	21.1	118.9	39.4	185.8	56.4	138.1
University of Montana	86	219,829,531	73.8	25.9	38.1	39.0	22.5	107.6	16.8
University of Wyoming	85	306,182,761	28.6	7.2	20.0	38.6	14.7	32.6	4.3
University of Louisiana at Lafayette	84	170,297,173	16.2	-1.4	17.8	38.3	-1.3	52.7	-1.3
Case Western Reserve University	83	791,650,861	95.1	6.4	83.5	38.1	102.9	144.9	-15.4
South Dakota State University	82	179,215,407	43.2	21.6	17.8	38.0	33.1	-10.0	33.8
Indiana University-Purdue University-Indianapolis	81	907,923,319	-10.0	8.4	-17.0	37.7	44.4	58.3	-67.7

(Table A7: 4 of 6)	Rank of Pct. Change in Admin./ Enrollment	2007 Total Spending*	Percentage Change						
Institution			Spending	Enroll- ment	Total Spending/ Enrollment	Admin./ Enrollment	Instruction/ Enrollment	(Research & Service)/ Enrollment	(Other Spending)/ Enrollment
Average	—	172,267,958,036	54.0	14.5	34.5	61.2	39.3	37.8	14.0
University of Kentucky	80	1,723,860,061	86.7	9.2	71.0	37.1	14.1	79.0	106.9
Northern Arizona University	79	299,733,939	53.4	13.4	35.2	36.5	35.7	89.0	4.5
Western Michigan University	78	374,806,438	22.3	-8.0	32.9	36.3	50.0	60.2	7.7
West Virginia University	77	606,900,596	39.8	21.8	14.8	36.2	-1.7	22.3	16.2
Iowa State University	76	740,798,311	10.4	2.9	7.2	36.2	3.5	-5.7	16.2
Claremont Graduate University	75	47,745,596	49.1	14.2	30.6	34.5	47.9	26.1	-63.9
Kansas State University	74	468,954,745	34.4	16.4	15.5	34.4	24.4	6.9	-0.1
Auburn University Main Campus	73	572,459,748	36.4	13.0	20.7	33.9	27.2	6.5	25.9
University of Texas at Dallas	72	212,528,534	114.6	68.5	27.4	33.4	18.1	55.8	15.0
North Carolina State University at Raleigh	71	945,267,481	35.2	14.4	18.2	32.9	23.1	8.6	19.4
University of Rhode Island	70	341,557,162	20.3	4.9	14.8	32.7	-3.8	14.7	20.2
University of Vermont	69	460,153,000	48.9	15.3	29.1	31.6	21.4	27.2	40.1
University of Maine	68	270,393,000	21.5	5.0	15.7	29.9	-4.9	35.4	9.7
University of Arizona	67	1,152,415,000	28.3	5.5	21.6	28.8	17.4	46.0	-8.4
Wichita State University	66	177,355,533	20.8	-1.5	22.7	28.2	4.0	149.0	-24.1
Stanford University	65	2,826,989,000	36.6	23.8	10.3	28.1	121.0	34.6	-54.8
Bowling Green State University-Main Campus	64	310,692,134	22.8	4.8	17.2	28.0	12.8	19.0	14.0
University of Georgia	63	1,025,828,723	39.2	17.7	18.3	27.6	10.4	8.1	47.9
University of Oklahoma Norman Campus	62	569,727,000	64.6	20.2	37.0	27.4	55.1	41.8	19.3
University of North Carolina at Greensboro	61	270,754,455	68.8	44.1	17.1	27.2	16.0	44.5	0.9
University of Colorado Denver	60	906,875,115	809.3	84.4	393.2	25.9	162.0	1597.5	2987.0
College of William and Mary	59	201,525,740	24.6	2.8	21.3	25.7	30.2	37.5	6.4
University of Iowa	58	1,696,407,000	26.2	5.2	20.0	25.4	4.2	47.9	17.4
University of Arkansas Main Campus	57	460,016,585	39.8	30.6	7.1	24.5	13.5	-5.0	9.9
Stony Brook University	56	1,489,705,778	70.0	35.7	25.3	23.9	8.1	-25.6	43.8
Brandeis University	55	245,350,003	51.3	35.4	11.7	23.6	54.5	-21.5	-28.5
New York University	54	2,288,517,698	35.6	25.4	8.1	23.0	60.9	168.0	-59.8
University of Washington-Seattle Campus	53	2,751,979,836	66.1	18.3	40.4	23.0	37.9	26.1	63.0
Brigham Young University	52	837,385,172	41.7	7.8	31.4	22.0	52.1	182.8	2.4
Clarkson University	51	87,290,390	15.5	6.4	8.6	21.1	18.1	45.3	-38.4
Oklahoma State University-Main Campus	50	502,009,595	39.8	21.2	15.4	20.6	27.2	-5.1	25.1
University of California-Los Angeles	49	3,400,953,000	49.2	8.8	37.1	19.9	40.1	56.5	33.6
Old Dominion University	48	246,485,374	50.9	39.5	8.2	19.9	-12.0	269.9	10.5
Missouri University of Science and Technology	47	124,885,278	20.7	8.5	11.2	19.8	14.6	18.5	-18.5
George Mason University	46	443,088,897	94.7	42.1	37.0	19.3	62.0	82.7	2.5
Ohio University-Main Campus	45	420,029,505	45.6	10.5	31.8	19.3	23.9	82.2	39.4
New Mexico State University-Main Campus	44	376,253,273	16.9	5.9	10.4	17.1	19.6	16.6	-21.7
Wayne State University	43	669,164,245	21.2	-5.5	28.3	16.8	29.9	32.0	36.8
Montana State University	42	279,574,532	53.9	10.8	38.9	16.1	16.9	81.2	22.2
University of Nevada-Las Vegas	41	429,550,000	140.3	50.9	59.3	15.0	45.1	100.2	229.9

(Table A7: 5 of 6)	Rank of Pct. Change in Admin./ Enrollment	2007 Total Spending*	Percentage Change						
