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A COMPARATIVE INVESTIGATION OF THE EXPENDITURES OF  
SELECTED HIGH SCHOOL ORCHESTRAS

by

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B.A., University of North Dakota, 1934

Presented in partial fulfillment of the  
requirements for the degree of  
Master of Music Education

MONTANA STATE UNIVERSITY

1955

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R. R. S.

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## INTRODUCTION

The budget . . . is . . . a "complete financial plan for a definite period which is based upon a careful estimate of expenditures to be made and of probable income." Its objects are to keep expenditures within income, and to apportion available funds among the different objects of expenditure so as to accomplish the most good.<sup>1</sup>

The school financial budget is of prime importance to the school administrator and the school board, whose objective, among others, is to keep the entire school system operating on a sound financial basis. One prime objective of those in charge of making a budget work should be to restrict the expenditures of the various departments of the school to the amounts included in the adopted budget.

Each department head in the school system should be required to keep an accurate account of the expenditures of his department for each year, and should be required to make a report of the same to the administrator for the purpose of better enabling the administrator to prepare a practical budget for the ensuing fiscal year.<sup>2</sup> Obviously

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<sup>1</sup>Benjamin Pittenger, An Introduction to Public School Finance (Boston: Houghton Mifflin Company, 1925), p. 46.

<sup>2</sup>Sources of validation for the foregoing statements are: Ibid., pp. 47 and 129; National Conference of Professors of Educational Administration, Problems and Issues in Public School Finance (New York: Columbia University, 1952), p. 307; Paul R. Mort and Walter C. Reusser, Public School Finance (New York: McGraw-Hill Book Company, 1941), p. 129.

the department head will get most of his information from the individual teachers in his department, but, whether a financial report is requested or not, it is to the teacher's advantage to keep a running record of materials used, new materials received, and, if possible, an account of the cost of these materials. Such a record will help the teacher to run his division of his department more efficiently.

The administrator will always welcome analogous reports from schools similar in size to his for purposes of comparison. It is always interesting and advantageous to know whether expenditures of one school system compare favorably with those of school systems of approximately the same size. To gain such information would require each school involved to submit financial reports based on a standardized form, and would require a great amount of time and effort on the part of several investigators working together.

Since the investigation discussed in this professional paper has been made by one person, only one department in each of several schools which were similar in size has been investigated, and an attempt at securing pertinent information of comparable value was made through the use of a questionnaire.<sup>3</sup>

The main purpose of this professional paper was to present reports covering various financial phases which

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<sup>3</sup>See Appendix B.

were connected with the functioning of the orchestras of  
selected class A high schools for the school year 1953-1954.

## CHAPTER I

### THE PROBLEM, DEFINITIONS OF TERMS USED, DELIMITATIONS, AND SOURCE OF DATA

The financial standing of an institution, such as a public school, is very readily revealed by a comparison with financial reports from institutions that are similar in size and that have similar financial problems. Likewise, in order to find out how any one department of a public school system is faring financially, it is practically mandatory to make a comparison with similar departments of similar schools.

#### I. THE PROBLEM

Statement of the problem. The purposes of this study were to determine the financial expenditures and valuations of selected class A high school orchestras in five northwestern states.

This main problem was divided into two main parts:

1. To determine one year's operating expenses, including the director's salary, for an average class A high school orchestra.

2. To determine the monetary valuation of the

school-owned orchestral instruments, music, equipment, and teaching aids of an average class A high school orchestra up to and including the school year 1953-54.

Importance of the study. The success of any one department of any one public school system cannot necessarily be measured by how much money that department spends for equipment and supplies in a given length of time. The competence of the teacher and the educational progress of the students must also be taken into consideration. However, in order that a department may function smoothly and efficiently, the finances in connection with its operation must be thoroughly and accurately recorded. To get a picture of a department's financial standing a comparison must be made with similar departments of similar schools.

## II. DEFINITIONS OF TERMS USED

Class A high school. A class A high school is a high school with a minimum enrollment of 750 students.<sup>1</sup>

Class A orchestra. A class A orchestra is a high school orchestra of a class A high school, and meets approximately the accepted standard instrumentation that is usual for an orchestra of that size.<sup>2</sup>

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<sup>1</sup>School Music Competition-Festivals (Chicago: National School Band, Orchestra and Vocal Associations, 1943), p. 10.

<sup>2</sup>Nilo W. Hovey, The Administration of School Instrumental Music (New York: Belwin, Inc., 1952), p. 50; Theodore F. Normann, Instrumental Music in the Public Schools (Philadelphia: Oliver Diston Company, 1941), p. 90.

### III. DELIMITATIONS

This study includes only class A high schools for the purpose of submitting a comparative analysis of schools which are similar in size.

Cities with a population not exceeding fifty thousand were chosen for the purpose of excluding those which contain two or more high schools. Metropolitan areas embody circumstances which are not of comparable value for the purposes of this treatise.

The five northwestern states examined in this survey were: Idaho, Montana, Oregon, Washington, and Wyoming.

Data for the one year's financial expenditures were limited to the school year 1953-54.

Only tax-supported schools were considered in this study. This automatically eliminated parochial schools.

### IV. SOURCE OF DATA

Information concerning the population of the cities in question was gained by contact with the census bureaus of each state. This information and information concerning the classification of the schools in question was also quite readily ascertained by contact with a few high school orchestra directors personally known to the investigator.

After determining the class A high schools to be contacted a questionnaire was sent to the director of the



orchestra in each instance. The questionnaire contained questions requesting information pertinent to this study.

