

# Almanac

Volume 20, Number 24

February 26, 1974

Published Weekly by the University of Pennsylvania

## IN THIS ISSUE: THE BUDGET

- *The Budget System of the University (Hobstetter)*
- *Summary of Current Budget; 1972-73 Financial Statement*
- *Budgets and Financial Statements of the Responsibility Centers*



## Death of James Skinner

James M. Skinner Jr., Chairman of the Trustees' Committee on Finance, died February 19 at his home in Chestnut Hill. A member of the Wharton Class of 1936, Mr. Skinner was former president of the Philco Corporation and a director of First Pennsylvania Banking and Trust Company. And he was, in President Meyerson's words "a devoted Trustee and generous benefactor, as was his father before him." Mr. Skinner was a Life Trustee who had headed the Development and the Investment committees, and served on Long-Range Planning, Nominating and Recreation-Athletic subcommittees of the Trustees. "Our Faculty Club stands as a visible expression of the contribution which he and his family have made to the life of our University Community," Mr. Meyerson continued. "His presence in our midst will be deeply missed by his fellow Trustees and the members of the administration who worked with him over the years."

Intercollegiate Athletics Director Fred Shabel described Mr. Skinner as "one of a small group of people who should be identified as forming the backbone of our present athletics program."

Mr. Skinner is survived by his wife, his mother and two daughters.

## LECTURES

*The Ethics of a Therapeutic Man.* GSE Colloquium Committee sponsors discussion of theories of the nature of man and society by Dr. Clarence Karier, chairman of history and philosophy of education at the University of Illinois, Urbana-Champaign. Faculty lounge, Steitler, February 28, noon-2 p.m. Bring your own lunch.

*Gingival Tissue in Health and Disease.* COHR lecture by Dr. Hubert E. Schroeder, professor of oral structural biology, University of Zurich. 234 Levy, March 1, 1-4 p.m.

*Inventing the Future.* Pacifist and social reformer Danilo Dolci speaks at the Fine Arts auditorium March 4 at 4 p.m. Sponsored by Human Resources Center, departments of sociology, city and regional planning, landscape architecture and Leon Lecture Committee.

Professor Ivan Supek of the University of Zagreb leads colloquia on *Philosophical Bases of World Peace*, March 5, 4:30 p.m. and *The Intellectual in the Contemporary World*, March 6, 4 p.m., both in 285-286 McNeil.

*Humanism vs. Technology: Revolution or Counter-revolution.* Spencer lecture by Ben Bagdikian, national correspondent, Columbia Journalism Review and E. M. Lyle Spencer Visiting Professor, Syracuse. Towne Bldg., Alumni Hall, March 5, 3 p.m.

Dr. Alfred B. Harbage, Cabot Professor of English Emeritus, Harvard, gives the Jayne lectures this year on *A Kind of Power: The Shakespeare-Dickens Analogy*. Three lectures, March 5-7, Prince Theatre, 8:30 p.m. Sponsored by the University and the American Philosophical Society.

## STEAMBOAT ROAST

March 1 at the Faculty Club: the food part (by reservation \$5.50), is 5 to 7:30 p.m.; in addition, members can order from the Club's block of *Film Flam* tickets, \$4 each. The Mask & Wig Show begins at 8:30, Annenberg Auditorium.

## LIVELY ARTS

*Philadelphia Chamber Soloists* perform works of Hindemith, Barber, Piston and others. Prince Theatre, February 27, 8:30 p.m. Free tickets in advance, Annenberg Center box office.

*Julliard String Quartet:* works of Beethoven, Schubert, Dvorak. Museum Auditorium February 28, 8 p.m. Tickets at \$2 (faculty and staff): Houston Hall.

University Repertory Company presents *The Hunter*, by Murray Mednick. Old cafeteria, Houston Hall, February 27-March 3, 8:30 p.m. Free.

*The Dance of Death.* A. J. Antoon directs Zoe Caldwell and Robert Shaw in New York Shakespeare Festival Production opening at Zellerbach Theatre March 4, 7 p.m. Special previews March 1 and 2, 8 p.m. Runs Monday-Saturday until March 16, 8 p.m., Wednesday and Saturday mat., 2:30 p.m. Ext. 6791.

## BULLETINS

The A-3 Assembly meeting Thursday continues last month's discussion of retirement benefits; members of the personnel department will attend. February 28, Ivy Room, HH, 1 p.m.

The English department has opened the *annual poetry contests* for graduate and undergraduate students. Up to five pages of poetry may be submitted to Professor Jerre Mangione, 119 Bennett Hall, by Friday, March 1.

The *spring meeting of the Faculty Senate* will be April 17, 102 New Chemistry Bldg., 3-6 p.m. Agenda will be published in March.

The School of Veterinary Medicine has inaugurated a *fund in memory of Dr. Janet R. Decker* (Almanac, February 12) to be used for student scholarships or student research awards particularly, but not exclusively, for cancer research. Contributions may be sent to the dean's office, 110 Veterinary School. Checks payable to "Trustees of the University of Pennsylvania."

## FACULTY OPENINGS: HILL HOUSE

Hill House may have openings for faculty residents next year. Contact Peter Conn, Ext. 7321.

## JOB OPENINGS OMITTED

In this special issue devoted to The Budget, *Almanac* was unable to carry its normal OPENINGS column. Please check Personnel's twelve bulletin boards for up-to-date job listings for administrative and support staff positions.

College Hall, first floor next to room 116  
Franklin Building, next to room 130  
Towne School, mezzanine lobby  
Veterinary School, first floor next to directory  
Leidy Labs, first floor next to room 102  
Anatomy-Chemistry Building, near room 358  
Rittenhouse Labs, east staircase, second floor  
LRSM, first floor opposite elevator  
Johnson Pavilion, first floor next to directory  
Logan Hall, first floor near room 117  
Social Work, first floor  
Richards Building, first floor near mailroom  
Law School, room 28, basement

*Dr. Hobstetter is Associate Provost for Academic Planning and chairman of the University Budget Committee.*

# The Budget System of the University of Pennsylvania

*by John N. Hobstetter*

The University's new budget system has been the subject of much recent discussion and it has become clear that its nature and purposes are not always understood. This paper is an attempt to provide a needed clarification and to promote consideration of further refinements and improvement.

The paper also serves as a detailed introduction to the budgets of the University which are being published at this time. The final budget results for the fiscal year 1972-73 are shown for each school and center alongside the expected budget results for the current year.