Institution			Spending	Enroll- ment	Total Spending/ Enrollment	Admin./ Enrollment	Instruction/ Enrollment	(Research& Service)/ Enrollment	(Other Spending)/ Enrollment
Average	—	172,267,958,036	54.0	14.5	34.5	61.2	39.3	37.8	14.0
North Dakota State University-Main Campus	40	244,656,730	37.4	32.4	3.8	14.1	1.0	9.8	-9.2
Northern Illinois University	39	388,468,921	33.1	9.0	22.1	13.3	25.7	70.4	11.9
University of Mississippi Main Campus	38	277,581,688	58.8	41.1	12.5	13.3	17.1	57.0	-13.3
University of Oregon	37	461,580,805	52.4	20.5	26.5	12.9	22.2	58.0	24.1
University of California-San Diego	36	2,014,955,000	53.0	51.4	1.1	12.9	6.2	10.3	-10.8
University of California-Berkeley	35	1,454,889,000	31.9	15.2	14.6	12.5	21.7	16.6	-3.4
University of Idaho	34	281,454,828	20.1	0.8	19.1	12.5	15.8	20.6	29.1
University of Missouri-Kansas City	33	267,476,477	55.3	46.5	6.0	12.5	-1.1	9.0	18.2
Florida Atlantic University	32	318,456,986	94.9	66.1	17.4	12.1	7.9	30.2	40.3
University of Massachusetts Amherst	31	686,082,000	18.8	6.8	11.3	10.8	22.6	16.6	-3.2
University of Florida	30	1,649,284,000	45.4	38.6	4.9	10.7	5.4	1.4	7.3
University of New Hampshire-Main Campus	29	403,928,035	41.6	7.6	31.6	10.4	26.8	46.2	37.6
New Jersey Institute of Technology	28	199,237,000	38.3	9.8	26.0	10.0	-0.7	121.7	-10.7
University of Wisconsin-Milwaukee	27	381,598,580	32.5	23.2	7.5	9.8	3.5	13.7	7.6
University of Wisconsin-Madison	26	1,760,604,026	-1.7	3.9	-5.4	9.5	14.0	19.6	-52.3
Stevens Institute of Technology	25	133,300,214	69.2	69.3	-0.1	8.9	42.2	-21.0	-44.2
Colorado State University	24	617,203,415	37.8	0.7	36.9	8.5	16.2	56.2	63.0
University of Michigan-Ann Arbor	23	3,909,165,000	47.8	11.4	32.7	7.5	29.2	28.9	39.5
University of California-Davis	22	2,249,468,000	61.1	32.6	21.5	5.9	30.4	29.2	18.6
University of Hawaii at Manoa	21	689,336,339	14.3	0.0	14.3	5.8	8.6	39.3	-16.6
University of California-Santa Barbara	20	553,712,000	31.1	15.2	13.8	5.8	13.7	54.2	-10.9
University of California-Santa Cruz	19	435,456,000	62.7	55.6	4.6	5.6	-14.3	54.0	-6.5
Boston University	18	1,321,276,983	54.1	11.9	37.8	5.0	77.3	72.7	-7.7
University of Missouri-Columbia	17	1,389,287,472	64.4	27.8	28.6	2.8	-19.8	17.6	66.0
Colorado School of Mines	16	106,847,341	44.1	21.9	18.2	1.6	7.5	24.3	53.3
University of Illinois at Chicago	15	1,481,104,703	33.8	1.2	32.2	1.4	20.3	87.6	23.0
Virginia Polytechnic Institute and State University	14	817,344,069	28.4	14.9	11.8	1.4	9.8	17.1	13.8
Virginia Commonwealth University	13	648,835,863	-30.7	45.1	-52.2	-0.9	9.2	-10.2	-84.8
University of California-Riverside	12	418,143,000	56.5	98.1	-21.0	-3.1	-26.4	-25.0	-27.3
Florida State University	11	711,740,181	53.0	41.9	7.8	-3.2	8.9	-2.5	26.7
Georgia Institute of Technology-Main Campus	10	849,550,539	78.3	45.9	22.2	-3.2	17.2	29.5	35.5
San Diego State University	9	358,332,495	17.2	26.9	-7.6	-4.3	-19.3	50.3	25.6
University of California-Irvine	8	1,370,633,000	64.8	57.5	4.6	-4.6	5.5	17.2	2.9
University of South Florida	7	815,455,895	53.8	29.1	19.2	-5.5	-7.4	141.2	18.0
University of Colorado at Boulder	6	751,898,490	37.9	12.1	23.0	-7.7	30.8	18.9	52.7

(Table A7: 6 of 6)	Rank of Pct. Change in Admin./ Enrollment	2007 Total Spending*	Percentage Change						
Institution			Spending	Enroll- ment	Total Spending/ Enrollment	Admin./ Enrollment	Instruction/ Enrollment	(Research & Service)/ Enrollment	(Other Spending)/ Enrollment
Average	—	172,267,958,036	54.0	14.5	34.5	61.2	39.3	37.8	14.0
Michigan State University	5	1,440,453,184	26.9	15.9	9.5	-10.0	13.8	12.0	12.3
SUNY College of Environmental Science and Forestry	4	64,905,926	33.2	33.4	-0.1	-11.6	-7.0	1.6	46.7
Oregon State University	3	562,673,947	30.4	37.7	-5.3	-13.6	-0.8	-14.6	21.8
University of Central Florida	2	498,166,579	133.5	104.3	14.3	-18.5	24.9	25.7	54.9
Washington State University	1	606,054,348	24.2	29.6	-4.2	-24.7	-1.5	11.7	-3.3
Rutgers University-Newark	—	N/A	N/A	11.6	N/A	N/A	N/A	N/A	N/A
Rutgers University-New Brunswick	—	1,349,925,000	N/A	3.7	N/A	N/A	N/A	N/A	N/A

* Total Spending is the sum of Administration, Academic Support, Institutional Support, Student Services, Instruction, Research, Public Service, Independent Operations, Auxiliary Expenses, Operation and Maintenance of Plant, and Hospitals.

