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# Appendix A

## Consolidated Budgets for Schools, Academic Support Areas, and Auxiliaries

Schedules are shown for:

### **Academic Units**

- School of Earth Sciences
- School of Education
- School of Engineering
- School of Humanities & Sciences
- School of Law
- Vice Provost for Undergraduate Education
- Vice Provost and Dean of Research and Graduate Policy
- Graduate School of Business
- School of Medicine
- Hoover Institution

### **Academic Support Units**

- Stanford University Libraries and Academic Information Resources
- Vice Provost for Student Affairs
- Learning Technology and Extended Education

### **Auxiliary Enterprises**

- Alumni Association
- Athletics
- Housing and Dining Services
- Stanford University Press



**School of Earth Sciences**  
**2000/01 Consolidated Forecast**  
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	2,374					2,374
Restricted Revenues		3,332	757	10,622	7,749	22,460
Transfers within Current Funds	6,649		300	(6,519)		430
Transfers (to)/from Endowment Principal						
Transfers (to)/from Plant/Student Loan						
<b>Total Revenues and Transfers</b>	<b>9,023</b>	<b>3,332</b>	<b>1,057</b>	<b>4,103</b>	<b>7,749</b>	<b>25,264</b>
<b>Expenditures</b>						
Academic Salaries	4,109	1,414	119	51	2,285	7,978
Staff Salaries	1,603	685	83	77	748	3,196
Total Benefits	1,256	366	33	33	412	2,100
Total Non-Salary Expenditures	2,055	1,254	794	2,994	4,304	11,401
<b>Total Expenditures</b>	<b>9,023</b>	<b>3,719</b>	<b>1,029</b>	<b>3,155</b>	<b>7,749</b>	<b>24,675</b>
<b>Excess of Revenue over Expenditures</b>		<b>(387)</b>	<b>28</b>	<b>948</b>		<b>589</b>
<b>Beginning Operating Equity</b>		<b>4,128</b>	<b>2,607</b>	<b>7,385</b>		<b>14,120</b>
<b>Ending Operating Equity</b>		<b>3,741</b>	<b>2,635</b>	<b>8,333</b>		<b>14,709</b>

## Notes:

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**School of Education**  
**2000/01 Consolidated Forecast**  
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restrict Endowment	Grants & Contracts	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	8,860					8,860
Restricted Revenues		200	1,075	2,475	11,822	15,572
Transfers within Current Funds	2,225	470	(90)	(2,330)		275
Transfers (to)/from Endowment Principal						
Transfers (to)/from Plant/Student Loan						
<b>Total Revenues and Transfers</b>	<b>11,085</b>	<b>670</b>	<b>985</b>	<b>145</b>	<b>11,822</b>	<b>24,707</b>
<b>Expenditures</b>						
Academic Salaries	5,137	65	300		2,349	7,851
Staff Salaries	1,713	64	47		2,371	4,195
Total Benefits	1,528	33	88		875	2,525
Total Non-Salary Expenditures	2,707	107	304	89	6,227	9,434
<b>Total Expenditures</b>	<b>11,085</b>	<b>270</b>	<b>739</b>	<b>89</b>	<b>11,822</b>	<b>24,006</b>
<b>Excess of Revenue over Expenditures</b>		<b>400</b>	<b>246</b>	<b>56</b>		<b>702</b>
<b>Beginning Operating Equity</b>		<b>3,793</b>	<b>3,666</b>	<b>398</b>		<b>7,857</b>
<b>Ending Operating Equity</b>		<b>4,193</b>	<b>3,912</b>	<b>454</b>		<b>8,559</b>