The new budget system is designed to provide the kinds of information that will encourage the formation of forward-looking academic plans to guide budgeting decisions. This emphasis on planning and on the budget priorities that accompany the plans of the University, the plans of its schools and of their departments, leads to a system that differs substantially in intent and content from the "each tub on its own bottom" approach. Yet, it permits a decentralization of decision-making that yields many management efficiencies and advantages. As we all gain more experience with the new system, we shall doubtless want to modify and improve it in many ways, for it is viewed as an evolving approach to budget-making.

## GENERAL OBJECTIVES

University budget systems should be the means of implementing academic plans and priorities, not of setting them, and Pennsylvania's new budget system has been developed with this end in view. Academic priorities can be set only by careful study of the benefits obtained from existing programs or expected from new or altered programs within our various schools. Academic benefits are particularly hard to measure. They are not expressed in monetary terms, but in a more subtle coinage measuring contributions to knowledge and learning, to the societal resource of trained minds, and to service.

Our Academic Planning Committee has been at work for more than two years studying ways by which better information may be obtained about academic benefits. Their preliminary report sets forth a scheme for examining our programs in terms of their academic quality, their academic productivity, their centrality within the University and their uniqueness or relation to national need. These methods will help our schools assess their own programs, set academic

priorities among them and plan to maximize the benefits obtained with their resources. In turn, they will help the University set priorities among the schools and centers. Since the problem is difficult and sensitive, no one doubts that a degree of subjectivity will temper interpretation of objective academic data. However, the data are expected to reveal much more than we have previously known about our academic programs, and to broaden the consensual view of benefits received and expected.

The new budget system has been devised to complement the emerging process of academic evaluation and planning. Its hallmarks are a clear identification of and control of the University's budget priorities which are expressed in terms of the allocation of the unrestricted General Income of the University to the schools to supplement their earned income. The system has been devised so that the University's setting of priorities by distribution of the General Income can be reflected within each school by a further distribution among its departments and programs in accordance with internal academic priorities. Detailed budgetmaking is thus decentralized to each school or center where academic needs, values, and benefits can be most clearly seen.

The essence of the budget system is quite simple. Each school (or center) must control its operations so that its *net cost* does not exceed its share of the General Income. The net cost is the difference between the income each school earns from the activities it decides to undertake and the total expense (direct plus indirect) incurred to carry out those activities. Both earned income and total expense are in large measure controllable by the school. Budget-making, then, is a series of decisions made by the school (or center) to maximize the academic benefits gained through expenditure of its earned income plus its support from the General Income.

## NATURE OF THE BUDGET SYSTEM

The new system divides the whole University into 22 responsibility centers. These have been chosen so as to encompass all operations that directly contribute to the outputs by which the University defines its mission: contributions to knowledge, to learning, to education and to service. Each school is a separate responsibility center. So is the University Museum. So too, with emphasis on service both to the campus and to the larger community, are the hospitals, the Annenberg Center and the Division of Intercollegiate Athletics.

Other activities do not directly contribute to University outputs, but instead only support and facilitate them. For example, it is not part of the mission of the University to "have" a general administration or to "maintain" a physical plant for their own sakes. These latter activities help the responsibility centers to carry out their missions, and the (indirect) costs so incurred are borne by the responsibility centers on a shared basis. Algorithms for finding each center's fair share of indirect expense are an important part of the budget system. They are described later in this paper. A characteristic of the system is that the various classes of indirect costs are controlled as fixed percentages of the total direct costs of the University. In this way, indirect costs reflect the academic decisions made and are not permitted to take on a budget trajectory of their own.

In what follows we define the various categories of income and direct expense and describe the algorithms for sharing indirect costs as used in the budget system.

## GENERAL INCOME

The University receives income from various sources which is unrestricted as to purpose except in the most general sense. This income is wholly used each year to make allocations (subventions) to the centers. In 1972-73 the magnitude of the General Income was \$22,245,000 and it came from the following sources in the indicated amounts:

Commonwealth of Pennsylvania	
Part of allocation to School of Medicine	\$2,684,000
Part of allocation to School of Veterinary Medicine	1,764,000
Part of allocation for (undergraduate) student aid	3,206,000
Part of allocation to University Museum	100,000
Part of allocation for net cost of instruction	6,072,000
<b>Total</b>	<b>\$13,826,000</b>
Return on Unrestricted Endowment	768,000
Return on Temporary Investment Fund	945,000
Unrestricted Alumni Giving (net of expenses)	1,550,000
Return on Unrestricted Scholarship Endowment	2,507,000
Miscellaneous General Income	2,649,000
<b>Total</b>	<b>\$22,245,000</b>

Since the new budget system was not in use in 1972-73, the allocation process was an implicit and not a deliberate one. We have been able, however, to account after the fact for the use of the General Income and see how the implicit allocations came out. The published final budgets for the year 1972-73 and the estimated budgets for the current year, 1973-74, show the allocation for each center. Wherever relevant, the total allocation to a center exceeded any part of the Commonwealth appropriation that may have been generally designated for that center. Similarly, general allocation of student aid exceeded the portion of the appropriation designated for that purpose.

## NET COSTS OF RESPONSIBILITY CENTERS

By virtue of its teaching, research and other activities, each center generates *direct* income imputed as its own. Similarly, by virtue of the staffing decisions and other actions it takes, each center generates *direct expenses* as well as its fair share of the *indirect expenses* that accompany these activities. The difference between direct income and direct-plus-indirect expense is the *net cost* of the programs of the center. In each center the net cost is a positive number, and it should be. It is not appropriate to call this number a deficit; it is the net cost of obtaining desirable academic ben-

efits. The General Income of the University is raised precisely to help cover such costs and we should not speak of "deficit" unless the net cost of a center exceeds its support from the General Income.

Certain assumptions are made in imputing direct income to the centers as well as for allocating indirect costs. Differences of opinion may exist about the accuracy of the particular devices used, but since our budget analyses are used mainly for comparison of the fiscal performance of the centers and programs rather than for finding their absolute standing, such differences of opinion are relatively unimportant. What is important is that the algorithms be reasonable and defensible and that they be applied consistently to all centers. They must have the property that the sum of all imputed incomes is the actual earned income of the whole University (not including the General Income), and that the sum of all direct and indirect costs be the actual total expense of the University.

## EARNED INCOME

The principal item of school income is the tuition it earns through its pattern of teaching and other instruction. This figure is derived from the known number of student-course-units taught by the faculty of the school to all students, wherever registered. The tuition per course unit varies according to the school in which a student is registered because the tuition level and the average course loads may differ in different schools. However, for undergraduate students the overall average is used. Later, when faculty activity data become more precisely known, the course unit equivalents of advising and dissertation supervision will be added, thus significantly improving the earned income calculation. These changes will accompany extension of the system of budget analysis to the department and program level.