Table A8: Per Student Spending in 1993 and 2007
(Sorted in Descending Order of 2007 Administration/Enrollment)

(Table A8: 1 of 8)	Year	Admin./ Enrollment Rank	Spending per Student					In-state Undergrad. Tuition
Institution			Total	Admin.	Instruction	Research & Service	Other	
Average	2007	—	41,337	7,837	12,208	10,393	10,899	10,929
Average	1993	—	30,730	4,863	8,764	7,539	9,563	6,557
Wake Forest University	2007	197	139,400	74,878	31,145	23,251	10,127	32,140
Wake Forest University	1993	172	85,031	9,814	46,781	17,013	11,422	17,219
Yale University	2007	196	184,085	59,744	80,952	43,389	N/A	33,030
Yale University	1993	191	96,616	17,975	38,775	19,887	19,979	25,111
Massachusetts Institute of Technology	2007	195	216,010	59,511	53,914	94,140	8,444	35,040
Massachusetts Institute of Technology	1993	194	157,266	21,976	25,027	90,214	20,049	25,828
California Institute of Technology	2007	194	1,072,335	53,462	77,211	923,743	17,920	31,416
California Institute of Technology	1993	196	951,433	32,507	57,313	841,619	19,994	21,638
Harvard University	2007	193	119,193	47,554	34,372	21,772	15,495	33,709
Harvard University	1993	183	67,094	11,682	25,110	16,081	14,220	23,610
Dartmouth College	2007	192	114,542	44,122	37,329	22,804	10,287	33,501
Dartmouth College	1993	195	68,045	22,450	17,788	13,104	14,703	24,722
Princeton University	2007	191	131,543	38,927	34,977	44,076	13,563	33,000
Princeton University	1993	192	100,788	18,793	21,153	44,670	16,172	25,469
University of Pennsylvania	2007	190	184,471	36,572	35,342	28,229	84,329	34,156
University of Pennsylvania	1993	177	88,717	10,367	17,834	10,996	49,521	24,161
Duke University	2007	189	240,231	27,135	49,452	49,279	114,365	33,963
Duke University	1993	186	140,525	12,428	25,525	18,250	84,322	23,297
Tufts University	2007	188	59,342	25,132	17,903	11,764	4,543	34,730
Tufts University	1993	187	41,131	12,758	11,738	9,271	7,363	25,680
Stanford University	2007	187	142,907	25,008	47,707	45,497	24,694	33,264
Stanford University	1993	193	129,545	19,521	21,589	33,803	54,632	23,869
Cornell University	2007	186	78,140	24,786	23,117	23,768	6,469	32,981
Cornell University	1993	190	55,453	13,152	17,462	12,165	12,673	24,789
Emory University	2007	185	211,771	24,601	37,785	27,836	121,548	32,506
Emory University	1993	189	114,689	12,910	22,862	11,576	67,341	22,384
Brown University	2007	184	69,057	23,051	23,203	12,717	10,087	34,620
Brown University	1993	184	44,593	12,051	15,858	5,961	10,724	26,391
Northwestern University	2007	183	71,116	22,081	26,445	16,940	5,650	33,567
Northwestern University	1993	135	45,221	5,636	23,651	8,997	6,936	21,631
Rice University	2007	182	74,192	21,269	35,469	10,996	6,459	24,260
Rice University	1993	176	51,113	10,226	20,529	8,226	12,133	12,197
Yeshiva University	2007	181	83,456	20,913	26,686	31,738	4,119	28,700
Yeshiva University	1993	185	76,713	12,381	16,514	39,253	8,565	N/A
Georgetown University	2007	180	54,444	20,498	17,727	13,400	2,820	33,934
Georgetown University	1993	180	80,187	10,748	13,514	20,777	35,148	23,803
Washington University in St. Louis	2007	179	128,603	19,984	69,467	33,448	5,704	33,788
Washington University in St. Louis	1993	182	76,626	11,572	40,616	15,903	8,535	24,276
University of Chicago	2007	178	148,270	19,390	53,644	63,329	11,907	34,005
University of Chicago	1993	173	149,164	9,866	37,330	84,026	17,941	24,933
Howard University	2007	177	78,357	19,294	19,348	5,006	34,708	12,985
Howard University	1993	174	69,823	9,993	16,120	8,860	34,850	10,017
Vanderbilt University	2007	176	223,801	17,793	55,476	31,096	119,436	33,440
Vanderbilt University	1993	188	102,220	12,765	19,411	19,884	50,160	23,351
University of Notre Dame	2007	175	57,774	17,665	21,405	6,803	11,901	33,407
University of Notre Dame	1993	160	37,326	7,591	11,899	4,112	13,724	21,021
Johns Hopkins University	2007	174	168,194	16,935	65,286	82,401	3,572	33,900
Johns Hopkins University	1993	178	119,313	10,409	40,818	57,707	10,380	24,996

(Table A8: 2 of 8)	Year	Admin./ Enrollment Rank	Spending per Student					In-state Undergrad. Tuition
Institution			Total	Admin.	Instruction	Research & Service	Other	
Average	2007	—	41,337	7,837	12,208	10,393	10,899	10,929
Average	1993	—	30,730	4,863	8,764	7,539	9,563	6,557
Columbia University in the City of New York	2007	173	118,665	16,896	50,814	45,615	5,339	35,166
Columbia University in the City of New York	1993	156	69,344	7,349	24,369	30,432	7,193	24,276
University of Rochester	2007	172	233,242	15,749	29,770	29,352	158,372	33,426
University of Rochester	1993	169	100,468	9,348	22,840	14,460	53,820	23,595
Rensselaer Polytechnic Institute	2007	171	51,056	15,448	18,076	13,529	4,003	33,496
Rensselaer Polytechnic Institute	1993	171	35,523	9,813	11,377	6,730	7,603	23,535
Carnegie Mellon University	2007	170	73,778	15,074	29,283	25,697	3,724	33,448
Carnegie Mellon University	1993	170	58,900	9,565	21,006	20,644	7,685	22,958
University of Miami	2007	169	100,497	14,885	22,877	39,582	23,154	31,288
University of Miami	1993	161	65,316	7,657	15,620	26,006	16,033	21,595
University of Alabama at Birmingham	2007	168	102,095	14,685	14,642	19,812	52,956	4,792
University of Alabama at Birmingham	1993	125	79,074	5,194	11,861	13,731	48,289	3,211
University of Pittsburgh-Pittsburgh Campus	2007	167	52,097	14,531	14,128	20,890	2,547	12,138
University of Pittsburgh-Pittsburgh Campus	1993	150	29,323	6,423	9,874	9,119	3,907	7,063
Brandeis University	2007	166	46,006	14,057	18,488	7,841	5,620	34,035