Questionnaires were mailed to thirty-two directors of class A high school orchestras in the five northwest states of Idaho, Montana, Oregon, Washington, and Wyoming. One director replied by letter that at that time there was no orchestra in his high school. Another director wrote that he was a member of the administrative staff and, since he had been in his particular school system less than a year, felt that he could be of no assistance in this study. Questionnaires were inadvertently sent to two different teachers at the same school.

Because of only a fair return of completed questionnaires from the first mailing, questionnaires were sent a second time to thirteen of the directors and from this second mailing only two answers were received. The reader is cautioned not to confuse the figures given in Table I with those given in Table II. Table I is a tabulation of the results of the second mailing. The percentage of returns of this second mailing was very low, and the results would seem to indicate that making a second mailing of questionnaires to the same people was hardly worth the effort.

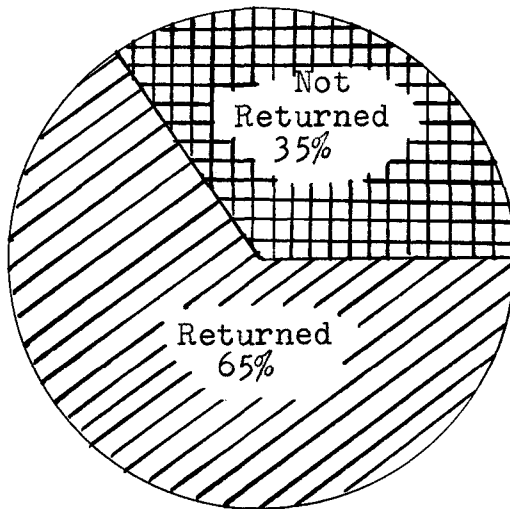
TABLE I  
THE NUMBER OF QUESTIONNAIRES SENT A SECOND  
TIME AND THE NUMBER OF ANSWERS RECEIVED

|                      | Second<br>mailing | Second<br>returns |
|----------------------|-------------------|-------------------|
| Idaho . . . . .      | 1                 | 1                 |
| Montana . . . . .    | 3                 | 0                 |
| Oregon . . . . .     | 1                 | 0                 |
| Washington . . . . . | 8                 | 1                 |
| Wyoming . . . . .    | 0                 | 0                 |
| Totals               | 13                | 2                 |

The final number of questionnaires that could be considered sent was twenty-nine and the final number of completed returns was nineteen.

TABLE II  
QUESTIONNAIRES SENT TO AND RETURNS OF  
SELECTED CLASS A HIGH SCHOOL  
ORCHESTRA DIRECTORS

|                      | Number<br>sent | Number<br>returned |
|----------------------|----------------|--------------------|
| Idaho . . . . .      | 5              | 5                  |
| Montana . . . . .    | 6              | 3                  |
| Oregon . . . . .     | 3              | 2                  |
| Washington . . . . . | 13             | 7                  |
| Wyoming . . . . .    | 2              | 2                  |
| Totals               | 29             | 19                 |



Questionnaire Returns

FIGURE 1

RETURNS OF QUESTIONNAIRES SENT TO  
TWENTY-NINE DIRECTORS OF CLASS  
A HIGH SCHOOL ORCHESTRAS

## CHAPTER II

### BUDGETS AND EARNINGS

In preparing a financial report of any consequence one writer indicates that the first item to be considered is the amount of money available for operational expenses.<sup>1</sup> The number and variety of materials and supplies that can be requisitioned is, for all practical purposes, limited only by the amount of money allotted for their financing. Another author points out that the most efficient method for determining which items are to be requisitioned is to prepare a budget.<sup>2</sup> An efficient budget prepared well in advance will almost guarantee the procurement of necessary items as they are needed.

Much has been written and much more could be said about school budgets.<sup>3</sup> However, only the answers to questions concerning the budgets and earnings of the class A high school orchestras for the school year 1953-54 and

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<sup>1</sup>Benjamin Pittenger, *An Introduction to Public School Finance* (Boston: Houghton Mifflin Company, 1925), p. 49.

<sup>2</sup>Ibid., p. 52.

<sup>3</sup>Ibid., pp. 45-71; National Conference of Professors of Educational Administration, *Problems and Issues in Public School Finance* (New York: Columbia University, 1952), pp. 324-354; Paul R. Mort and Walter C. Reusser, *Public School Finance* (New York: McGraw-Hill Book Company, 1941), pp. 129-162.

connected with this study were tabulated and discussed here.

### I. BUDGETS

In the questionnaire the directors were asked to state the annual budgets provided by their school districts for their high school orchestras. They were then asked to apportion by percentage the amounts of these budgets applied to the purchasing of new, or used, instruments, new music, supplies, audio-visual aids, repair of instruments, and any other items they saw fit to include. The answers were quite varied. One director stated a budget figure that included both junior and senior high schools. Others gave figures that took in the entire music program in their school systems. One stated an amount that included the high school band. The amount to be apportioned to the high school orchestra in each of the above cases was figured by the investigator on a percentage basis according to the amounts given under expenditures. Only three directors indicated that they had no budget of any kind. Four indicated that their budgets were for the purchasing of music only. Altogether sixteen directors indicated that they had budgets.