Note that the General Fee paid by students is not part of earned tuition income of the schools. Revenue obtained from the General Fee is intended to support student service activities and is used to reduce the net cost of these activities before it is passed on to the schools. Special application fees, etc., charged by a school are, however, part of its earned income.

Other items of earned income are the following:

- All *scholarship income* received as return on endowed scholarships restricted to a school, or as gifts or grants for scholarship purposes, or won by graduate students in the annual fellowship competition.
- *Endowment income* received as return on endowment restricted to the center, whether for support of faculty, staff or other purposes.
- *Gift and grant (or contract) income* received from federal, state or private sources to support instruction, research or other activities of the center, including any indirect costs recovered as part of these awards.
- *Sales and Services income* or other *miscellaneous income* received by the center as consequences of activities undertaken.

## DIRECT EXPENSES

The expenses most clearly controlled by a center are the *direct salary costs* of its faculty and of the school and department administrative, clerical and technical support staffs, along with the appropriate *employee benefits*. *Current expenses* and *equipment costs* are also direct expenses. All these must be included in the center's budget regardless of whether they may be supported in whole or in part by external income, credited above.



A more complex expense is that of student aid. If each of our centers developed its own student aid policy and incurred accompanying costs for the students enrolled and taught by each, we would have a relatively straightforward, controllable direct cost to include in each center's budget. The facts are otherwise; only a minority of our students are directly aided by the schools in which they are enrolled. All undergraduate students and students in Graduate School of Arts and Sciences who receive aid are reviewed by University-wide procedures. Student need either is or is becoming the principal factor in determining the costs of aiding all students. Also, courses are increasingly being taken across school lines. In these circumstances, student aid is best viewed as a cost of education that inheres more in where the students are taught than in where they are enrolled. Accordingly, the average cost of student aid for each classification of students is being spread in accordance with the teaching patterns, just as tuition income is spread. For undergraduates, the extra cost of special aid packages is covered by the General Income and not charged to the schools. In computing the average aid, all kinds of student support are considered, whether gift or endowed scholarships, fellowships, training or research grant support on the University's free funds. Note that while these costs are spread via the teaching pattern, each center receives full credit for all income it raises to help cover its share.

## INDIRECT EXPENSES

It was stated above that the aggregate costs of the various indirect activities must be controlled so as to lie at or within historical percentages of the total direct costs of the responsibility centers. This control means that the indirect costs can increase only if the direct costs of the centers increase, and then only in proportion. The main problem is to work out how the responsibility centers are fairly charged for their share of these aggregate indirect costs. The budget system recognizes two kinds of such costs: *assignable costs* which are charged to the centers on the basis of the proportionate number of "transactions" each center generates, and *general indirect costs* (sometimes called "overhead" costs) which are spread in proportion to various direct costs of each center.

*Assignable indirect costs* include such straightforward things as the costs of purchasing and research administration which are spread in proportion to the numbers of purchase orders and of research proposals each center generates. Library costs are spread on the basis of our (improving) records of usage in all our library branches. (The costs of Law, Medicine and Annenberg libraries are separately budgeted in those centers as direct expenses, but the usage spread is still made.)

Operations and maintenance are charged on the basis of the known costs of our buildings and the proportionate square footage of them each center uses. General campus maintenance is spread in proportion to the center's own "O and M" cost.

Student services are a complex cost item. Included are the admissions office, the registrar, student counseling, student health, student activities, recreation and other activities under the Dean of Students. Undergraduate, graduate and professional school students use these services to different degrees and pay somewhat different general fees for them. Algorithms based on head count of the various classifications of students have been developed to determine "per student" costs. The General Fee paid is deducted from the cost and the *net cost* is spread to each school in accordance with the numbers of students in each classification enrolled in the school.

Finally, certain auxiliary services (dining service, book store, some residences) do not yet cover all their costs although they are expected to do so in the near future. These net costs are spread to the center on the basis of student head count.

*General indirect costs* are the costs of general administration and general expenses (interest, insurance, rental payments to the Commonwealth, etc.). As indicated these are spread to the centers in proportion to various total direct costs.

Aggregate indirect costs are not to exceed the following percentages of the total direct costs of the University.

Operation and Maintenance	5.8%
Student Services (net of General Fee)	0.9%
Libraries	5.0%
General Administration	5.5%
General Expense	4.6%
<b>Total</b>	<b>21.8%</b>

Given these constraints and the algorithms above, it is possible at the initiation of the budget cycle to make a fairly accurate estimate of what the indirect costs of a center are apt to be in relation to its total direct cost.

*Space Allocation* represents the important cost of operating our schools and centers which has not always been recognized in the past. Space costs money. Because universities have traditionally funded their space needs through charitable contributions, space has come to be regarded as almost a free good. The normal accounting practice of recognizing depreciation as an expense to be funded (thus generating a rehabilitation or replacement reserve) has been widely ignored by universities. The future is unlikely to treat us so kindly. We are already paying the price for past under-recognition of these true costs as deferred maintenance and obsolescence creep over the campus. The establishment of a *space allocation* expense is the first step in addressing this problem.

The space allocation expense of each center is based on an average value per square foot of the campus buildings as determined by our insurability value and spread over a 50-year amortization schedule. This averaging procedure is used to eliminate the unfair advantages or disadvantages of a center's having buildings of various ages.

It is impossible to begin building a space reserve fund during the current year (and probably next year) so the space allocation expense for each center is being exactly balanced by a memo increase in support from the General Income (subvention). Thus the space allocation expense entry is without budgetary impact at this time. In the future it is intended that the memo increase in subvention (which represents no real General Income) will be somewhat decreased so that each center will bear an annual space allocation charge the proceeds of which will be deposited in the University's space reserve fund.

Full depreciation of our physical plant is neither warranted nor intended, but some fractional depreciation is necessary to finance rehabilitation, renovation, refurbishing, etc.

## INTERCENTER BANK

In the exercise of its responsibility each center is expected to live within its support from the General Income (subvention), and the University's budgetary requirement is met when it does. A center is expected to make restitution if it fails to do so. A mechanism called an *intercenter bank* has been established to fund deviations from budget targets and to close the responsibility loop.

(continued on page 6)

## SUMMARY OF THE BUDGET, 1973-74

[illegible]

## SUMMARY FINANCIAL STATEMENT, 1972-73

[illegible]



Deviations may occur in either direction. As a consequence of decisions or activities it undertakes, a center may attract more or fewer students to its programs than expected, may win more or less support from federal agencies, may benefit from a new endowment, or overcommit or undercommit itself on faculty hiring. Any of these or other items within control of the center may lead to either a surplus or a deficit relative to its support from the General Income.

The center need not precipitously spend a surplus to enjoy it. Instead it can deposit the surplus, at interest, in the bank and save it for later use.

