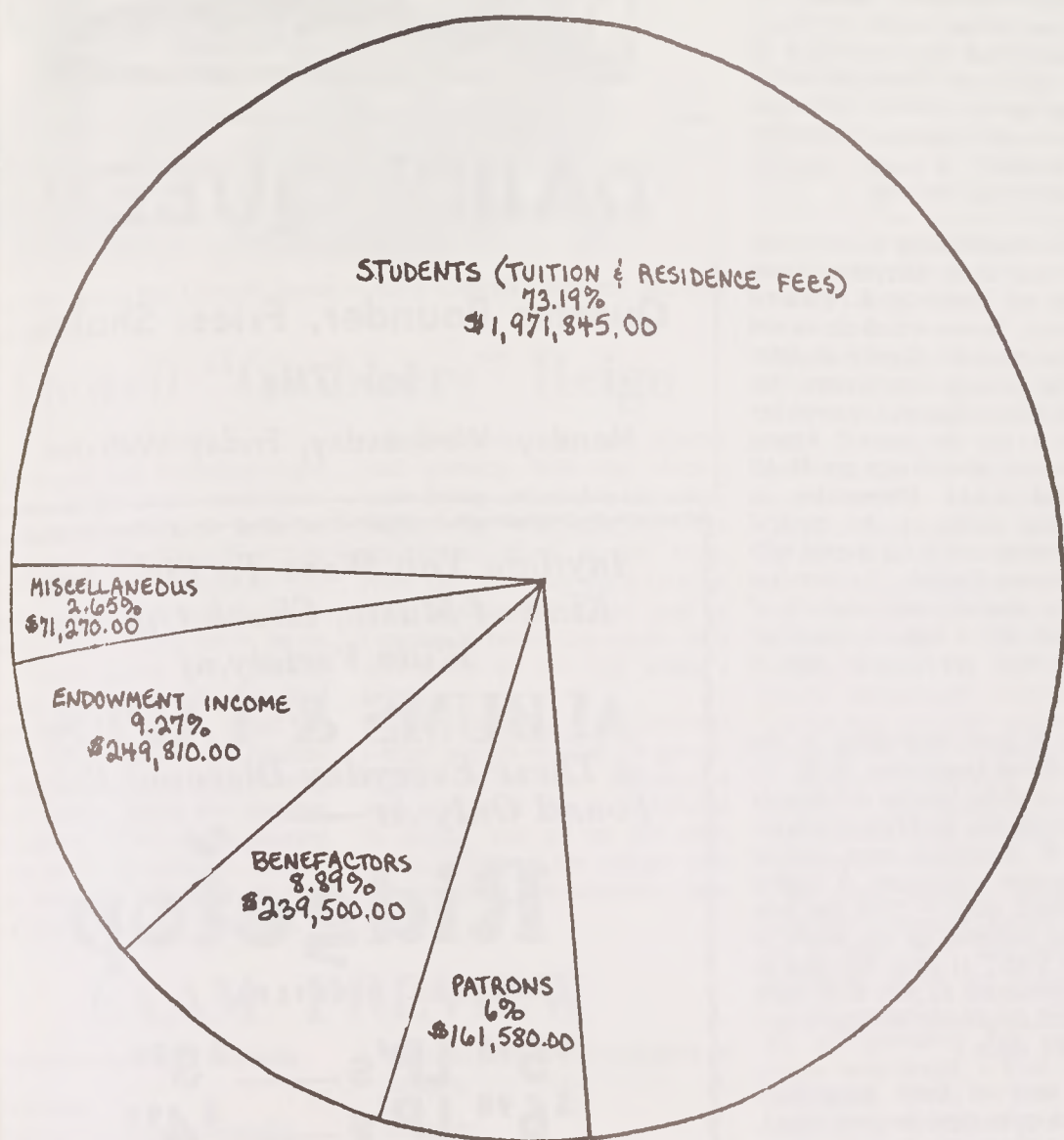


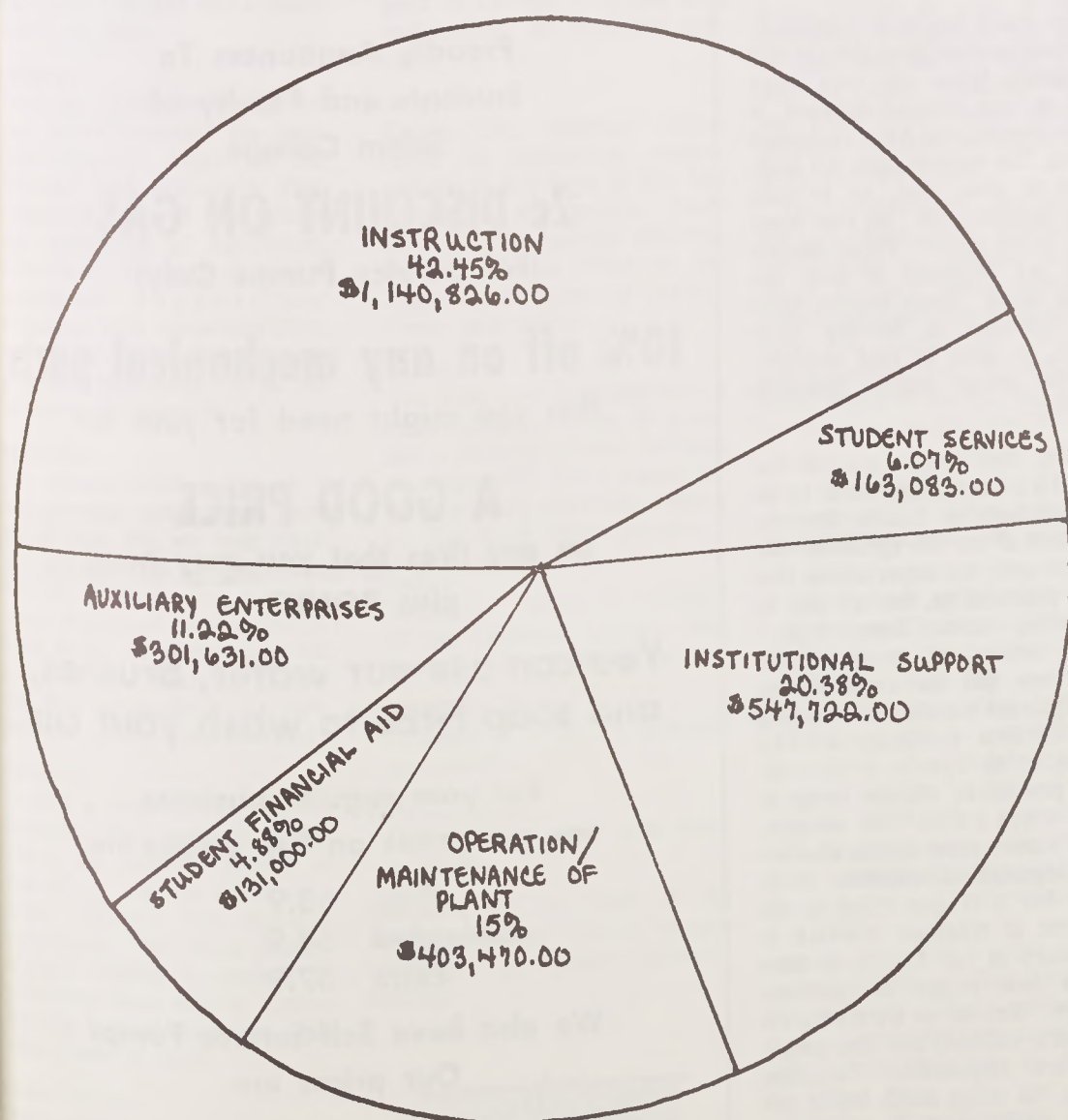
Chandler Announces 1974-1975 Budget

Where Do the Dollars Come From?