Brandeis University	1993	181	41,191	11,370	11,970	9,992	7,859	25,435
Lehigh University	2007	165	43,495	13,828	16,168	9,152	4,346	33,770
Lehigh University	1993	165	33,049	8,311	10,374	7,456	6,908	23,963
Drexel University	2007	164	30,051	13,294	9,878	4,811	2,068	27,650
Drexel University	1993	102	16,804	4,322	6,586	1,788	4,108	16,695
University of Tulsa	2007	163	38,059	13,095	13,381	5,225	6,357	20,738
University of Tulsa	1993	155	24,079	7,059	8,053	3,760	5,206	13,459
Case Western Reserve University	2007	162	80,420	12,764	25,749	35,726	6,180	31,388
Case Western Reserve University	1993	168	43,834	9,244	12,692	14,588	7,310	20,972
University of California-Los Angeles	2007	161	90,750	12,658	25,232	17,627	35,233	6,522
University of California-Los Angeles	1993	179	66,193	10,560	18,005	11,265	26,362	4,165
Marquette University	2007	160	25,262	12,644	7,952	1,743	2,922	25,074
Marquette University	1993	143	17,479	6,049	6,546	701	4,183	14,205
Pennsylvania State University-Main Campus	2007	159	71,401	12,556	17,939	16,560	24,345	12,164
Pennsylvania State University-Main Campus	1993	118	27,272	5,002	7,116	9,230	5,924	6,626
Boston College	2007	158	38,784	12,317	14,552	2,153	9,763	33,506
Boston College	1993	131	21,532	5,429	7,759	754	7,590	21,526
Loyola University Chicago	2007	157	24,145	11,440	7,676	2,590	2,438	25,316
Loyola University Chicago	1993	144	61,580	6,083	7,477	1,563	46,457	14,119
University of California-San Diego	2007	156	74,573	11,342	15,983	20,078	27,170	6,688
University of California-San Diego	1993	175	73,772	10,050	15,049	18,199	30,474	3,534
University of Southern California	2007	155	55,356	10,987	26,228	12,356	5,785	33,892
University of Southern California	1993	147	41,576	6,384	13,765	12,411	9,015	N/A
Illinois Institute of Technology	2007	154	27,168	10,711	10,791	4,014	1,652	24,113
Illinois Institute of Technology	1993	145	16,600	6,309	5,219	1,397	3,676	18,754
Fordham University	2007	153	25,551	10,668	9,963	1,310	3,610	30,445
Fordham University	1993	121	12,511	5,084	4,531	306	2,589	17,463
University of Minnesota-Twin Cities	2007	152	41,467	10,443	11,316	13,374	6,335	9,173
University of Minnesota-Twin Cities	1993	119	38,435	5,004	9,719	9,844	13,868	4,531
George Washington University	2007	151	32,259	10,379	12,305	6,528	3,047	35,634
George Washington University	1993	134	45,424	5,588	8,638	2,488	28,711	23,073
Tulane University of Louisiana	2007	150	54,665	10,173	18,259	12,940	13,292	34,896
Tulane University of Louisiana	1993	148	62,013	6,417	16,098	5,736	33,761	26,094
Syracuse University	2007	149	33,273	10,058	13,352	2,655	7,209	29,965
Syracuse University	1993	141	24,049	5,937	9,446	1,403	7,263	19,817

(Table A8: 3 of 8)	Year	Admin./ Enrollment Rank	Spending per Student					In-state Undergrad. Tuition
Institution			Total	Admin.	Instruction	Research & Service	Other	
Average	2007	—	41,337	7,837	12,208	10,393	10,899	10,929
Average	1993	—	30,730	4,863	8,764	7,539	9,563	6,557
Clark University	2007	148	25,509	9,880	10,231	2,417	2,980	31,465
Clark University	1993	140	21,839	5,884	9,022	3,118	3,815	23,245
Baylor University	2007	147	24,222	9,809	11,321	1,088	2,004	22,714
Baylor University	1993	61	14,208	3,528	6,569	332	3,780	9,456
Clarkson University	2007	146	29,600	9,647	11,367	4,558	4,028	27,090
Clarkson University	1993	163	27,267	7,967	9,627	3,137	6,536	20,820
University of Denver	2007	145	26,506	9,476	10,287	1,525	5,219	30,372
University of Denver	1993	117	17,343	4,883	7,182	2,127	3,150	19,474
University of California-Berkeley	2007	144	41,640	9,446	14,320	13,087	4,787	6,654
University of California-Berkeley	1993	167	36,341	8,393	11,765	11,225	4,958	4,661
University of Washington-Seattle Campus	2007	143	68,427	9,187	18,759	15,656	24,825	5,985
University of Washington-Seattle Campus	1993	158	48,723	7,468	13,608	12,413	15,234	3,233
Polytechnic Institute of New York University	2007	142	28,408	8,962	13,580	4,129	1,736	29,789
Polytechnic Institute of New York University	1993	132	18,054	5,495	7,864	2,785	1,909	21,208
University of Vermont	2007	141	37,597	8,857	10,912	9,274	8,555	11,324
University of Vermont	1993	152	29,114	6,728	8,991	7,288	6,106	8,848
University of California-Davis	2007	140	75,496	8,842	17,563	15,455	33,636	7,576
University of California-Davis	1993	166	62,140	8,351	13,465	11,965	28,358	4,276
Northeastern University	2007	139	23,625	8,749	8,852	2,547	3,477	30,309
Northeastern University	1993	96	12,808	4,175	5,582	913	2,137	16,485
Boston University	2007	138	41,222	8,594	21,268	5,103	6,258	33,792
Boston University	1993	164	29,916	8,185	11,996	2,954	6,781	24,159
Teachers College at Columbia University	2007	137	30,183	8,589	10,162	7,184	4,248	N/A
Teachers College at Columbia University	1993	57	14,187	3,497	6,091	1,413	3,186	N/A
New York University	2007	136	54,772	8,555	26,717	10,110	9,389	33,420
New York University	1993	154	50,658	6,953	16,605	3,773	23,328	23,891
University of Virginia-Main Campus	2007	135	73,129	8,540	10,848	11,578	42,163	8,035
University of Virginia-Main Campus	1993	138	51,203	5,755	9,862	6,955	28,632	5,582
University of Dayton	2007	134	30,419	8,402	8,533	6,990	6,494	23,970
University of Dayton	1993	109	20,661	4,444	5,738	5,539	4,940	14,650
Catholic University of America	2007	133	27,360	8,354	12,170	2,951	3,886	27,440
Catholic University of America	1993	112	19,849	4,705	9,618	1,471	4,055	18,634