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**School of Engineering**  
**2000/01 Consolidated Forecast**  
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	35,845					35,845
Restricted Revenues		22,689	20,000	15,330	86,917	144,936
Transfers within Current Funds	12,182	(1,517)	650	(6,815)		4,500
Transfers (to)/from Endowment Principal		(125)	(250)			(375)
Transfers (to)/from Plant/Student Loan		(2,000)	(1,000)	(140)		(3,140)
<b>Total Revenues and Transfers</b>	<b>48,027</b>	<b>19,047</b>	<b>19,400</b>	<b>8,375</b>	<b>86,917</b>	<b>181,766</b>
<b>Expenditures</b>						
Academic Salaries	23,649	2,201	3,477	423	21,019	50,769
Staff Salaries	8,598	5,000	1,186	192	8,907	23,883
Total Benefits	6,785	1,400	530	93	5,571	14,379
Total Non-Salary Expenditures	8,995	6,624	10,577	3,453	51,420	81,069
<b>Total Expenditures</b>	<b>48,027</b>	<b>15,225</b>	<b>15,770</b>	<b>4,161</b>	<b>86,917</b>	<b>170,100</b>
<b>Excess of Revenue over Expenditures</b>		<b>3,822</b>	<b>3,630</b>	<b>4,214</b>		<b>11,666</b>
<b>Beginning Operating Equity</b>		<b>58,764</b>	<b>40,212</b>	<b>16,102</b>		<b>115,078</b>
<b>Ending Operating Equity</b>		<b>62,586</b>	<b>43,842</b>	<b>20,316</b>		<b>126,744</b>

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**School of Humanities & Sciences (Includes Overseas Studies Program)**

**2000/01 Consolidated Forecast**

(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary Income/Exp	Total
<b>Revenues and Transfers</b>							
General Funds Allocation	85,689						85,689
Restricted Revenues		3,045	9,498	44,761	50,335	3,481	111,120
Transfers within Current Funds	39,863	4,925	(805)	(29,589)			14,394
Transfers (to)/from Endowment Principal				(3,000)			(3,000)
Transfers (to)/from Plant/Student Loan	(500)						(500)
<b>Total Revenues and Transfers</b>	<b>125,052</b>	<b>7,970</b>	<b>8,693</b>	<b>12,172</b>	<b>50,335</b>	<b>3,481</b>	<b>207,703</b>
<b>Expenditures</b>							
Academic Salaries	58,912	1,739	1,279	1,545	10,646	2	74,122
Staff Salaries	14,310	211	943	657	6,897	1,235	24,254
Total Benefits	15,867	428	335	394	2,401	296	19,721
Total Non-Salary Expenditures	35,963	4,301	5,298	5,300	30,391	1,948	83,201
<b>Total Expenditures</b>	<b>125,052</b>	<b>6,679</b>	<b>7,855</b>	<b>7,896</b>	<b>50,335</b>	<b>3,481</b>	<b>201,298</b>
<b>Excess of Revenue over Expenditures</b>		<b>1,291</b>	<b>838</b>	<b>4,276</b>			<b>6,405</b>
<b>Beginning Operating Equity</b>		<b>15,886</b>	<b>33,555</b>	<b>35,683</b>			<b>85,124</b>
<b>Ending Operating Equity</b>		<b>17,177</b>	<b>34,393</b>	<b>39,959</b>			<b>91,529</b>

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**School of Law**  
**2000/01 Consolidated Forecast**  
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	10,850					10,850
Restricted Revenues		1,250	6,300	13,200	750	21,500
Transfers within Current Funds		(400)	(3,950)	(11,800)		465
Transfers (to)/from Endowment Principal	16,615					
Transfers (to)/from Plant/Student Loan				(600)		(600)
<b>Total Revenues and Transfers</b>	<b>27,465</b>	<b>850</b>	<b>2,350</b>	<b>800</b>	<b>750</b>	<b>32,215</b>
<b>Expenditures</b>						
Academic Salaries	8,400	65	900	325	400	10,090
Staff Salaries	5,750	150	500	125	100	6,625
Total Benefits	3,460	53	342	110	122	4,087
Total Non-Salary Expenditures	8,743	575	500	125	128	10,071
Library Acquisitions	1,112					1,112
<b>Total Expenditures</b>	<b>27,465</b>	<b>843</b>	<b>2,242</b>	<b>685</b>	<b>750</b>	<b>31,985</b>
<b>Excess of Revenue over Expenditures</b>		<b>7</b>	<b>108</b>	<b>115</b>		<b>230</b>
<b>Beginning Operating Equity</b>		<b>400</b>	<b>8,000</b>	<b>2,500</b>		<b>10,900</b>
<b>Ending Operating Equity</b>		<b>407</b>	<b>8,108</b>	<b>2,615</b>		<b>11,130</b>