GRAPH I

Where Do the Dollars Go?



GRAPH II

Editors Note:

In a recent faculty meeting Dr. Chandler discussed the financial situation of Salem College. In cooperation with Dr. Chandler the Salemite is printing the figures and charts discussed at the meeting. Dr. Chandler feels as I do that this information should be made available to the students. If there are any important questions Dr. Chandler or I will be glad to answer them.

SALEM COLLEGE 1974-75 BUDGET

INCOME	\$2,694,005
EXPENSE	2,687,732
Excess of Income over Expense before transfers to other funds	\$6,273

Examples of Transfers to Other Funds:
Restricted Funds
Plant Funds

"WHAT DO THE DOLLARS BUY?"

Expense by Object	Amount	Percentage
Salaries/Wages	\$1,527,051	56.82
*Benefits	168,755	6.28
Instructional and Office Supplies, Services, and Equipment	274,990	10.23
Student Financial Aid	131,000	4.88
Utilities, Telephone, Taxes	132,600	4.93
Food	245,201	9.12
Repair and Maintenance Supplies and Services (Bldgs., Grounds, Equip)	127,700	4.75
Travel, Recruiting, Entertainment	24,260	.90
Library — Acquisitions, Binding	54,000	2.01
Other	2,175	.08
TOTAL EXPENSE	\$2,687,732	100.00

- This financial report is to the best of my knowledge the first of its kind ever rendered to anyone other than the Board of Trustees.
- The intention of the report is simply to share basic information about where our revenues come from and where they go, and in this way to convey to those who may be interested in the general picture of our financial condition as projected for the current year.
- The categories being used here are those used generally at other similar schools. The figures are taken from the budget which has been approved on a line-by-line basis by the Finance and Executive Committees of the Board of Trustees.
- Final authority and responsibility in all budget matters rests with the Board of Trustees. It may be of interest to know that the Finance Committee of the Board reviews our entire budget and actual figures each month to verify our actual status relative to the budget projections.

GRAPH I

- Another set of categories, to show who the people are who are responsible for providing our revenue.
- Students — this includes tuition and all fees, including those for auxiliary enterprises.
- Patrons — Fine Arts Center rental, Lifespan Center, Center for Special Ed., Summer Conferences.
- Misc. — Interest on investments, small items.
 - Students: 44.6%
 - Patrons: 6.6%
 - Benefactors: 6.4%
 - Endowment: 41.7%
 - Misc.: 8%

GRAPH II

- Instruction: Primarily faculty salaries, supplies, equipment in all curricular areas.
- Student Services: Dean of Students, Health Service, Registrar, Financial Aid, Admissions, etc., all costs.
- Institutional: President's Office, Business Office, Development, Alumnae, Publications, Lifespan Center, Special Ed Center, Preparatory School of Music.
- Auxiliary Enterprises: Residence Halls and Dining Service.
- Note: at the other college used for comparison previously, the following percentages show:
 - Instruction: 29.6%, compared with 42.45%
 - Student Services: 7.4%, compared with 6.07%
 - Instit. Support: 22.4%, compared with 20.38%
 - Plant: 11%, compared with 15.01%
 - Fin. Aid: 6.5%, compared with 4.8%
 - Aux. Ent: 23.1%, compared with 11.22%
- But, on the whole, we seem to spend our income pretty much as other schools do, with the lion's share to salaries, wages and benefits, as is to be expected, and the largest part of this by far to the instructional program, again, as one would expect.

VI. Conclusion: It is clear from the above that our development office has an important job to do in attempting to increase our income, and the rest of us have an important job to do in holding our expenses down as much as possible. All of us need to render whatever assistance we can to our admissions people, to assure their success. There are other implications as well; the continuing health and vitality of our academic program is important, for it constitutes a strong appeal to prospective students. Also we must constantly monitor for cost efficiency in all areas of the operation of the college, to be sure we are not paying more than we should.