Clark Atlanta University	2007	132	20,042	8,279	6,753	2,450	2,561	15,360
Clark Atlanta University	1993	128	19,104	5,255	4,041	7,248	2,561	9,470
CUNY Graduate School and University Center	2007	131	24,479	8,202	12,240	2,531	1,506	2,165
CUNY Graduate School and University Center	1993	120	21,630	5,070	12,473	1,105	2,982	N/A
Southern Illinois University Carbondale	2007	130	25,174	8,050	8,442	4,136	4,546	7,795
Southern Illinois University Carbondale	1993	126	17,329	5,243	6,347	2,482	3,257	3,668
University of Michigan-Ann Arbor	2007	129	95,248	7,971	15,991	15,503	55,783	9,723
University of Michigan-Ann Arbor	1993	157	71,798	7,417	12,373	12,030	39,977	6,576
University of Connecticut	2007	128	30,388	7,791	10,809	3,876	7,912	8,362
University of Connecticut	1993	123	20,587	5,109	6,579	4,443	4,457	5,599
Rutgers University-New Brunswick	2007	127	38,786	7,708	15,491	7,164	8,423	9,958
Rutgers University-New Brunswick	1993	—	N/A	N/A	N/A	N/A	N/A	5,797
Temple University	2007	126	51,745	7,698	9,914	3,053	31,081	10,180
Temple University	1993	122	33,654	5,108	8,386	1,868	18,293	7,186
University of Alaska Fairbanks	2007	125	37,373	7,412	8,386	16,052	5,524	4,538
University of Alaska Fairbanks	1993	127	31,299	5,251	6,954	14,663	4,432	2,913
Saint Louis University-Main Campus	2007	124	35,555	7,288	9,586	3,612	15,069	26,648
Saint Louis University-Main Campus	1993	108	47,725	4,442	14,158	1,890	27,236	14,177

(Table A8: 4 of 8)	Year	Admin./ Enrollment Rank	Spending per Student					In-state Undergrad. Tuition
Institution			Total	Admin.	Instruction	Research & Service	Other	
Average	2007	—	41,337	7,837	12,208	10,393	10,899	10,929
Average	1993	—	30,730	4,863	8,764	7,539	9,563	6,557
Stevens Institute of Technology	2007	123	25,434	7,219	9,964	5,629	2,622	32,582
Stevens Institute of Technology	1993	151	25,460	6,629	7,006	7,124	4,701	22,133
University of California-Irvine	2007	122	51,755	7,189	15,656	8,445	20,465	6,794
University of California-Irvine	1993	159	49,473	7,539	14,840	7,208	19,886	4,411
Claremont Graduate University	2007	121	22,447	7,176	12,125	2,559	587	N/A
Claremont Graduate University	1993	130	17,188	5,334	8,197	2,029	1,628	N/A
Miami University-Oxford	2007	120	26,737	7,131	10,294	964	8,348	22,997
Miami University-Oxford	1993	47	16,107	3,309	7,125	490	5,184	5,774
University of North Carolina at Chapel Hill	2007	119	64,359	7,102	22,183	14,294	20,779	5,033
University of North Carolina at Chapel Hill	1993	110	44,779	4,661	14,958	16,031	9,128	1,792
Stony Brook University	2007	118	63,807	7,006	11,709	4,762	40,330	5,631
Stony Brook University	1993	136	50,923	5,656	10,829	6,399	28,038	4,187
Wright State University-Main Campus	2007	117	19,441	6,988	6,910	2,813	2,730	7,018
Wright State University-Main Campus	1993	66	12,791	3,577	5,858	1,723	1,632	4,210
SUNY College of Environmental Science and Forestry	2007	116	28,232	6,933	10,372	6,042	4,885	5,069
SUNY College of Environmental Science and Forestry	1993	162	28,268	7,839	11,149	5,949	3,331	4,214
University of Tennessee	2007	115	40,195	6,928	13,777	13,162	6,328	5,622
University of Tennessee	1993	70	23,101	3,642	6,803	7,546	5,110	2,723
University at Buffalo	2007	114	27,558	6,802	11,231	3,666	5,859	6,128
University at Buffalo	1993	114	20,590	4,758	8,089	3,801	3,942	4,409
University of California-Santa Cruz	2007	113	27,517	6,780	7,391	7,146	6,200	7,017
University of California-Santa Cruz	1993	149	26,313	6,418	8,626	4,641	6,627	4,490
University of California-Riverside	2007	112	24,329	6,702	7,920	5,747	3,960	6,590
University of California-Riverside	1993	153	30,798	6,919	10,768	7,667	5,443	4,223
University of Delaware	2007	111	31,192	6,641	13,730	7,075	3,746	7,740
University of Delaware	1993	71	20,196	3,656	8,574	3,436	4,529	5,341
University of Iowa	2007	110	58,262	6,614	9,873	10,213	31,561	6,135
University of Iowa	1993	129	48,533	5,275	9,473	6,906	26,880	3,197
SUNY at Albany	2007	109	27,964	6,462	7,937	7,634	5,931	5,939
SUNY at Albany	1993	67	16,670	3,608	7,406	2,199	3,457	4,137
Florida Institute of Technology	2007	108	18,383	6,421	7,456	1,769	2,737	27,540
Florida Institute of Technology	1993	72	14,081	3,706	6,223	2,294	1,859	16,956
University of Kentucky	2007	107	66,672	6,411	9,977	16,933	33,351	6,510
University of Kentucky	1993	111	38,999	4,676	8,742	9,460	16,121	2,867
New Jersey Institute of Technology	2007	106	24,039	6,334	6,891	8,567	2,247	10,506
New Jersey Institute of Technology	1993	139	19,080	5,760	6,940	3,864	2,516	6,491
Jackson State University	2007	105	17,139	6,313	4,859	3,437	2,529	4,244
Jackson State University	1993	74	12,803	3,720	4,810	1,147	3,126	3,200
University of Wisconsin-Madison	2007	104	42,360	6,279	10,206	19,181	6,694	6,726
University of Wisconsin-Madison	1993	137	44,762	5,736	8,950	16,039	14,037	3,366
University of Rhode Island	2007	103	21,825	6,247	5,678	4,246	5,654	7,724
University of Rhode Island	1993	113	19,015	4,707	5,903	3,701	4,705	5,080
Ohio State University-Main Campus	2007	102	62,405	6,240	13,829	9,093	33,243	8,667
Ohio State University-Main Campus	1993	101	34,713	4,311	9,516	6,091	14,795	4,016
University of Maryland-College Park	2007	101	33,197	6,135	9,549	10,054	7,459	7,906
University of Maryland-College Park	1993	79	22,457	3,786	6,968	5,109	6,594	3,986
Indiana University-Bloomington	2007	100	24,555	6,065	9,339	3,525	5,625	7,460
Indiana University-Bloomington	1993	83	21,308	3,850	7,393	2,548	7,517	4,009
