

**SWARTHMORE COLLEGE**  
**AD HOC FINANCIAL PLANNING GROUP REPORT**  
**PHASE 2:FALL 2009 RECOMMENDATIONS: IMPLEMENTED BEGINNING 2010-2011**

<u>Budget Actions</u>	<u>Amount</u> <u>Phase 2:Fall 2009</u>	<u>Amount</u> <u>Cumulative</u> <i>Phases 1 and 2</i>
<b>Academic and Administrative Departmental Reductions</b> (% of each respective area, cumulative Phase 1 and Phase 2, 4.6% reduction overall)		
<b>Admissions and Financial Aid (4.0% reduction)</b> Savings in student wages, publications, advertising, memberships/dues, travel, licenses, entertainment, professional services, temporary agencies, rental fees, hardware.	\$ 65,997	\$ 143,711
<b>Communications ( 8.9% reduction)</b> Move to in-house design of Bulletin and reduction in pages. Compensation savings from restructuring and reduction of overtime.	\$ 80,603	\$ 124,603
<b>Dean (4.8% reduction)</b> Reductions fall predominantly in 5 areas. Reductions in: student positions, training for positions (e.g. meal tickets, outside facilitators, etc.), programming (e.g. speaker honoraria, food for events, etc.), staff development, and support for student activities (e.g. conference funding, travel for Penn courses, etc.).	\$ 115,671	\$ 222,194
<b>Facilities and Services (7.3% reduction)</b> Reduction of Morganwood repairs budget based on assessment of need. Reduction of utilities budget reflecting energy management success. Compensation savings from attrition and turnover. Other smaller reductions in operating budgets.	\$ 411,566	\$ 1,193,416
<b>Finance (6.0% reduction)</b> Savings from rebidding insurance program. Reduction in Office Services and Business Office expenses.	\$ 71,677	\$ 159,226
<b>Human Resources (9.3% reduction)</b> Reductions in all operating budgets. Reduction of Spring Fling expenses. Compensation savings through reductions in hours and turnover.	\$ 58,563	\$ 120,520
<b>President (7.6% reduction)</b> Reduction in travel, entertainment, catering, compensation, and commencement expenses.	\$ 153,083	\$ 153,083
<b>Provost</b>		
<b>Academic Departments (3.3% reduction)</b> Reduction in academic dept. and interdisciplinary operating budgets (honoraria for speakers, catering/food, professional services, office/teaching supplies, postage, travel, equipment, and student wages.) Reduction in Provost's Office for recruitment, external committees, student wages, faculty research support (beyond individual allowances). Reduction of instructional salary expenses through denial of requests for leave replacements and temporary hires. Possible reduction in faculty salary increases and elimination of faculty lines through attrition over the next several years.	\$ 1,132,942	\$ 1,132,942
<b>Athletics (3.1% reduction)</b> Reductions in expenses due to conference reduction of pre-season activity. Reduction through limitation of traveling squads for away games.	\$ 41,235	\$ 103,235

**SWARTHMORE COLLEGE**  
**AD HOC FINANCIAL PLANNING GROUP REPORT**  
**PHASE 2:FALL 2009 RECOMMENDATIONS: IMPLEMENTED BEGINNING 2010-2011**

<b>Athletics (cont'd.)</b>	<b>Phase 2:Fall 2009</b>	<b>Cumulative</b>
Reduction of banquet expenses and meal stipends for away games. Reassignment of PE courses to full-time coaches and reduction of adjunct hiring.		
<b>ITS (2.5% reduction)</b>	\$ -	\$ 120,000
Reductions made in first phase (reduction in operating budget, increase in replacement cycle, reduction in computers/printers in residence halls).		
<b>Libraries (3.5% reduction)</b>	\$ 92,566	\$ 191,566
Reduction of student wages, supplies, printing, memberships/dues, maintenance contracts, hardware purchases, periodicals, and continuations. Compensation savings from turnover. Reduction in expenses of Friends Historical Library and Peace Collection.		
	<b>\$ 2,223,903</b>	<b>\$ 3,664,496</b>
<b>Benefits (2.3% reduction)</b>	\$ 400,000	
Restructuring of health plans and modest reduction in tuition benefit for employee children		
<b>Executive Compensation (5.7%)</b>	\$ 175,000	
Compensation savings over the next several years.		
<b>Facilities Capital Projects (26.7% reduction)</b>	\$ 2,500,000	
Reduction from pre-crisis level of funding (after 3 years of temporary reduction). Based on analysis of current capital needs, including deferred maintenance and Dept. of Justice ADA requirements.		
<b>Financial Aid (2.1% reduction)</b>	\$ 457,000	
Savings through moderate increases in the non-scholarship components of financial aid packages(e.g., term-time work, summer work, and/or loan). Options still under discussion.		
<b>Fundraising</b>	\$ 1,000,000	
Inclusion of \$3.5 million per year in gifts to endowment to support the budget plus an increase of \$300,000 in the annual fund goal.		
<b>Interest Income</b>	\$ 100,000	
Higher interest income on operating cash		
<b>Total Identified Savings</b>	<b>\$ 6,855,903</b>	
<b>Remaining Savings to be Identified</b>	<b>\$ 1,144,097</b>	
To be identified next year and implemented beginning 2011-12. Several options will be considered in conjunction with a strategic planning effort.		
<b>Total Savings</b>	<b>\$ 8,000,000</b>	