On the other hand, the center may borrow from the bank to cover a deficit. The loan will incur interest and will be expected to be repaid by the center in later years (probably not more than three years). Accumulating deficits or failure to repay such loans would raise critical questions about a center's viability and, unless the campus could agree to an increased subvention at the expense of other centers, intervention would be necessary.

On the brighter side, the bank is a source of venture capital. New and promising programs usually have start-up costs. A center may borrow to start attractive new programs with the understanding that the bank will be repaid, with interest, in a reasonable time.

## ANTICIPATED ADVANTAGES

The new budget system supports and even compels the process of academic planning in the responsibility centers. The very making of each center's budget requires planning and projecting of both income and expense. The system also lends itself easily to the process of forward-year budgeting which is a natural outgrowth of planning.

The new system will reveal the University's budget priorities at each level (from academic program through department to school), and will show these priorities in such a way as to facilitate comparison with perceived benefits of those programs and units.

The system decentralizes decision-making to a level where benefits and costs can most readily be compared.

The system increases the responsibilities of local administration, but couples this with increased local authority and greatly increased flexibility.

Perhaps most important, the system provides incentives for strengthening our centers in pursuit of their various missions.

## FUTURE DEVELOPMENTS

The budget system is an evolving one which will be modified as experience suggests. Several cautions can be foreseen, along with some obvious areas for improvement.

The importance of extending the responsibility center concept first to the department and then to the program level has been noted above. The Office of Academic Planning has already developed the conceptual framework to do the necessary accounting, and computer systems to carry it out are under development by the UMIS group under Richard Paumen. The necessary data should be in hand and the first results available by the spring term, 1974. The Associate Provost and the Executive Director of the University Budget will work with the management of each center in interpreting and mutually learning to use these new data.

The tuition-earned algorithm clearly can be improved by taking better account of dissertation supervision, etc.

Left just as it is, the system would tend to discourage to some extent the utilization of faculty across school or department lines or the exploration of out-of-school or out-of-

department courses by students. Important benefits might thus be lost. It is obvious, for example, that for some courses it is more appropriate for a department to pay part of the salary of an out-of-department faculty member than to lose all of the tuition earned by the course he or she teaches. This kind of negotiated arrangement is now available and is now being practiced wherever approved.

Other incentives to encourage each program to draw on the benefits of One University are being devised. One way to approach the problem is through institutes and centers that can help to fund and therefore give incentives to inter-program activities. No doubt there are other means that may be even more helpful and productive. Our problem is closely akin to that of any society which attempts to establish a high degree of personal freedom for its members. That freedom must be constrained by the common needs of the whole and systems equivalent to taxation of our free members will be needed to promote the general welfare.

## GUIDE TO BUDGET TABLES

On the ten pages that follow are shown the final accounts of the University's responsibility centers for 1972-73, and comparative budgets for the current year on which the centers are operating.

The General Income available to the University for distribution to the centers amounts to \$30,482,000 and is derived from various sources.

Although these data are comparative, they will not relate fully to data published last year (*Almanac* December 5, 1972) because of changes in accounting methods.

In the tables that follow, current budgets are shown first, and the 1972-73 financial statements second, screened in gray. Figures are given in thousands of dollars.

Although there are 22 responsibility centers, only 20 tables appear here. The budgets of the College of General Studies, Summer Session and Evening School were combined as "Auxiliary Educational Programs" for reasons of space. In addition, in order to fit the tables in limited space it was necessary to take them out of strict alphabetical order. Following is a guide to locations:

Annenberg Center .....	11
Annenberg School .....	11
Auxiliary Educational Programs .....	7
College and College for Women .....	8
College of Engineering and Applied Science .....	8
Division of Intercollegiate Athletics .....	7
Graduate Hospital .....	14
Graduate School of Arts and Sciences .....	10
Graduate School of Education .....	9
Graduate School of Fine Arts .....	9
Hospital of the University of Pennsylvania .....	12
Law School .....	12
School of Allied Medical Professions .....	13
School of Dental Medicine .....	13
School of Medicine .....	14
School of Nursing .....	15
School of Social Work .....	10
School of Veterinary Medicine .....	15
Wharton School .....	16
University Museum .....	16

Abbreviations used: *Unrest.* and *rest.* for unrestricted and restricted; *organized act.* for organized activities; *sponsored res.* for sponsored research; *S & W* for salaries and wages; *O & M* for operation and maintenance.

AUXED PROG 1973-74 BUDGET									
	INSTRUCTIONAL Unrest.	ORGANIZED ACT. Unrest.	SPONSORED RES. Unrest.	TOTALS Unrest.	Total	INSTRUCTIONAL Rest.	ORGANIZED ACT. Rest.	SPONSORED RES. Rest.	TOTALS Rest.
REVENUE:									
Tuition	3,643			3,643	3,643				
Special fees	36			36	36				
Scholarship income									
Endowment income									
Gifts									
Other									
GSA & S									
Investment income									
Gifts & grants (dir.)									
Private									
Federal									
State									
Indirect cost recovery									
Sales & services									
Miscellaneous									
Total revenue	3,679			3,679	3,679				
Alloc. from gen. income					(1,011)				
Total funds available					2,668				
DIRECT EXPENDITURES:									
S & W - Administrative	64			64	64				
Academic	1,076			1,076	1,076				
Clerical & tech.	58			58	58				
Service	29			29	29				
Total S & W	1,227			1,227	1,227				
Employee benefits	184			184	184				
Current expense	55			55	55				
Equipment	2			2	2				
Student aid	261			261	261				
Computer services									
Total direct costs	1,729			1,729	1,729				
INDIRECT COSTS (NET):									
Student services					73				
Libraries					513				
O & M					9				
Auxiliary enterprises					26				
General administration					75				
General expense					238				
Space allocation					5				
Total indirect costs					939				
Total expenditures					2,668				
1973-74 FINANCIAL STATEMENT									
	INSTRUCTIONAL Unrest.	ORGANIZED ACT. Unrest.	SPONSORED RES. Unrest.	TOTALS Unrest.	Total	INSTRUCTIONAL Rest.	ORGANIZED ACT. Rest.	SPONSORED RES. Rest.	TOTALS Rest.
REVENUE:									
Special fees	3			3	3				
Gifts	81			81	81				
Sales & services	211			211	211				
Miscellaneous	37			37	37				
Total revenue	666			666	666				
Alloc. from gen. income					1,034				
Total funds available					1,626				
DIRECT EXPENDITURES:									
S & W - Administrative	605			605	605				
Academic	7			7	7				
Clerical & tech.	132			132	132				
Service	71			71	71				
Total S & W	815			815	815				
Employee benefits	82			82	82				
Current expense	335			335	335				
Equipment	973			973	973				
Student aid									
Computer services									
Total direct costs	1,870			1,870	1,870				
INDIRECT COSTS (NET):									
Student services					2,205				
Libraries					—				
O & M					—				
Auxiliary enterprises					85				
General administration					153				
General expense					217				
Space allocation					455				
Total indirect costs					455				
Total expenditures					2,660				
1973-74 FINANCIAL STATEMENT									
	INSTRUCTIONAL Unrest.	ORGANIZED ACT. Unrest.	SPONSORED RES. Unrest.	TOTALS Unrest.	Total	INSTRUCTIONAL Rest.	ORGANIZED ACT. Rest.	SPONSORED RES. Rest.	TOTALS Rest.
REVENUE:									
Special fees	3			3	3				
Gifts	81			81	81				
Sales & services	211			211	211				
Miscellaneous	37			37	37				
Total revenue	666			666	666				
Alloc. from gen. income					1,034				
Total funds available					1,626				
DIRECT EXPENDITURES:									
S & W - Administrative	574			574	574				
Academic	7			7	7				
Clerical & tech.	116			116	116				
Service	180			180	180				
Total S & W	877			877	877				
Employee benefits	76			76	76				
Current expense	276			276	276				
Equipment	6			6	6				
Student aid									
Computer services									
Total direct costs	2,008			2,008	2,008				
INDIRECT COSTS (NET):									
Student services					333				
Libraries					—				
O & M					—				
Auxiliary enterprises					85				
General administration					113				
General expense					217				
Space allocation					401				
Total indirect costs					401				
Total expenditures					2,742				