Indiana University-Purdue University-Indianapolis	2007	99	30,412	6,030	10,847	6,979	6,556	6,524
Indiana University-Purdue University-Indianapolis	1993	104	36,621	4,380	7,513	4,409	20,319	3,531

(Table A8: 5 of 8)	Year	Admin./ Enrollment Rank	Spending per Student					In-state Undergrad. Tuition
Institution			Total	Admin.	Instruction	Research & Service	Other	
Average	2007	—	41,337	7,837	12,208	10,393	10,899	10,929
Average	1993	—	30,730	4,863	8,764	7,539	9,563	6,557
University of Nevada-Reno	2007	98	26,235	5,974	9,799	6,867	3,594	3,576
University of Nevada-Reno	1993	60	21,604	3,526	7,066	7,319	3,694	1,877
University of California-Santa Barbara	2007	97	25,862	5,898	8,740	6,602	4,622	7,010
University of California-Santa Barbara	1993	133	22,730	5,576	7,684	4,281	5,189	4,280
Michigan Technological University	2007	96	24,991	5,814	7,167	7,065	4,945	8,910
Michigan Technological University	1993	85	19,535	3,903	6,853	3,902	4,877	4,662
Georgia Institute of Technology-Main Campus	2007	95	45,329	5,783	10,544	21,363	7,639	4,926
Georgia Institute of Technology-Main Campus	1993	142	37,100	5,974	8,996	16,495	5,636	3,164
University of Utah	2007	94	72,397	5,705	9,452	30,781	26,459	4,642
University of Utah	1993	51	36,706	3,401	6,792	11,339	15,174	3,019
University of Illinois at Urbana-Champaign	2007	93	31,139	5,704	7,885	11,279	6,271	9,882
University of Illinois at Urbana-Champaign	1993	91	26,889	4,013	6,595	10,848	5,433	4,962
University of Cincinnati-Main Campus	2007	92	26,191	5,694	8,901	6,992	4,604	9,399
University of Cincinnati-Main Campus	1993	92	36,238	4,031	7,625	4,772	19,810	4,838
Iowa State University	2007	91	28,318	5,645	7,017	10,056	5,600	5,860
Iowa State University	1993	95	26,411	4,146	6,777	10,669	4,819	3,197
University of Louisville	2007	90	30,074	5,629	10,403	9,840	4,201	6,322
University of Louisville	1993	86	18,959	3,916	7,141	4,452	3,450	2,698
University of Georgia	2007	89	30,322	5,616	6,270	12,398	6,039	4,928
University of Georgia	1993	105	25,633	4,402	5,678	11,469	4,083	3,121
University of North Dakota	2007	88	22,998	5,589	9,347	4,238	3,825	5,792
University of North Dakota	1993	78	22,923	3,755	8,391	3,267	7,510	3,107
College of William and Mary	2007	87	25,853	5,558	9,613	2,460	8,222	8,490
College of William and Mary	1993	106	21,321	4,422	7,382	1,789	7,728	5,806
University of Arizona	2007	86	30,965	5,408	8,726	11,190	5,641	4,766
University of Arizona	1993	98	25,455	4,199	7,432	7,664	6,160	2,193
University of Alabama	2007	85	19,870	5,390	6,598	2,709	5,174	5,278
University of Alabama	1993	73	17,088	3,712	5,031	3,343	5,003	2,967
Mississippi State University	2007	84	28,182	5,377	5,234	13,798	3,774	4,596
Mississippi State University	1993	41	22,126	3,077	4,862	10,377	3,810	3,550
Clemson University	2007	83	30,267	5,331	9,060	9,843	6,033	9,400
Clemson University	1993	65	25,867	3,575	6,679	9,169	6,444	3,963
University of Massachusetts Amherst	2007	82	26,517	5,303	9,464	4,658	7,092	9,595
University of Massachusetts Amherst	1993	115	23,826	4,786	7,722	3,994	7,324	7,263
University of Texas at Austin	2007	81	30,168	5,200	10,026	8,618	6,323	7,630
University of Texas at Austin	1993	49	22,218	3,337	7,027	6,714	5,140	1,969
University of Maine	2007	80	22,699	5,197	5,753	6,596	5,153	7,494
University of Maine	1993	89	19,617	3,999	6,049	4,871	4,699	4,428
SUNY at Binghamton	2007	79	20,239	5,150	7,273	1,637	6,179	5,910
SUNY at Binghamton	1993	69	15,289	3,634	6,327	1,546	3,783	4,243
Arizona State University	2007	78	18,323	5,150	6,344	3,368	3,461	4,688
Arizona State University	1993	58	13,060	3,520	4,532	2,171	2,836	2,281
University of Kansas	2007	77	28,422	5,032	9,864	7,456	6,071	6,153
University of Kansas	1993	45	15,264	3,152	5,375	2,870	3,867	2,580
North Carolina A&T State University	2007	76	18,849	5,004	6,164	2,483	5,198	3,414
North Carolina A&T State University	1993	59	14,495	3,520	4,907	2,355	3,712	1,822
University of Maryland-Baltimore County	2007	75	23,073	4,908	6,912	6,397	4,856	8,622
University of Maryland-Baltimore County	1993	19	13,144	2,647	5,813	1,069	3,616	4,098
University of Florida	2007	74	31,886	4,904	10,605	11,841	4,536	3,206
University of Florida	1993	107	30,392	4,432	10,057	11,678	4,226	2,368

(Table A8: 6 of 8)	Year	Admin./ Enrollment Rank	Spending per Student					In-state Undergrad. Tuition
Institution			Total	Admin.	Instruction	Research & Service	Other	
Average	2007	—	41,337	7,837	12,208	10,393	10,899	10,929
Average	1993	—	30,730	4,863	8,764	7,539	9,563	6,557
University of Wyoming	2007	73	23,781	4,903	7,959	5,485	5,434	2,951
University of Wyoming	1993	62	19,823	3,538	6,937	4,136	5,211	2,052
University of Illinois at Chicago	2007	72	57,525	4,883	13,603	15,487	23,552	9,742
University of Illinois at Chicago	1993	116	43,518	4,815	11,304	8,255	19,144	4,837
University of Missouri-Kansas City	2007	71	18,521	4,831	8,678	2,294	2,719	7,592
University of Missouri-Kansas City	1993	100	17,475	4,294	8,775	2,105	2,300	4,077
Utah State University	2007	70	24,768	4,810	6,207	9,762	3,990	3,949
Utah State University	1993	32	16,680	2,903	4,832	6,325	2,620	2,613
Washington State University	2007	69	24,842	4,754	7,202	7,469	5,416	6,447
Washington State University	1993	146	25,921	6,318	7,311	6,689	5,602	3,234
Missouri University of Science and Technology	2007	68	20,254	4,593	8,902	4,404	2,354	7,889
Missouri University of Science and Technology	1993	82	18,208	3,834	7,767	3,717	2,891	4,207
West Virginia University	2007	67	21,588	4,577	6,659	5,642	4,710	4,476