TABLE III  
AVERAGE BUDGET OF SIXTEEN CLASS A  
HIGH SCHOOL ORCHESTRAS  
FOR 1953-54

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|                           |                              |
|---------------------------|------------------------------|
| Average budget . . \$ 494 | Extremes . . \$ 100 - \$1167 |
|---------------------------|------------------------------|

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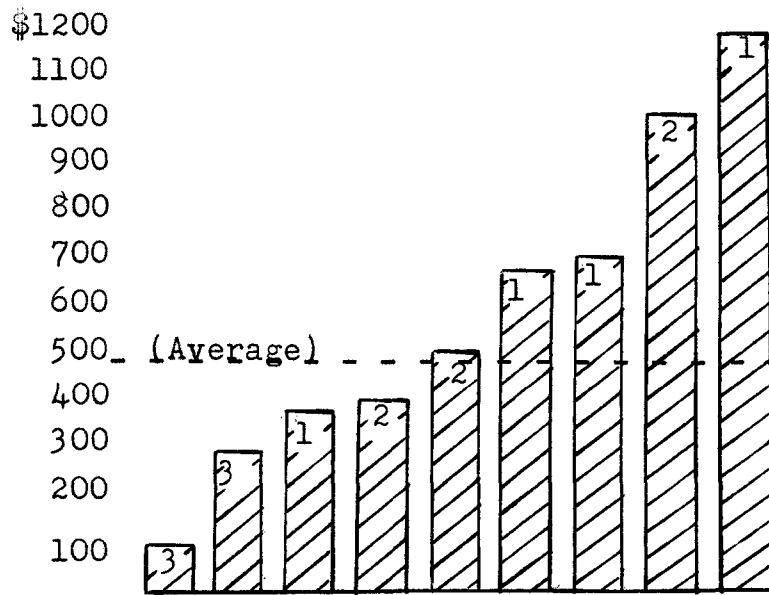


FIGURE 2

BUDGETS OF SIXTEEN CLASS A  
HIGH SCHOOL ORCHESTRAS  
FOR 1953-54

The item receiving the largest appropriation under the 1953-54 class A high school orchestra average budget was instruments, and the next in line was music. Eleven directors gave budget figures for instruments and five did not. All of the sixteen directors who stated that they had budgets wrote definite amounts for the purchase of music.

Repair of instruments was the third in importance on the list of items budgeted. Eleven directors stated budget amounts for this item and five did not. Seven directors budgeted for supplies and only one indicated an amount for audio-visual aids. In arriving at an average figure for each of these items only the schools indicating a budgeted amount for the particular item being averaged were included. If a blank in the questionnaire under any one of these items was not filled in it was surmised that there was no budget for that particular item and consequently that item could not be included in arriving at an average.

TABLE IV  
BUDGETED ITEMS OF CLASS A HIGH SCHOOL  
ORCHESTRAS FOR 1953-54

|                                 | Returns | Average | Extremes       |
|---------------------------------|---------|---------|----------------|
| Instruments . . . (11 schools)  |         | \$ 288  | \$ 50 - \$ 712 |
| Music . . . . . (16 schools)    |         | 194     | 75 - 500       |
| Repair . . . . . (11 schools)   |         | 100     | 40 - 250       |
| Supplies . . . . . ( 7 schools) |         | 53      | 11 - 100       |
| Audio-visual . . ( 1 school )   |         | 50      | 50 - 50        |

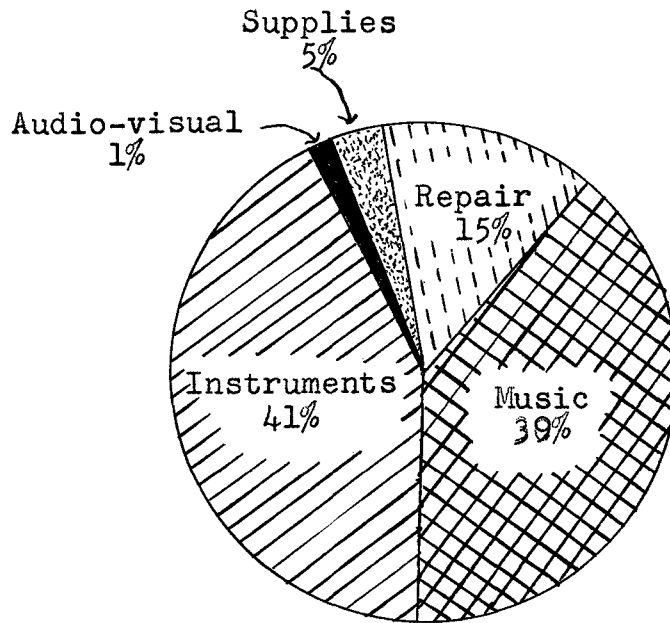


FIGURE 3

AVERAGE BUDGET OF SIXTEEN CLASS A  
HIGH SCHOOL ORCHESTRAS  
FOR 1953-54



## II. EARNINGS

There are undoubtedly many sources from which a high school orchestra could realize an income, but the main ones were (1) the school district, (2) public concerts, (3) money raising activities, (4) contributions, (5) instrument rentals, and (6) the student body fund. There was a blank in the questionnaire in this field of investigation which the directors could fill in with any other source, or sources, of income that their orchestras had in addition to those mentioned above. Quite a few directors mentioned the orchestra members themselves as another source of income.

The source of income mentioned the greatest number of times was the school district, and the one mentioned the least was contributions. Seventeen directors stated definite amounts for all seven sources of income, but two did not. One of the two who did not give any definite amounts wrote that all of his instructional costs and supplies were paid by the school district, and that other expenses were met by the student body fund. He also stated that there was one general fund from which all of the departments drew funds as they were needed. The other director did state approximate amounts for public concerts and the student body fund, but since he gave no definite amounts under expenditures it was impossible to determine his total income.

In one school the music department received a

definite share of the money collected from each associated student body card. One director stated that he was not allowed to solicit contributions.