	INSTRUCTIONAL		ORGANIZED ACT.		SPONSORED RES.		TOTALS	
	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.
<b>REVENUE:</b>								
Tuition	14,142				13,016		13,016	
Special fees	61				3		3	
Scholarship income		29				22		22
Endowment income		20				19		19
Gifts		20				2		2
Other						578		578
GSA & S	352	622			490	140	490	796
Investment income		378		169				
Gifts & grants (dir.)								
Private	26	192		83				
Federal		342						
State								
Indirect cost recovery	42							
Sales & services	12							
Miscellaneous	74	2		25				
Total revenue	14,709	1,585		277				
Alloc. from gen. income								
Total funds available								
<b>DIRECT EXPENDITURES</b>								
S & W - Administrative	394	6		48				
Academic	7,282	479		31				
Clerical & tech.	957	21		67				
Service	125	3		43				
Total S & W	8,758	509		189				
Employee benefits	1,294	59		21				
Current expense	1,599	237		62				
Equipment	1,177	599		5				
Student aid	4,372	109		5				
Computer services		671						
Total direct costs	15,099	1,585		277				
<b>INDIRECT COSTS (NET):</b>								
Student services								
Libraries								
O & M								
Auxiliary enterprises								
General administration								
General expense								
Space allocation								
Total indirect costs								
Total expenditures								

## COL &amp; CW 1973-74 BUDGET

[illegible]

## ENGR 1973-74 BUDGET



## EDUCATION 1973-74 BUDGET

	INSTRUCTIONAL Unrest.	ORGANIZED ACT. Unrest.	SPONSORED RES. Unrest.	TOTALS Unrest.	TOTAL
REVENUE:	1,245			1,245	1,245
Tuition	8			8	8
Special fees					
Scholarship income	20			20	20
Endowment income	22			22	22
Gifts	8			8	8
Other	50			50	50
GSA & S	23			23	23
Investment income	72			72	72
Gifts & grants (dir.)					
Private	404			404	404
Federal	37			37	37
State	58			58	58
Indirect cost recovery			147		
Sales & services	2	7		7	7
Miscellaneous					
Total revenue	1,325	7	147	1,332	1,332
Alloc. from gen. income	619				
Total funds available					2,146
DIRECT EXPENDITURES:					
S & W - Administrative	47	5		52	52
Academic	826	21	37	847	847
Clerical & tech.	144	15	20	159	159
Service	5	4	12	9	9
Total S & W	1,022	45	69	1,067	1,067
Employee benefits	58	6	9	64	64
Current expense	5	4	69	9	9
Equipment	185			290	290
Student aid	274	3		274	274
Computer services	100	58	147	3	3
Total direct costs	1,359	619		1,417	1,417
INDIRECT COSTS (NET):					
Student services					66
Libraries					130
O & M					83
Auxiliary enterprises					6
General administration					113
General expense					202
Space allocation					89
Total indirect costs					689
Total expenditures					2,920

## FINE ARTS 1973-74 BUDGET

	INSTRUCTIONAL Unrest.	ORGANIZED ACT. Unrest.	SPONSORED RES. Unrest.	TOTALS Unrest.	TOTAL
REVENUE:	1,808			1,808	1,808
Tuition	17			17	17
Special fees					
Scholarship income	58			58	58
Endowment income	123			123	123
Gifts					
Other					
GSA & S	36			36	36
Investment income	59			59	59
Gifts & grants (dir.)					
Private	142			142	142
Federal	131			131	131
State					
Indirect cost recovery			24		
Sales & services	83	5		83	83
Miscellaneous	11			11	11
Total revenue	1,967	91	256	2,106	2,106
Alloc. from gen. income	617				
Total funds available					3,070
DIRECT EXPENDITURES:					
S & W - Administrative	37	7		44	44
Academic	1,151	14	15	1,151	1,151
Clerical & tech.	133	47	65	1,344	1,344
Service	24	13	28	53	53
Total S & W	1,345	8	31	1,353	1,353
Employee benefits	200	76	139	354	354
Current expense	82	1	17	82	82
Equipment	10	5	100	10	10
Student aid	455			455	455
Computer services	217	8		217	217
Total direct costs	2,092	17	256	2,109	2,109
INDIRECT COSTS (NET):					
Student services					93
Libraries					130
O & M					320
Auxiliary enterprises					8
General administration					130
General expense					280
Space allocation					211
Total indirect costs					1,172
Total expenditures					4,245