West Virginia University	1993	50	18,804	3,361	6,776	4,612	4,055	2,766
Brigham Young University	2007	66	24,504	4,545	10,692	1,859	7,408	3,620
Brigham Young University	1993	75	18,644	3,725	7,028	657	7,234	3,042
University of Oregon	2007	65	22,702	4,518	7,740	4,640	5,804	5,838
University of Oregon	1993	90	17,947	4,001	6,333	2,936	4,677	3,904
University of South Carolina-Columbia	2007	64	22,433	4,497	8,318	5,460	4,158	7,808
University of South Carolina-Columbia	1993	43	16,792	3,126	7,086	3,235	3,345	4,044
University of Houston	2007	63	15,038	4,481	4,883	2,985	2,689	5,648
University of Houston	1993	10	11,764	2,358	4,914	1,972	2,521	1,730
University of Hawaii at Manoa	2007	62	34,379	4,433	11,207	14,342	4,398	4,522
University of Hawaii at Manoa	1993	97	30,075	4,189	10,321	10,295	5,271	2,062
University of Arkansas Main Campus	2007	61	24,668	4,422	5,815	8,644	5,787	5,808
University of Arkansas Main Campus	1993	63	23,038	3,553	5,121	9,098	5,266	2,637
Louisiana State University and Agricultural & Mechanical College	2007	60	28,704	4,420	7,751	9,886	6,647	4,449
Louisiana State University and Agricultural & Mechanical College	1993	44	21,877	3,151	5,541	7,960	5,225	3,118
Oregon State University	2007	59	28,507	4,416	7,375	10,927	5,788	5,643
Oregon State University	1993	124	30,101	5,111	7,438	12,800	4,752	3,861
North Carolina State University at Raleigh	2007	58	29,724	4,412	9,160	10,312	5,840	4,783
North Carolina State University at Raleigh	1993	48	25,142	3,319	7,440	9,493	4,890	1,845
Wayne State University	2007	57	20,666	4,379	7,789	5,936	2,562	5,509
Wayne State University	1993	77	16,111	3,748	5,995	4,495	1,873	4,348
Bowling Green State University-Main Campus	2007	56	16,687	4,360	6,433	899	4,995	9,060
Bowling Green State University-Main Campus	1993	52	14,244	3,406	5,701	755	4,382	N/A
University of Alabama in Huntsville	2007	55	19,922	4,343	5,979	7,881	1,719	4,848
University of Alabama in Huntsville	1993	23	13,958	2,724	4,778	5,042	1,414	3,340
University of Nebraska-Lincoln	2007	54	27,328	4,290	6,783	9,164	7,091	5,867
University of Nebraska-Lincoln	1993	38	20,359	3,029	5,364	6,637	5,329	3,138
University of New Hampshire-Main Campus	2007	53	26,920	4,268	7,409	7,812	7,431	10,401
University of New Hampshire-Main Campus	1993	84	20,454	3,865	5,845	5,344	5,400	5,655
Texas A&M University	2007	52	31,097	4,259	9,107	11,435	6,296	6,966
Texas A&M University	1993	28	24,588	2,822	8,231	9,041	4,493	2,135
Georgia State University	2007	51	14,985	4,257	5,386	3,118	2,223	4,782
Georgia State University	1993	27	9,744	2,806	4,474	1,482	982	2,801
University of Idaho	2007	50	24,188	4,210	7,424	7,814	4,740	4,200
University of Idaho	1993	76	20,304	3,742	6,408	6,481	3,673	1,860

(Table A8: 7 of 8)	Year	Admin./ Enrollment Rank	Spending per Student					In-state Undergrad. Tuition
Institution			Total	Admin.	Instruction	Research & Service	Other	
Average	2007	—	41,337	7,837	12,208	10,393	10,899	10,929
Average	1993	—	30,730	4,863	8,764	7,539	9,563	6,557
University of Nevada-Las Vegas	2007	49	15,363	4,160	5,773	2,050	3,380	3,732
University of Nevada-Las Vegas	1993	68	9,645	3,617	3,980	1,024	1,024	2,389
Montana State University	2007	48	23,431	4,129	5,299	10,058	3,945	5,672
Montana State University	1993	64	16,872	3,558	4,533	5,552	3,230	2,639
Purdue University-Main Campus	2007	47	27,835	4,121	10,975	6,823	5,916	7,096
Purdue University-Main Campus	1993	24	22,189	2,746	8,411	6,194	4,838	3,616
Auburn University Main Campus	2007	46	23,717	4,110	7,145	7,357	5,105	5,496
Auburn University Main Campus	1993	40	19,649	3,070	5,615	6,907	4,056	2,518
Ohio University-Main Campus	2007	45	19,917	4,071	8,303	2,433	5,111	8,727
Ohio University-Main Campus	1993	53	15,116	3,412	6,702	1,335	3,666	4,640
Colorado School of Mines	2007	44	23,431	4,056	8,289	5,812	5,274	8,835
Colorado School of Mines	1993	88	19,821	3,991	7,714	4,675	3,441	6,153
University of Toledo	2007	43	15,456	4,045	6,473	1,242	3,696	7,926
University of Toledo	1993	18	9,557	2,536	4,847	660	1,513	4,409
Kent State University Kent Campus	2007	42	15,254	4,043	5,923	1,214	4,074	8,430
Kent State University Kent Campus	1993	15	12,536	2,507	5,370	910	3,749	5,160
University of North Carolina at Greensboro	2007	41	14,536	4,039	5,638	1,454	3,404	3,813
University of North Carolina at Greensboro	1993	46	12,414	3,176	4,860	1,006	3,373	2,210
University of Montana	2007	40	16,131	4,038	5,190	3,664	3,239	5,174
University of Montana	1993	33	11,680	2,904	4,237	1,765	2,773	2,715
University of South Florida	2007	39	18,174	4,026	5,784	5,419	2,944	3,490
University of South Florida	1993	99	15,250	4,259	6,250	2,246	2,495	2,613
Texas Tech University	2007	38	16,025	4,016	5,853	1,871	4,286	5,376
Texas Tech University	1993	9	12,001	2,276	4,651	1,503	3,572	2,137
University of Colorado at Boulder	2007	37	23,648	4,005	7,972	6,180	5,489	5,643
University of Colorado at Boulder	1993	103	19,229	4,341	6,097	5,197	3,594	3,673
University of Memphis	2007	36	14,159	4,000	5,668	2,561	1,931	5,256
University of Memphis	1993	14	10,732	2,507	4,572	1,331	2,323	2,508
University of New Mexico-Main Campus	2007	35	45,649	3,986	7,464	13,750	20,449	4,335
University of New Mexico-Main Campus	1993	31	31,465	2,858	5,656	10,200	12,750	2,376
University of Missouri-Columbia	2007	34	48,910	3,939	7,724	8,594	28,653	7,308
University of Missouri-Columbia	1993	81	38,034	3,833	9,633	7,307	17,260	4,035