School-owned instruments were loaned free of charge to the students in eleven school. However, one director stated that the students were responsible for any needed emergency repairs. One school required a deposit of \$2.50. Two schools charged by the month. In computing this figure the totals for the year were used. Another school charged by the semester. Here again the total for the year was used in figuring an average. One school charged fifteen dollars a year for a string instrument with bow, but gave no other figures. One school charged four dollars a year rental for any school-owned instrument. Another charged four dollars a year for the rent of school-owned percussion instruments, string instruments with bows, and wind instruments with mouthpieces. One school charged six dollars a year for string instruments with bow, and wind instruments with mouthpieces, but only three dollars a year if the student owned his own bow, or four dollars a year if he owned his own mouthpiece.

Replies to the question whether the income from the orchestral instrument rental fee was to be used by the high school orchestra only numbered three "yes" and four "no". In one school the rental fee was paid to the main office and was supposedly used for the repair of instruments.

In another school this fee money was used as needed by both the band and the orchestra. Generally speaking, the income from the rent of school-owned instruments was used for the repair of instruments.

TABLE V  
EARNINGS, PLUS SCHOOL DISTRICT FUNDS,  
OF SEVENTEEN CLASS A HIGH SCHOOL  
ORCHESTRAS DURING 1953-54

| Source                                      | Median | Mode    | Average | Extremes        |
|---|--------|---------|---------|-----------------|
| School District . . .                       | \$ 551 | \$ none | \$ 621  | \$ 00 - \$ 1600 |
| Concerts . . .                              | 150    | 150     | 149     | 00 - 700        |
| Activities . . .                            | 00     | 00      | 45      | 00 - 570        |
| Contributions . . .                         | 00     | 00      | 6       | 00 - 100        |
| Rentals . . .                               | 00     | 00      | 33      | 00 - 250        |
| Student Body . . .                          | 50     | 00      | 104     | 00 - 400        |
| Orch. Members . . .                         | 00     | 00      | 33      | 00 - 300        |
| Average total earnings for 1953-54 - \$ 991 |        |         |         |                 |

In the questionnaire, the orchestra directors were asked to check the fund in which the high school orchestra's total income was placed. The funds mentioned in the questionnaire were (1) the orchestra fund (to be drawn on for

Sources

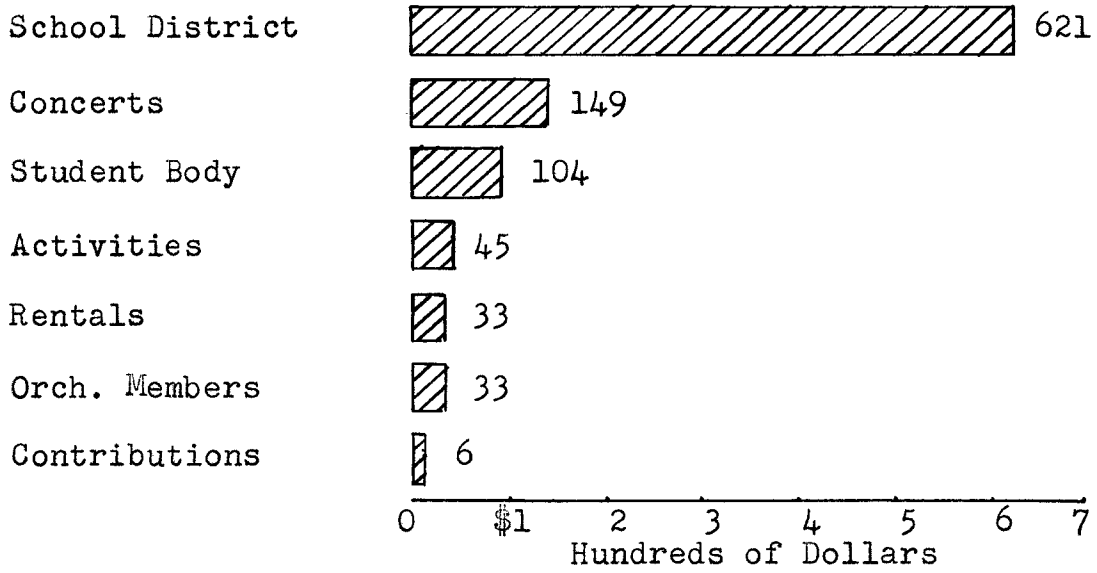


FIGURE 4

AVERAGE EARNINGS OF SEVENTEEN CLASS A  
HIGH SCHOOL ORCHESTRAS FOR THE  
YEAR 1953-54

(Average total earnings - \$991)

orchestra expenditures only), (2) a general music fund (to be drawn on by any part of the music department), and (3) a general fund (to be drawn on by any department of the school). There was also included a blank for any other fund in case any school did not have one of the above. Five orchestras placed their income in an orchestra fund, nine placed it in a general music fund, one orchestra placed its earnings in a general fund, and two placed theirs in an instrumental fund to be drawn on by band and orchestra only. This made a total of seventeen class A high school orchestras with definite funds for handling their earnings.

TABLE VI  
FUNDS IN WHICH SEVENTEEN CLASS A HIGH  
SCHOOL ORCHESTRAS PLACED THEIR  
EARNINGS FOR THE YEAR 1953-54

|                               | Orchestra<br>fund | General music<br>fund | General<br>fund | Instrumental<br>fund |
|-------------------------------|-------------------|-----------------------|-----------------|----------------------|
| Number of<br>Orchestras . . . | 5                 | 9                     | 1               | 2                    |

The orchestra directors were requested to indicate whether their orchestra earnings for the year 1953-54, in comparison to other years, were (1) above average (2) average, or (3) below average. Three directors indicated their orchestra earnings were above average, and twelve indicated theirs were average. No below-average indications were given.