	INSTRUCTIONAL		ORGANIZED ACT.		SPONSORED RES.		INSTRUCTIONAL		ORGANIZED ACT.		SPONSORED RES.		TOTALS	
	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.
<b>REVENUE:</b>														
Tuition	1,442						1,244						1,244	
Special fees	150						121						121	
Scholarship income		220						102					102	
Gifts		250						342					342	
U.S. Government		855						854					854	
Other schools		164						159					159	
Investment income		(1,256)						(1,284)					(1,284)	
Gifts & grants (direct)		250						70					70	
Private		158						43					43	
Federal		287												
State														
Indirect cost recovery	2													
Sales & services	40													
Miscellaneous	25													
Total revenue	1,659	928					1,380	707					1,433	1,039
Alloc. from gen. income														
Total funds available														
<b>DIRECT EXPENDITURES:</b>														
S & W - Administrative	91	10					67	12					66	133
Academic	1,556	399					1,174	185					1,174	270
Clerical & tech.	178	41					143	26					143	69
Service	6	12					5	20					5	29
Total S & W	1,831	462					1,389	243					1,389	34
Employee benefits	272	55					194	22					194	434
Current expense	54	170					52	44					52	238
Equipment	350	233					379	12					379	423
Student aid								7						16
Computer services								173						173
Total direct costs	2,507	928					2,021	711					2,028	1,038
<b>INDIRECT COSTS (NET):</b>														
Student services														
Libraries														
O & M														
Auxiliary enterprises														
General administration														
General expense														
Space allocation														
Total indirect costs														
Total expenditures														

## G S A S 1 9 7 3 - 7 4 B U D G E T

	INSTRUCTIONAL		ORGANIZED ACT.		SPONSORED RES.		INSTRUCTIONAL		ORGANIZED ACT.		SPONSORED RES.		TOTALS	
	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.
<b>REVENUE:</b>														
Tuition	826						672						672	
Special fees	8						8						8	
Scholarship income		7						4						36
Other		51												
Investment income														
Gifts & grants (dir.)		76						26					26	
Private		515						501					501	
Federal		71						40					40	
State														
Indirect cost recovery	30							35					35	
Sales & services		82												
Miscellaneous		12												
Total revenue	864	814					715	610					51	51
Alloc. from gen. income													1,359	1,359
Total funds available													1,792	1,792
<b>DIRECT EXPENDITURES:</b>														
S & W - Administrative	46	17					45	211					45	45
Academic	401	373					364	22					222	585
Clerical & tech.	71	23					63	1					22	85
Service	1	2					1							
Total S & W	519	413					473	233					244	717
Employee benefits	74	37					64	33					35	99
Current expense	33	258					32	341					366	398
Equipment								1					1	
Student aid														
Computer services	140	7					145						145	
Total direct costs	766	715					714	608					646	1,361
<b>INDIRECT COSTS (NET):</b>														
Student services														
Libraries														
O & M														
Auxiliary enterprises														
General administration														
General expense														
Space allocation														
Total indirect costs														
Total expenditures														

## S S W 1 9 7 3 - 7 4 B U D G E T

	INSTRUCTIONAL		ORGANIZED ACT.		SPONSORED RES.		TOTALS		
	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	
REVENUE:									
Tuition	114	260			114	260	131	181	312
Special fees									
Scholarship income		30				30		11	11
Endowment income									
Gifts		11				11			
Other		1				1			
GSA & S									
Investment income									
Gifts & grants (direct)								12	56
Private		336		56		336		14	14
Federal						56		7	7
State									
Indirect cost recovery			13						
Sales & services		40				40			
Miscellaneous									
Total revenue	114	678	13	56	127	734	152	573	725
Alloc. from gen. income									546
Total funds available									1,271
DIRECT EXPENDITURES:									
S & W - Administrative		61		34		61			61
S & W - Academic		372				406			292
Clerical & tech.		33		6		33			30
Service		14				20			14
Total S & W		480		40		520			322
Employee benefits		69		6		75			443
Current expense		83		10		93			59
Equipment		5				5			121
Student aid									112
Computer services	159	41	5		159	41	10	50	60
Total direct costs	159	678	5	56	164	734	158	11	169
INDIRECT COSTS (NET):									
Student services									13
Libraries									77
O & M									139
Auxiliary enterprises									9
General administration									35
General expense									52
Space allocation									81
Total indirect costs									406
Total expenditures									1,271

ANNBG SCH 1973-74 BUDGET

	INSTRUCTIONAL		ORGANIZED ACT.		SPONSORED RES.		TOTALS		
	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	
REVENUE:									
Tuition									
Special fees									
Scholarship income									
Investment income									
Gifts & grants (direct)									
Private									
Federal									
State									
Indirect cost recovery									
Sales & services									
Miscellaneous									
Total revenue									
Alloc. from gen. income									
Total funds available									
DIRECT EXPENDITURES:									
S & W - Administrative									
S & W - Academic									
Clerical & tech.									
Service									
Total S & W									
Employee benefits									
Current expense									
Equipment									
Student Aid									
Computer services									
Total direct costs									
INDIRECT COSTS (NET):									
Student services									
Libraries									
O & M									
Auxiliary enterprises									
General administration									
General expense									
Space allocation									
Total indirect costs									
Total expenditures									

ANNBG CTR 1973-74 BUDGET



REVENUE:	INSTRUCTIONAL		ORGANIZED ACT.		SPONSORED RES.		TOTALS	
	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Total
Tuition	1,838						1,838	
Special fees	50						50	
Scholarship income		27				27		27
Endowment income								
Gifts								
Other		99				99		99
Investment income								
Gifts & grants (dir.)								
Private		254				254		254
Federal								
State								
Indirect cost recovery								
Sales & services		10				10		10
Miscellaneous								
<b>Total revenue</b>	<b>1,888</b>	<b>390</b>					<b>1,888</b>	<b>390</b>
<b>Alloc. from gen. income</b>								
<b>Total funds available</b>								
<b>DIRECT EXPENDITURES:</b>								
S & W - Administrative	170	17					170	17
Academic	803	35					803	35
Clerical & tech.	135	48					135	48
Service	13	36					13	36
<b>Total S &amp; W</b>	<b>1,121</b>	<b>136</b>					<b>1,121</b>	<b>136</b>
Employee benefits	158	16					158	16
Current expense	36	202					36	202
Equipment		9						9
Student aid	425	27					425	27
Computer services								
<b>Total direct costs</b>	<b>1,740</b>	<b>390</b>					<b>1,740</b>	<b>390</b>
<b>INDIRECT COSTS (NET):</b>								
Student services								
Libraries								
O & M								
Auxiliary enterprises								
General administration								
General expense								
Space allocation								
<b>Total indirect costs</b>								
<b>Total expenditures</b>								