San Diego State University	2007	33	10,039	3,938	4,313	107	1,681	3,160
San Diego State University	1993	94	10,869	4,117	5,343	72	1,338	2,152
University of Mississippi Main Campus	2007	32	18,348	3,920	6,947	3,319	4,162	4,602
University of Mississippi Main Campus	1993	55	16,311	3,460	5,934	2,114	4,803	3,494
Northern Arizona University	2007	31	14,041	3,886	5,460	2,289	2,406	4,546
Northern Arizona University	1993	30	10,383	2,848	4,022	1,211	2,302	2,193
Virginia Commonwealth University	2007	30	20,468	3,885	8,942	3,566	4,076	5,819
Virginia Commonwealth University	1993	87	42,824	3,919	8,189	3,972	26,744	5,064
Virginia Polytechnic Institute and State University	2007	29	27,338	3,884	8,037	9,555	5,862	6,973
Virginia Polytechnic Institute and State University	1993	80	24,457	3,830	7,319	8,157	5,150	5,077
Western Michigan University	2007	28	15,340	3,877	5,811	1,407	4,245	6,866
Western Michigan University	1993	29	11,539	2,844	3,873	878	3,943	4,028
Florida International University	2007	27	12,147	3,841	3,240	2,008	3,057	3,424
Florida International University	1993	17	8,841	2,521	3,376	1,420	1,524	2,441
University of Colorado Denver	2007	26	41,873	3,835	11,142	12,116	14,780	5,177
University of Colorado Denver	1993	39	8,490	3,045	4,252	714	479	2,751
Wichita State University	2007	25	12,467	3,821	3,888	3,086	1,672	4,515
Wichita State University	1993	36	10,163	2,981	3,739	1,239	2,204	2,690

(Table A8: 8 of 8)	Year	Admin./ Enrollment Rank	Spending per Student					In-state Undergrad. Tuition
Institution			Total	Admin.	Instruction	Research & Service	Other	
Average	2007	—	41,337	7,837	12,208	10,393	10,899	10,929
Average	1993	—	30,730	4,863	8,764	7,539	9,563	6,557
University of Oklahoma Norman Campus	2007	24	21,855	3,776	7,158	5,887	5,034	5,110
University of Oklahoma Norman Campus	1993	35	15,950	2,963	4,615	4,153	4,219	2,537
University of New Orleans	2007	23	14,932	3,762	5,801	2,157	3,211	3,810
University of New Orleans	1993	5	8,285	1,873	3,841	939	1,632	3,757
University of Wisconsin-Milwaukee	2007	22	13,007	3,756	5,041	2,068	2,142	6,626
University of Wisconsin-Milwaukee	1993	54	12,100	3,419	4,870	1,819	1,991	3,431
University of Akron Main Campus	2007	21	13,288	3,742	5,038	1,399	3,109	8,382
University of Akron Main Campus	1993	7	9,318	2,090	4,338	909	1,981	N/A
Kansas State University	2007	20	20,099	3,730	6,556	7,143	2,671	5,434
Kansas State University	1993	26	17,399	2,774	5,269	6,681	2,674	2,642
Michigan State University	2007	19	31,284	3,675	10,333	9,327	7,948	8,887
Michigan State University	1993	93	28,568	4,083	9,080	8,327	7,078	5,562
University of Texas at Dallas	2007	18	14,601	3,552	5,834	2,966	2,248	6,940
University of Texas at Dallas	1993	20	11,461	2,662	4,939	1,903	1,956	1,573
Oklahoma State University-Main Campus	2007	17	21,626	3,519	6,320	5,669	6,117	4,997
Oklahoma State University-Main Campus	1993	34	18,748	2,917	4,968	5,973	4,889	2,523
Northern Illinois University	2007	16	15,382	3,416	5,856	1,760	4,350	7,871
Northern Illinois University	1993	37	12,595	3,014	4,659	1,033	3,889	4,425
Florida State University	2007	15	17,550	3,373	5,900	3,580	4,697	3,307
Florida State University	1993	56	16,280	3,483	5,420	3,672	3,707	2,409
University of Southern Mississippi	2007	14	18,504	3,350	5,836	4,705	4,614	4,594
University of Southern Mississippi	1993	11	12,718	2,390	5,086	1,588	3,654	3,432
University of North Texas	2007	13	9,120	3,143	3,896	547	1,534	4,968
University of North Texas	1993	6	9,361	1,939	4,461	658	2,303	1,716
Florida Atlantic University	2007	12	12,158	3,093	4,990	1,341	2,733	2,662
Florida Atlantic University	1993	25	10,360	2,758	4,624	1,030	1,947	2,487
North Dakota State University-Main Campus	2007	11	19,530	3,040	4,654	7,811	4,025	5,722
North Dakota State University-Main Campus	1993	21	18,821	2,665	4,607	7,115	4,434	2,916
Old Dominion University	2007	10	11,060	3,011	4,368	921	2,759	4,916
Old Dominion University	1993	16	10,223	2,512	4,965	249	2,496	4,058
University of Texas at Arlington	2007	9	11,781	3,002	4,596	1,647	2,537	5,930
University of Texas at Arlington	1993	2	8,158	1,569	3,308	1,054	2,227	1,774
South Dakota State University	2007	8	15,390	2,946	5,216	4,422	2,806	5,052
South Dakota State University	1993	8	13,066	2,135	3,920	4,914	2,097	3,079
Colorado State University	2007	7	22,388	2,932	6,030	8,494	4,932	4,717
Colorado State University	1993	22	16,356	2,702	5,190	5,438	3,026	3,603
George Mason University	2007	6	14,635	2,924	6,625	1,910	3,177	6,408
George Mason University	1993	12	10,685	2,451	4,089	1,045	3,100	4,787
New Mexico State University-Main Campus	2007	5	22,500	2,901	5,327	11,385	2,888	4,230
New Mexico State University-Main Campus	1993	13	20,380	2,476	4,453	9,764	3,687	2,451
University of Missouri-St. Louis	2007	4	11,083	2,545	4,878	1,706	1,953	7,968
University of Missouri-St. Louis	1993	4	6,907	1,821	3,265	735	1,086	3,932
University of Central Florida	2007	3	10,293	2,516	3,863	1,993	1,920	3,492
University of Central Florida	1993	42	9,004	3,086	3,093	1,586	1,240	2,458
University of Louisiana at Lafayette	2007	2	10,419	2,463	2,892	2,781	2,284	3,382
University of Louisiana at Lafayette	1993	3	8,844	1,781	2,929	1,821	2,313	2,292
University of Texas at El Paso	2007	1	11,455	2,396	3,964	2,076	3,019	5,262
University of Texas at El Paso	1993	1	8,519	1,334	3,308	1,107	2,770	1,891
Rutgers University-Newark	2007	—	N/A	N/A	N/A	N/A	N/A	9,534
Rutgers University-Newark	1993	—	N/A	N/A	N/A	N/A	N/A	5,554