TABLE VII  
EARNINGS OF FIFTEEN CLASS A HIGH SCHOOL ORCHESTRAS  
FOR THE YEAR 1953-54 IN COMPARISON  
TO OTHER YEARS

|                                 | Above average | Average | Below average |
|---------------------------------|---------------|---------|---------------|
| Number of<br>Orchestras . . . . | 3             | 12      | none          |

## CHAPTER III

### SALARIES AND EXPENDITURES

This chapter deals mainly with the operational expenses connected with running a class A high school orchestra. When figuring the costs of any organization, one must necessarily include salaries. The answering of the question on salaries was entirely optional. Nevertheless, all returned questionnaires stated directors' salaries, including those of the assistants. It was stated in the questionnaire that information concerning salaries would be kept strictly confidential, consequently no schools are identified in this study.

#### I. SALARIES

The returns on the question of salary numbered three assistants, four supervisors, and fifteen regular music teachers whose regular teaching schedule included all or part time string work. The directors were requested to state the total number of classroom hours they taught per week, including academic classes, study halls, etc., and, also, to state the total number of classroom hours they spent per week teaching strings and/or orchestra. This latter request did not apply to high school orchestra only,

but, rather, to the teaching of strings and/or orchestra in any grade. By dividing the number of hours per week spent teaching strings and/or orchestra by the total number of classroom hours taught per week the per cent of each director's teaching load to be applied to strings and/or orchestra was determined. When examining the following table it must be remembered that teaching load only is included. For example: one supervisor teaches high school band five hours per week and high school orchestra five hours per week making his total teaching load equal ten hours. Five hours for orchestra work divided by ten hours total teaching load equals fifty per cent of his teaching load to be applied to orchestra.

TABLE VIII

PER CENT OF TEACHING LOAD APPLIED TO STRINGS AND/OR ORCHESTRA OF TWENTY-TWO CLASS A SCHOOL MUSIC TEACHERS FOR THE YEAR 1953-54

|  | Number of teachers | Teaching load applied to orch. |
|--|--------------------|--------------------------------|
| Regular . . . . .  | 6                  | 100%                           |
| . . . . .  | 2                  | 80                             |
| . . . . .  | 2                  | 33                             |
| . . . . .  | 1                  | 25                             |
| . . . . .  | 3                  | 20                             |
| . . . . .  | 1                  | 17                             |
| Supervisor . . . . .                                     | 2                  | 50                             |
| . . . . .  | 1                  | 33                             |
| . . . . .  | 1                  | 20                             |
| Assistant . . . . .                                      | 2                  | 100                            |
| . . . . .  | 1                  | 20                             |
| Average per cent of teaching load applied to orch. - 59% |                    |                                |



The directors were requested to estimate the number of hours per week spent working on anything connected with the string and/or orchestra department outside of school time. They were asked expressly not to include private lessons. Twenty-two answers to this question were received. This included fifteen regular music teachers, four supervisors, and three assistants. This particular question has no pertinent value in connection with this study other than to indicate the amount of extra time the directors put in during 1953-54 without remuneration.

TABLE IX

AVERAGE NUMBER OF HOURS PER WEEK SPENT WORKING ON ANYTHING CONNECTED WITH THE ORCHESTRA DEPARTMENT OUTSIDE OF SCHOOL TIME BY TWENTY-TWO CLASS A SCHOOL MUSIC DIRECTORS DURING 1953-54

|                          | Average | Extremes |
|--------------------------|---------|----------|
| Hours per week . . . . . | 4       | 2 - 12   |

One director mentioned that he gave ensemble lessons free to the students during study hall periods and after school. Another director stated that in his case he did a lot of traveling and received no extra car expense or mileage. Still another director wrote that he was quite sure his estimation was very conservative.

If a portion of a salary was considered by the

school district as payment for work with the string and/or orchestra department outside of school time, such as concerts, extra rehearsals, repair of instruments, etc., the directors were requested to indicate the amount. Eight directors indicated that a portion of their salaries was considered by their respective school boards as payment for their status as special teachers. Three of these were supervisors and stated that it was impossible to state the portion of their salaries that could be applied directly to the string and/or orchestra department. The other five indicated definite amounts of their salaries that could be applied directly to the string department ranging from one hundred sixty to three hundred dollars. One assistant, who taught strings full time, stated that he received one hundred dollars above the salary schedule for his status as a special teacher.

In all cases the total bonus pay, included in the salary, for status as a special teacher was given, and the figures ranged from one hundred dollars to five hundred dollars. In order to compute the amount of this bonus to be applied to orchestra work the total bonus was multiplied by the per cent of the teaching load that was applied directly to string and/or orchestra work. The total bonus pay is probably of more interest than the amount applied directly to the orchestra.

TABLE X

BONUS PAY INCLUDED IN SALARY FOR ORCHESTRA WORK  
OF TWENTY-TWO CLASS A SCHOOL MUSIC  
TEACHERS FOR 1953-54

|                | Number of teachers | Total bonus    | Applied to orchestra |
|----------------|--------------------|----------------|----------------------|
| Regular . . .  | 1                  | \$ 300         | \$ 300               |
| . . .          | 1                  | 500            | 167                  |
| . . .          | 3                  | 200-500        | 160                  |
| . . .          | 10                 | none indicated |                      |
| Supervisor . . | 3                  | indefinite     |                      |
| . .            | 1                  | none indicated |                      |
| Assistant . .  | 1                  | 100            | 100                  |
| . .            | 2                  | none indicated |                      |

The directors were requested to state the amount, if any, of extra pay above salary received for work with the string and/or orchestra department outside of school time, not including private lessons.