## LAW 1973-74 BUDGET

REVENUE:	INSTRUCTIONAL		ORGANIZED ACT.		SPONSORED RES.		TOTALS	
	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Total
Tuition	1,838						1,838	
Special fees	50						50	
Scholarship income		27				27		27
Endowment income								
Gifts								
Other		99				99		99
Investment income								
Gifts & grants (dir.)								
Private		254				254		254
Federal								
State								
Indirect cost recovery								
Sales & services		10				10		10
Miscellaneous								
<b>Total revenue</b>	<b>1,888</b>	<b>390</b>					<b>1,888</b>	<b>390</b>
<b>Alloc. from gen. income</b>								
<b>Total funds available</b>								
<b>DIRECT EXPENDITURES:</b>								
S & W - Administrative	170	17					170	17
Academic	803	35					803	35
Clerical & tech.	135	48					135	48
Service	13	36					13	36
<b>Total S &amp; W</b>	<b>1,121</b>	<b>136</b>					<b>1,121</b>	<b>136</b>
Employee benefits	158	16					158	16
Current expense	36	202					36	202
Equipment		9						9
Student aid	425	27					425	27
Computer services								
<b>Total direct costs</b>	<b>1,740</b>	<b>390</b>					<b>1,740</b>	<b>390</b>
<b>INDIRECT COSTS (NET):</b>								
Student services								
Libraries								
O & M								
Auxiliary enterprises								
General administration								
General expense								
Space allocation								
<b>Total indirect costs</b>								
<b>Total expenditures</b>								

## HUP 1973-74 BUDGET

	INSTRUCTIONAL		ORGANIZED ACT.		SPONSORED RES.		TOTALS		INSTRUCTIONAL		ORGANIZED ACT.		SPONSORED RES.		TOTALS	
	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.
REVENUE:																
Tuition	712	12			712	12	712	12	1	661				661	13	661
Special fees									9	13				13		13
Scholarship income									7					7		7
Endowment income																
Gifts																
Other																
GSA & S																
Investment income																
Gifts & grants (dir.)																
Private																
Federal																
State																
Indirect cost recovery																
Sales & services																
Miscellaneous																
Total revenue	735	206	2	2	743	238	981	164	660	109	25	25	3	693	25	939
Alloc. from gen. income																
Total funds available							1,145								57	956
DIRECT EXPENDITURES:																
S & W - Administrative	73	43			73	45	118		44	29				44	49	93
Academic	255	109			255	113	368		197	33				197	35	232
Clerical & tech.	56	8			56	8	64		37	5				37	7	44
Service	8				8				3					3		
Total S & W	392	152			392	170	562		281	68				281	96	377
Employee benefits	54	9			54	10	64		37	8				37	10	47
Current expense	62	34			62	43	105		49	90				49	114	163
Equipment	7	1			7	5	12		6	16				6	19	25
Student aid	112	10			112	10	122		119	7				119	7	126
Computer services																
Total direct costs	627	206	2	2	627	238	865		492	189	25			492	246	738
INDIRECT COSTS (NET):																
Student services																
Libraries							16									14
O & M							15									13
Auxiliary enterprises							70									61
General administration							3									20
General expense							39									33
Space allocation							90									70
Total indirect costs							47									47
Total expenditures							280									258
							1,145									956

## SAMP 1973-74 BUDGET

	INSTRUCTIONAL		ORGANIZED ACT.		SPONSORED RES.		TOTALS		INSTRUCTIONAL		ORGANIZED ACT.		SPONSORED RES.		TOTALS	
	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.
REVENUE:																
Tuition	2,444	159			2,444	159	2,244	159	1	2,046				2,046	36	2,046
Special fees									9							
Scholarship income									84							
Endowment income																
Gifts																
Other																
GSA & S																
Investment income																
Gifts & grants (dir.)																
Private																
Federal																
State																
Indirect cost recovery																
Sales & services																
Miscellaneous																
Total revenue	2,901	1,743			3,905	3,212	7,117	1,515	12	8				239	30	527
Alloc. from gen. income									2,195	1,956				2,911	3,274	6,185
Total funds available							8,632									1,663
DIRECT EXPENDITURES:																
S & W - Administrative	292	9			292	127	526		96	155				96	266	362
Academic	1,640	708			1,658	1,098	2,756		1,246	823				1,246	1,140	2,386
Clerical & tech.	290	18			290	359	1,018		401	204				401	504	905
Service	87	8			92	38	130		40	29				40	78	118
Total S & W	2,309	743			2,798	1,632	4,430		1,783	1,211				1,783	1,988	3,771
Employee benefits	325	102			376	198	574		231	145				231	229	460
Current expense	15	721			15	1,088	1,113		454	342				454	576	1,030
Equipment	14	13			14	164	134		32	160				32	297	329
Student aid	314	164			314	164	478		391	95				391	95	486
Computer services																
Total direct costs	2,977	1,743			3,526	3,212	6,738		2,891	1,953				2,912	3,285	6,197
INDIRECT COSTS (NET):																
Student services																
Libraries							68									56
O & M							90									81
Auxiliary enterprises							692									622
General administration							9									60
General expense							325									260
Space allocation							477									369
Total indirect costs							233									233
Total expenditures							1,894									1,691
							8,632									7,878

## DENTAL 1973-74 BUDGET

REVENUE:	INSTRUCTIONAL Unrest.	ORGANIZED ACT. Unrest.	SPONSORED RES. Unrest.	TOTALS Unrest.	TOTAL	INSTRUCTIONAL Unrest.	ORGANIZED ACT. Unrest.	SPONSORED RES. Unrest.	TOTALS Unrest.	TOTAL
Tuition										
Special fees										
Scholarship income										
Investment income										
Gifts & grants (dir.)										
Private										
Federal										
State										
Indirect cost recovery										
Sales & services										
Miscellaneous										
Total revenue										
Alloc. from gen. income										
Total funds available										
DIRECT EXPENDITURES:										
S & W - Administrative										
Academic										
Clerical & tech.										
Service										
Total S & W										
Employee benefits										
Current expense										
Equipment										
Student aid										
Computer services										
Total direct costs										
INDIRECT COSTS (NET):										
Student services										
Libraries										
O & M										
Auxiliary enterprises										
General administration										
General expense										
Space allocation										
Total indirect costs										
Total expenditures										