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**Vice Provost for Undergraduate Education**  
**2000/01 Consolidated Forecast**  
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	10,224					10,224
Restricted Revenues		15	3,803	1,675	35	5,528
Transfers within Current Funds	6,920	(321)	(3,831)	(3,753)		(985)
Transfers (to)/from Endowment Principal				1,970		1,970
Transfers (to)/from Plant/Student Loan						
<b>Total Revenues and Transfers</b>	<b>17,144</b>	<b>(306)</b>	<b>(28)</b>	<b>(108)</b>	<b>35</b>	<b>16,737</b>
<b>Expenditures</b>						
Academic Salaries	6,863					6,863
Staff Salaries	3,302	5	10	20	28	3,365
Total Benefits	1,776		3	6	7	1,792
Total Non-Salary Expenditures	5,203	15	25	5		5,248
<b>Total Expenditures</b>	<b>17,144</b>	<b>20</b>	<b>38</b>	<b>31</b>	<b>35</b>	<b>17,268</b>
<b>Excess of Revenue over Expenditures</b>		<b>(326)</b>	<b>(66)</b>	<b>(139)</b>		<b>(531)</b>
<b>Beginning Operating Equity</b>		<b>675</b>	<b>683</b>	<b>525</b>		<b>1,883</b>
<b>Ending Operating Equity</b>		<b>349</b>	<b>617</b>	<b>386</b>		<b>1,352</b>

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**Vice Provost and Dean of Research and Graduate Policy**  
**2000/01 Consolidated Forecast**  
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	14,477					14,477
Restricted Revenues	911	7,599	5,204	18,295	73,039	105,048
Transfers within Current Funds	6,785	(3,478)	(958)	(12,143)		(9,794)
Transfers (to)/from Endowment						
Transfers (to)/from Plant/Student Loan						
<b>Total Revenues and Transfers</b>	<b>22,173</b>	<b>4,121</b>	<b>4,246</b>	<b>6,152</b>	<b>73,039</b>	<b>109,731</b>
<b>Expenditures</b>						
Academic Salaries	2,467	623	612	1,435	5,409	10,546
Staff Salaries	10,922	955	910	752	10,215	23,754
Total Benefits	3,328	319	370	377	2,832	7,226
Total Non-Salary Expenditures	5,456	3,072	3,036	1,419	54,583	67,566
<b>Total Expenditures</b>	<b>22,173</b>	<b>4,969</b>	<b>4,928</b>	<b>3,983</b>	<b>73,039</b>	<b>109,092</b>
<b>Excess of Revenue over Expenditures</b>		<b>(848)</b>	<b>(682)</b>	<b>2,169</b>		<b>639</b>
<b>Beginning Operating Equity</b>		<b>17,873</b>	<b>10,332</b>	<b>9,486</b>		<b>37,691</b>
<b>Ending Operating Equity</b>		<b>17,025</b>	<b>9,650</b>	<b>11,655</b>		<b>38,330</b>