TABLE XI

EXTRA PAY ABOVE SALARY FOR ANY ORCHESTRA WORK OUTSIDE  
OF SCHOOL TIME FOR NINETEEN CLASS A HIGH SCHOOL  
ORCHESTRA DIRECTORS FOR 1953-54

|                      | Number of directors | Extra pay                        |
|----------------------|---------------------|----------------------------------|
| Regular . . . . .    | 1                   | \$ 400                           |
| . . . . .            | 1                   | 324                              |
| . . . . .            | 1                   | 80                               |
| . . . . .            | 12                  | none indicated                   |
| Supervisor . . . . . | 2                   | none indicated                   |
| . . . . .            | 2                   | considerable for civic orchestra |

Twenty-two class A school music teachers stated their salaries for the year 1953-54. Three of these were assistants and had no part in the directing of high school orchestras. In determining the amount of the salary of each director that was to be applied to the cost of operating an orchestra the salaries for these three assistants could not be and were not included. To arrive at averages the salaries of the regular teachers were considered by themselves, as were the salaries of the supervisors and the assistants.

TABLE XII  
AVERAGE SALARIES FOR TWENTY-TWO DIRECTORS IN  
CLASS A SCHOOL ORCHESTRA DEPARTMENTS  
FOR 1953-54

|                      | Average salary | Extremes       |
|----------------------|----------------|----------------|
| Regular . . . . .    | \$ 4516        | \$ 3534 - 5320 |
| Supervisor . . . . . | 6190           | 5660 - 6800    |
| Assistant . . . . .  | 3901           | 3680 - 4225    |

Nearly all of the teaching schedules of the school systems involved in this study were set at thirty hours per week. To determine the per cent of time that was allotted to each senior high school orchestra in each teaching schedule the number of hours per week that the orchestra met for rehearsal was divided by the total number of hours of that particular school system's teaching schedule. For example: one orchestra met five times per week and the total number of teaching periods was thirty. Dividing five



by thirty gave the orchestra seventeen per cent of the director's school time. Since the three assistants had nothing to do with the senior high school orchestra their cases were omitted from this procedure.

A very special procedure had to be set up to figure the time allotment for senior high school orchestra in the case of the supervisors. The matter was discussed at great length with one of the supervisors involved, and advice was received from two administrators who were in close contact with this problem. It was decided that the supervisors should have two extra periods per day or ten extra periods per week added to their school time in order to get a fair per cent of that time to be allotted to senior high school orchestra. In comparison to the computations of the regular teacher's time this procedure seemed to be in order. These per cent allotments of salaries are found under expenditures.

## II. EXPENDITURES

The directors were requested to state the number of out-of-town events, such as concerts, music festivals, and clinics, in which all and/or any part of their high school orchestras participated during 1953-54. It was evident from the answers that a few of the directors misinterpreted the question, especially the part about out-of-town concerts. It was necessary for the investigator to exclude certain

replies to this question because of this fact. However, the results here-in stated are to be considered authoritative.

Six orchestras gave one out-of-town concert each.  
Three orchestras gave two out-of-town concerts each.  
Eight orchestras entered one music festival each.  
Seven orchestras entered two music festivals each.  
One orchestra entered three music festivals.  
Five orchestras participated in one clinic each.  
Two orchestras participated in two clinics each.  
One orchestra gave one other out-of-town event.  
One orchestra gave four other out-of-town events.

The directors were asked to prorate the sources of the moneys for the expenses of travel and lodging for these out-of-town events. There was an example given: school district 75 per cent and orchestra members 25 per cent.

Under the question pertaining to itemized expenditures the directors were given the opportunity to indicate an amount for band and orchestra combined if they did not happen to know the amount for orchestra alone. From the amount given for band and orchestra combined, an amount was figured for orchestra alone. Two returned questionnaires had no amounts given under expenditures except for travel. These two answers were used in determining the average for travel expenditures. Two other returned questionnaires had no answers under expenditures.

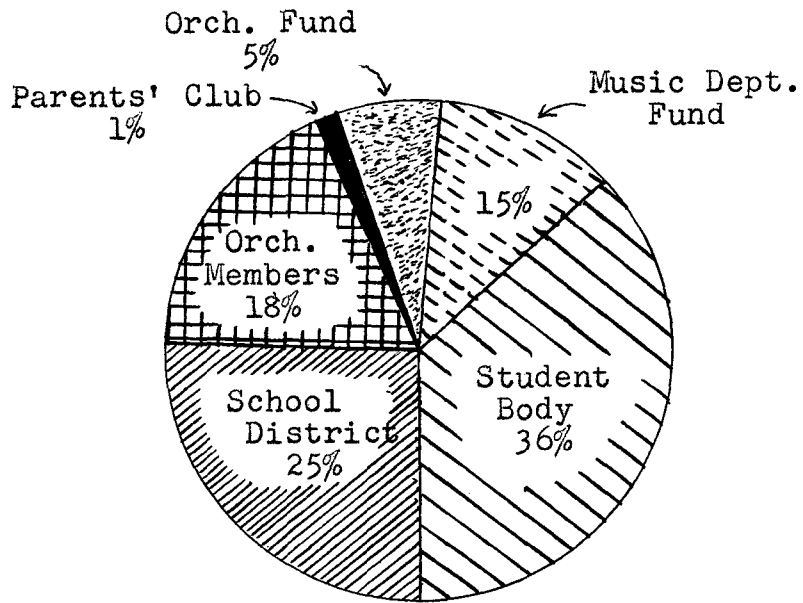


FIGURE 6

SOURCES OF MONEY FOR TRAVELING EXPENSES FOR  
SIXTEEN CLASS A HIGH SCHOOL  
ORCHESTRAS FOR 1953-54



TABLE XIII  
AVERAGE EXPENDITURES FOR FIFTEEN CLASS A  
HIGH SCHOOL ORCHESTRAS FOR 1953-54

|                        | Average | Extremes     |
|------------------------|---------|--------------|
| Music . . . . .        | \$ 243  | \$ 75 - 500  |
| Wind instruments . . . | 237     | 00 - 675     |
| Travel . . . . .       | 153     | 00 - 600     |
| String instruments . . | 215     | 00 - 700     |
| Repair . . . . .       | 117     | 00 - 500*    |
| Supplies . . . . .     | 33      | 00 - 102     |
| Percussion instruments | 25      | 00 - 225**   |
| Audio-visual aids . .  | 4       | 00 - 46      |
| Total expenditures . . | \$1030  | \$435 - 2021 |

\*Next highest figure - \$231.