## GRAD HOSP 1973-74 BUDGET

REVENUE:		2,232	2,232	2,232	1	2,207	65	2,207	65	2,207	2,207
Tuition		70				79		79			144
Special fees											298
Scholarship income	311		311				298		298		176
Endowment income	178		178				176		176		11
Gifts	22		22				11		11		119
Other	22		22				119		119		72
U.S. Government	119		119				72		72		3,085
GSA & S							1,403				
Investment income	315	2,427	2,427	2,742	3	620	1,062	620	2,465		
Gifts & grants (dir.)											
Private	1,081	3,081	3,081			21	764	21	2,954		
Federal	5,365	20,717	20,717	15,352			4,889		17,505		
State											
Indirect cost recovery	201	4,239	4,440	750		209	1,953	2,368	6,234		
Sales & Service							6887	1,095	2,055		
Miscellaneous	620	1,145	1,145				666	863	3,711		
Total revenue	2,818	10,573	7,057	19,102		3,136	10,416	2,368	31,955		
Commonwealth Appropriation			34,887								
Alloc. from gen. income			7,445								
Total funds available			45,539								
DIRECT EXPENDITURES											
S & W - Administrative	538		538	774		458	295		1,046		
Academic	1,635		1,635	5,739		1,439	5,617		13,139		
Clerical & tech.	611		611	3,973		652	761		4,927		
Service	297		297						3,769		
Total S & W	2,840		2,840	10,826		2,606	10,719		20,186		
Employee benefits	371		371	1,371		315	1,708		2,307		
Current expense	324		324	5,365		438	7,119		6,938		
Equipment	15		15	1,540		33	1,833		1,890		
Student aid	44		44			5	502		5		
Computer services	6		6			3	676		676		
Total direct costs	3,594		3,600	19,102		3,397	10,463		31,997		
INDIRECT COSTS (NET):											
Student services											
Libraries											
O & M											
Auxiliary enterprises											
General administration											
General expense											
Space allocation											
Total indirect costs											
Total expenditures											



	INSTRUCTIONAL		ORGANIZED ACT.		SPONSORED RES.		TOTALS		INSTRUCTIONAL		ORGANIZED ACT.		SPONSORED RES.		TOTALS	
	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.
<b>REVENUE:</b>																
Tuition	868	25					868	25	1	483					483	114
Special fees									9							
Scholarship income									7							
Endowment income									2							
Gifts									7							
Other									3							
Federal									7							
Investment income	12						12		5						5	
Gifts & grants (dir.)																
Private																
State																
Indirect cost recovery																
Sales & services	13						13									
Miscellaneous																
Total revenue	918	815					918	815								
Alloc. from gen. income																
Total funds available																
<b>DIRECT EXPENDITURES:</b>																
S & W - Administrative	4						4		4						4	
Academic	556	64					556	64	414						414	
Clerical & tech.									42						42	
Service	1						1		1						1	
Total S & W	625	64					625	64	461						461	
Employee benefits	94	24					94	24	66						66	
Current expense	60	322					60	322	13						13	
Equipment	8	14					8	14	4						4	
Student aid	19	85					19	85	58						58	
Computer services																
Total direct costs	806	815					806	815	540						540	
<b>INDIRECT COSTS (NET):</b>																
Student services																
Libraries																
O & M																
Auxiliary enterprises																
General administration																
Space expense																
Space allocation																
Total indirect costs																
Total expenditures																

NURSING 1973-74 BUDGET

	INSTRUCTIONAL		ORGANIZED ACT.		SPONSORED RES.		TOTALS		INSTRUCTIONAL		ORGANIZED ACT.		SPONSORED RES.		TOTALS	
	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.
<b>REVENUE:</b>																
Tuition	1,366	20					1,366	20	1	886					886	15
Special fees									9							
Scholarship income									7							
Endowment income									2							
Gifts									7							
U.S. Government									2							
GSA & S									9							
Investment income	67	47					117	53	29						31	
Gifts & grants (dir.)																
Private																
State																
Indirect cost recovery																
Sales & services	20						20									
Miscellaneous	120						120									
Total revenue	2,267	934					3,682	3,507								
Commonwealth Approp.																
Alloc. from gen. income																
Total funds available																
<b>DIRECT EXPENDITURES:</b>																
S & W - Administrative	244	32					266	70	135						142	
Academic	1,574	471					1,574	1,094	1,010						1,010	
Clerical & tech.																
Service	28	11					39	161	33						33	
Total S & W	2,449	557					3,018	1,879	1,043						1,043	
Employee benefits	336	55					391	208	88						88	
Current expense	381	172					553	603	223						223	
Equipment	10	11					21	196	19						19	
Student aid	50	150					200	218	342						342	
Computer services																
Total direct costs	3,226	934					4,073	3,507	2,038						2,038	
<b>INDIRECT COSTS (NET):</b>																
Student services																
Libraries																
O & M																
Auxiliary enterprises																
General administration																
Space expense																
Space allocation																
Total indirect costs																
Total expenditures																

VET MED 1973-74 BUDGET

	INSTRUCTIONAL		ORGANIZED ACT.		SPONSORED RES.		TOTALS		Total
	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	
<b>REVENUE:</b>									
Tuition	10,038	39			10,038	39			10,038
Special fees							89		89
Scholarship income							290		290
Endowment income							26		26
Gifts							374		374
Other							318		318
GSA & S									
Investment income	270	154			270	154			588
Gifts & grants (direct)			187						
Private									
Federal									
State									
Indirect cost recovery	14								
Sales & services	110	135	48						
Miscellaneous	73	10	134						
Total revenue	10,549	1,694	239						
Alloc. from gen. income									
Total funds available									
<b>DIRECT EXPENDITURES:</b>									
S & W—Administrative	193	47	37						
Academic	4,646	250	18						
Clerical & technical									
Service	434	87	17						
Total S & W	5,327	446	37						
Employee benefits	799	51	109						
Current expense	414	414	11						
Equipment	31	4	15						
Student aid	2,154	779							
Computer services									
Total direct costs	8,725	1,694	122						
<b>INDIRECT COSTS (NET):</b>									
Student services									
Libraries									
O & M									
Auxiliary enterprises									
General administration									
General expense									
Space allocation									
Total indirect costs									
Total expenditures									

## WHARTON 1973-74 BUDGET

	INSTRUCTIONAL		ORGANIZED ACT.		SPONSORED RES.		TOTALS		Total
	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	Unrest.	Rest.	
<b>REVENUE:</b>									
Tuition	10,038	39			10,038	39			10,038
Special fees							89		89
Scholarship income							290		290
Endowment income							26		26
Gifts							374		374
Other							318		318
GSA & S									
Investment income	270	154			270	154			588
Gifts & grants (direct)			187						
Private									
Federal									
State									
Indirect cost recovery	14								
Sales & services	110	135	48						
Miscellaneous	73	10	134						
Total revenue	10,549	1,694	239						
Alloc. from gen. income									
Total funds available									
<b>DIRECT EXPENDITURES:</b>									
S & W—Administrative	193	47	37						
Academic	4,646	250	18						
Clerical & technical									
Service	434	87	17						
Total S & W	5,327	446	37						
Employee benefits	799	51	109						
Current expense	414	414	11						
Equipment	31	4	15						
Student aid	2,154	779							
Computer services									
Total direct costs	8,725	1,694	122						
<b>INDIRECT COSTS (NET):</b>									
Student services									
Libraries									
O & M									
Auxiliary enterprises									
General administration									
General expense									
Space allocation									
Total indirect costs									
Total expenditures									

## MUSEUM 1973-74 BUDGET