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**Graduate School of Business (with Schwab)**  
**2000/01 Consolidated Forecast**  
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary Schwab	Total
<b>Revenues and Transfers</b>							
General Funds Allocation	26,405						26,405
Restricted Revenues		15,279	13,905	18,550	50	5,900	53,684
Transfers within Current Funds		(5,267)	(18,500)	(18,550)			(299)
Transfers (to)/from Endowment						(299)	(299)
Transfers (to)/from Plant/Student Loan		(1,500)					(1,500)
<b>Total Revenues and Transfers</b>	<b>68,722</b>	<b>8,512</b>	<b>(4,595)</b>		<b>50</b>	<b>5,601</b>	<b>78,290</b>
<b>Expenditures</b>							
Academic Salaries	19,934	1,978			75		21,987
Staff Salaries	13,311	685				295	14,291
Total Benefits	8,275	694			20	75	9,064
Total Non-Salary Expenditures	26,792	6,906			55	3,831	37,584
Debt Service	410					1,400	1,810
<b>Total Expenditures</b>	<b>68,722</b>	<b>10,263</b>			<b>150</b>	<b>5,601</b>	<b>84,736</b>
<b>Excess of Revenue over Expenditures</b>		<b>(1,751)</b>	<b>(4,595)</b>		<b>(100)</b>		<b>(6,446)</b>
<b>Beginning Operating Equity</b>		<b>6,661</b>	<b>20,236</b>	<b>2,272</b>	<b>150</b>		<b>29,319</b>
<b>Ending Operating Equity</b>		<b>4,910</b>	<b>15,641</b>	<b>2,272</b>	<b>50</b>		<b>22,873</b>

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**School of Medicine**  
**2000/01 Consolidated Forecast**  
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary Activities	Total
<b>Revenues and Transfers</b>							
General Funds Allocation	71,908						71,908
Restricted Revenues		77,157	25,153	53,581	254,795	12,844	423,530
Transfers within Current Funds	31,081	(9,633)	(11,960)	(9,489)		97,919	97,919
Transfers (to)/from Endowment Principal		(3,500)	(50)	29,484			25,934
Transfers (to)/from Plant/Student Loan		(12,824)	(1,000)	(29,529)			(43,353)
<b>Total Revenues and Transfers</b>	<b>102,989</b>	<b>51,200</b>	<b>12,143</b>	<b>44,047</b>	<b>254,795</b>	<b>110,763</b>	<b>575,938</b>
<b>Expenditures</b>							
Academic Salaries	9,035	25,196	2,982	5,541	33,935	63,746	140,435
Staff Salaries	25,196	10,194	5,535	1,463	56,379	19,855	118,622
Total Benefits	8,174	6,809	1,865	1,760	19,569	20,487	58,664
Total Non-Salary Expenditures	28,858	26,108	16,417	9,138	143,463	5,978	229,962
Library Acquisitions	1,841		19	849			2,709
Utilities	10,122					72	10,194
O&M	17,193	423	185	54	1,449	407	19,711
Debt Service	2,570			6		218	2,794
<b>Total Expenditures</b>	<b>102,989</b>	<b>68,730</b>	<b>27,003</b>	<b>18,811</b>	<b>254,795</b>	<b>110,763</b>	<b>583,091</b>
<b>Excess of Revenue over Expenditures</b>		<b>(17,350)</b>	<b>(14,860)</b>	<b>25,236</b>			<b>(7,153)</b>
<b>Beginning Operating Equity</b>		<b>97,481</b>	<b>79,192</b>	<b>84,894</b>			<b>261,567</b>
<b>Ending Operating Equity</b>		<b>79,951</b>	<b>64,332</b>	<b>110,130</b>			<b>254,414</b>

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**Hoover Institution**  
**2000/01 Consolidated Forecast**  
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	4,191					4,191
Restricted Revenues		500	10,000	13,600	120	24,220
Transfers within Current Funds	23,750	(150)	(10,000)	(13,600)		
Transfers (to)/from Endowment Principal						
Transfers (to)/from Plant/Student Loan						
<b>Total Revenues and Transfers</b>	<b>27,941</b>	<b>350</b>			<b>120</b>	<b>28,411</b>
<b>Expenditures</b>						
Academic Salaries	5,136					5,136
Staff Salaries	7,948				20	7,968
Total Benefits	3,271					3,271
Total Non-Salary Expenditures	8,892	350			100	9,342
Library Acquisitions	1,903					1,903
<b>Total Expenditures</b>	<b>27,150</b>	<b>350</b>			<b>120</b>	<b>27,620</b>
<b>Excess of Revenue over Expenditures</b>	<b>791</b>					<b>791</b>
<b>Beginning Operating Equity</b>	<b>18,545</b>					<b>18,545</b>
<b>Ending Operating Equity</b>	<b>19,336</b>					<b>19,336</b>