\*\*Next highest figure - \$75.

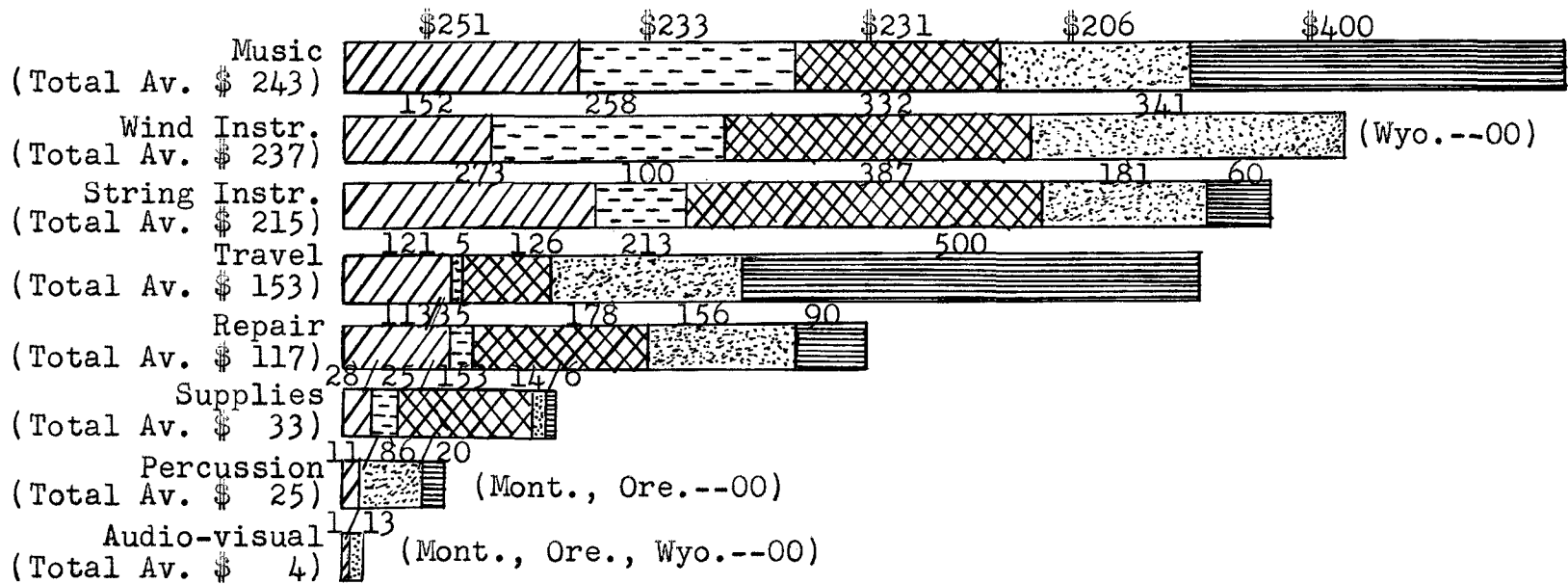


FIGURE 7

AVERAGE EXPENDITURES OF FIFTEEN CLASS A HIGH SCHOOL ORCHESTRAS FOR 1953-54



To determine the total operating cost of a class A high school orchestra for the school year 1953-54 the portion of the salary that applied to the orchestra was added to the total expenditures.

TABLE XIV  
OPERATING COSTS OF FIFTEEN CLASS A HIGH SCHOOL ORCHESTRAS FOR 1953-54

| Portion of salary applied to orch. | Expenditures | Total operating costs |
|------------------------------------|--------------|-----------------------|
| \$ 589                             | \$ 435       | \$ 1024               |
| 600                                | 470          | 1070                  |
| 638                                | 500          | 1138                  |
| 733                                | 680          | 1413                  |
| 833                                | 640          | 1473                  |
| 886                                | 735          | 1621                  |
| 628                                | 1000         | 1628                  |
| 733                                | 1000         | 1733                  |
| 876                                | 907          | 1783                  |
| 725                                | 1076         | 1801                  |
| 757                                | 1224         | 1981                  |
| 783                                | 1225         | 2008                  |
| 850                                | 1725         | 2575                  |
| 825                                | 1811         | 2636                  |
| 854                                | 2021         | 2875                  |
| 850                                | 50*          | --                    |
| 812                                | 200*         | --                    |
| 754                                | no answer    | --                    |
| 816                                | no answer    | --                    |
| Average \$765                      | \$1030       | \$1784                |

\*Incomplete (excluded from average).

In addition to the total operating costs per year for each class A high school orchestra, the operating cost per pupil, five periods per week, for one school year was computed. This was accomplished by dividing the total cost by the average number of orchestra members. Some orchestras had full orchestra rehearsal five periods per week. In this case the total cost was divided by the number of members of the full orchestra. By full orchestra is meant the string players plus a full complement of wind and percussion players.