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**Stanford University Libraries and Academic Information Resources (SUL / AIR)**
**2000/01 Consolidated Forecast**

(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	30,851					30,851
Restricted Revenues		12,533	1,235	6,895		20,663
Transfers within Current Funds	14,818	(12,333)	(492)	(1,993)		
Transfers (to)/from Endowment Principal						
Transfers (to)/from Plant/Student Loan						
<b>Total Revenues and Transfers</b>	<b>45,669</b>	<b>200</b>	<b>743</b>	<b>4,902</b>		<b>51,514</b>
<b>Expenditures</b>						
Academic Salaries						
Staff Salaries	23,705					23,705
Total Benefits	5,963					5,963
Total Non-Salary Expenditures	7,403	200	743	934		9,280
Library Acquisitions	8,598			3,968		12,566
<b>Total Expenditures</b>	<b>45,669</b>	<b>200</b>	<b>743</b>	<b>4,902</b>		<b>51,514</b>
<b>Excess of Revenue over Expenditures</b>						
Beginning Operating Equity		200	2,100	1,200		3,500
Ending Operating Equity		200	2,100	1,200		3,500

**Notes:**

- Operating equity represents reserves available for future uses, along with projects and fund balances restricted for special purposes. Operating equity may include funds that are specifically invested and therefore not available for expenditure in the current period.
- This budget does not reflect an allocation of tuition revenue or of central administrative costs. This is consistent with Stanford's policy for those units not operating under a formula arrangement.
- Current funds are resources that are expendable for the primary instruction and research mission of the University, within accounting and donor restrictions, if any. Endowment principal, student loan funds, and plant funds are not considered current funds, as they are held for other specific purposes.

**Vice Provost for Student Affairs**  
**2000/01 Consolidated Forecast**  
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	33,209					33,209
Restricted Revenues		4,142	499	1,381	606	6,628
Transfers within Current Funds	2,427	(1,562)		(593)		272
Transfers (to)/from Endowment Principal						
Transfers (to)/from Plant/Student Loan		(4,300)				(4,300)
<b>Total Revenues and Transfers</b>	<b>35,636</b>	<b>(1,720)</b>	<b>499</b>	<b>788</b>	<b>606</b>	<b>35,809</b>
<b>Expenditures</b>						
Academic Salaries						
Staff Salaries	10,578	355	139	120	301	11,493
Total Benefits	2,570	78	28	27	71	2,774
Total Non-Salary/Non-Aid Expenditures	9,299	1,116	309	365	234	11,323
Total Undergraduate Aid	12,958					12,958
Total Graduate Aid	231					231
<b>Total Expenditures</b>	<b>35,636</b>	<b>1,549</b>	<b>476</b>	<b>512</b>	<b>606</b>	<b>38,779</b>
<b>Excess of Revenue over Expenditures</b>		<b>(3,269)</b>	<b>23</b>	<b>276</b>		<b>(2,970)</b>
<b>Beginning Operating Equity</b>						
		7,863	1,004	1,434		10,301
<b>Ending Operating Equity</b>		<b>4,594</b>	<b>1,027</b>	<b>1,710</b>		<b>7,331</b>

## Notes:

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**Learning Technology and Extended Education (includes Learning Lab)**  
**2000/2001 Consolidated Forecast**  
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	10,585					10,585
Restricted Revenues		5,065			1,500	6,565
Transfers between units	(1,200)	2,533				1,333
Transfers (to)/from Designated	(1,096)	1,096				
Transfers (to)/from Endowment						
Transfers (to)/from Plant/Student Loan						
<b>Total Revenues and Transfers</b>	<b>8,289</b>	<b>8,694</b>			<b>1,500</b>	<b>18,483</b>
<b>Expenditures</b>						
Academic Salaries	2,961					2,961
Staff Salaries	1,494	4,767				6,261
Total Benefits	484	1,207				1,689
<b>Total Non-Salary Expenditures</b>	<b>3,352</b>	<b>3,583</b>			<b>1,500</b>	<b>8,435</b>
<b>Total Expenditures</b>	<b>8,289</b>	<b>9,557</b>			<b>1,500</b>	<b>19,346</b>
<b>Excess of Revenue over Expenditures</b>		<b>(863)</b>				<b>(863)</b>
<b>Beginning Operating Equity</b>		<b>5,700</b>				
<b>Ending Operating Equity</b>		<b>4,837</b>				

## Notes:

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- Current funds are resources that are expendable for the primary instruction and research mission of the University, within accounting and donor restrictions, if any. Endowment principal, student loan funds, and plant funds are not considered current funds, as they are held for other specific purposes.

**Auxiliary Enterprises**  
**2000/01 Consolidated Forecast**  
(in thousands of dollars)

Alumni Association

Income	
Program Revenue	19,732
Advertising	600
Annual Membership	147
Life Membership	953
General Fund Allocation	2,279
Presidential Funds	1,251
Investment Income	1,451
Interdepartmental Charges	398
Donations	1,893
Royalties	946
Liquidation of Membership	
Fund Investments	606
<b>Total Income</b>	<b>30,256</b>
Expenses	
Salaries and Benefits	7,288
Part-Time/Student/Temporary Help	115
Participant and Staff Expenses	18,786
Outside Services	542
Materials and Supplies	2,973
Other Non-Salary Expenses	802
<b>Total Expenses</b>	<b>30,506</b>
<b>Operating Gain/Loss</b>	<b>(250)</b>

Athletics

Operating	
Income	
Intercollegiate	13,344
Unrestricted Funds	6,167
Golf Course	5,006
General Funds	4,008
Restricted Funds	4,140
Faculty-Staff Recreation	950
Transfers	(636)
<b>Total Income</b>	<b>32,979</b>
Expenses	
Compensation	14,478
Sport Programs	7,261
Facilities & Events	3,815
Student Services	1,121
Administration	5,092
University Overhead	1,212
Other Non-Salary	0
<b>Total Expenses</b>	<b>32,979</b>
<b>Operating Gain/(Loss)</b>	<b>0</b>
Financial Aid	
Restricted Income	10,773
Expenses	10,773
<b>Gain/(Loss)</b>	<b>0</b>
Consolidated	
Total Income	43,752
Total Expenses	43,752
<b>Gain/(Loss)</b>	<b>0</b>



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**Auxiliary Enterprises**  
**2000/01 Consolidated Forecast**  
(in thousands of dollars)

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Housing and Dining Services

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Income

Student Housing	55,961
Dining Services	21,298
Conference Services	3,864
Investment Income	944
<b>Total Income</b>	<b>82,067</b>

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Expenses

Student Housing	51,869
Dining Services	20,151
Conference Services	2,740
Facilities Expenses	8,832
<b>Total Expenses</b>	<b>83,592</b>

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Operating Gain/Loss (1,525)

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Stanford University Press

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Income

Net Income	4,736
Cost of Sales	(2,415)
Other Income	413
University Subsidy	484
Strategic Initiatives	381
<b>Total Income</b>	<b>3,599</b>

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Expenses

Editorial	1,015
Production & Design	305
Marketing	988
Distribution	586
Accounting	205
Office & General	556
University Overhead	250
<b>Total Expenses</b>	<b>3,905</b>

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Operating Gain/Loss (306)

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