In other cases the string section of the orchestra met four periods per week and the full orchestra met one period per week. In this case the number of members of the string section was multiplied by four and was added to the number of members of the full orchestra. This answer was then divided by five to get the average number of members of the orchestra.

In other cases the string section of the orchestra met three times per week and the full orchestra two. In this case the number of members of the string section was multiplied by three, the number of members of the full orchestra was multiplied by two, and the two answers were added together. This answer was then divided by five to get the average number of members of the orchestra.

TABLE XV

AVERAGE OPERATING COST PER PUPIL FOR 1953-54  
FOR FIFTEEN CLASS A HIGH SCHOOL ORCHESTRAS

|                         | Median | Average | Extremes  |
|-------------------------|--------|---------|-----------|
| Cost per pupil per year | \$41   | \$44    | \$23 - 55 |

The orchestra directors were requested to indicate whether their orchestra expenditures for the year 1953-54, in comparison with other years, were (1) above average, (2) average, or (3) below average. One director indicated that his expenditures were above average due to a very large instrument repair expense. Twelve directors indicated that their expenditures were average, and two indicated that theirs were below average. One of the directors indicating a below average year stated that it was probably due to having the state music festival at his school. The other director gave no reason. Four directors did not answer this question.

TABLE XVI

EXPENDITURES OF FIFTEEN CLASS A HIGH SCHOOL ORCHESTRAS  
FOR THE YEAR 1953-54 IN COMPARISON  
TO OTHER YEARS

|                               | Above average | Average | Below average |
|-------------------------------|---------------|---------|---------------|
| Number of<br>Orchestras . . . | 1             | 12      | 2             |

## CHAPTER IV

### SCHEDULES, EQUIPMENT, AND INSTRUMENTS

The first part of the following chapter was included because it was thought to contain information of particular interest to the high school orchestra director. The second and third parts pertain to valuations of materials connected with the operating of an orchestra department and come under the category of financing it.

#### I. SCHEDULES

The first question under the above heading asked the orchestra directors to state whether they had three or four year high schools. All nineteen directors answered this question. For purposes of tabulation the word year was replaced with grade.

TABLE XVII

TOTAL GRADES AND ENROLLMENTS OF NINETEEN  
CLASS A HIGH SCHOOLS FOR 1953-54

| Number of grades<br>in high school | Number of<br>schools | Average<br>enrollment | Extremes    |
|------------------------------------|----------------------|-----------------------|-------------|
| Two . . . . .                      | 1                    | 1350                  | --          |
| Three . . . . .                    | 11                   | 1175                  | 820 - 1850  |
| Four . . . . .                     | 7                    | 1552                  | 1100 - 2020 |
| Total Average . .                  | 19                   | 1359                  | 820 - 2020  |

The directors were requested to state the number of players in the (1) high school orchestra, (2) string section of the high school orchestra, and (3) string players of the entire school system which included the junior high school(s) and the grade school(s). The results indicated that about twenty per cent of the string players of the entire system are in the high school orchestra on an average.

TABLE XVIII  
PLAYERS IN NINETEEN CLASS A HIGH SCHOOL  
ORCHESTRAS DURING 1953-54

|                            | Average | Extremes |
|----------------------------|---------|----------|
| Full orchestra . . . . .   | 55      | 25 - 80  |
| String section . . . . .   | 32      | 12 - 48  |
| Strings in entire system . | 158     | 20 - 400 |

To tabulate accurately the results of the question about rehearsals was very difficult. The question requested information concerning the number of rehearsals per week for the high school orchestra, the string section, and the wind section. The question also asked for the number of rehearsals held during school time and outside of school time plus the length of the periods for each. There was a wide variation in the answers to some of these questions, particularly those pertaining to rehearsals outside of school time.

Three directors had to hold their full orchestra rehearsals outside of school time. Only the string section met daily during school time. Five directors had regular full orchestra rehearsals during school time and had to hold their section rehearsals outside of school time. Three directors had full orchestra rehearsal once a week and string section rehearsal four times a week during school time. Eight directors had full orchestra rehearsals twice a week and string section rehearsals three times a week during school time. Four directors indicated that they had regular rehearsals for the wind section outside of school time. Two directors stated that their string section was sectionalized for even further additional rehearsals outside of school time. One director did this for his wind section. Several directors indicated that they had additional full and sectional rehearsals just prior to a concert or music festival.

A few orchestras rehearsed during the same period as the band in different rooms. For full orchestra rehearsals wind and percussion players were drawn from the band. The orchestras which had five regular rehearsals per week had to work with the sections right in class while the players not playing used the time to study. Otherwise, the sections met outside school time irregularly. One orchestra had only one outside rehearsal, the night before a concert, to adjust lights, etc. Two directors indicated that their



TABLE XIX  
 REHEARSALS FOR NINETEEN CLASS A HIGH SCHOOL  
 ORCHESTRAS DURING 1953-54

| Rehearsals<br>per week<br>during<br>school  | Number of<br>schools<br>having<br>full orch. | Number of<br>schools<br>having<br>string sec'n. | Number of<br>schools<br>having<br>wind sec'n. |
|---|--|---|---|
| Five . . . .                                | 5  | 3   | none  |
| Four . . . .                                | none   | 3   | none  |
| Three . . . .                               | none   | 8   | none  |
| Two . . . .                                 | 8  | none  | none  |
| One . . . .                                 | 3  | none  | none  |
| Rehearsals<br>per week<br>outside<br>school |  |   |   |
| One (2 hours)                               | 1  | 1   | none  |
| One (60 min.)                               | none   | 1   | 2   |
| Two (60 min.)                               | none   | 1   | none  |
| One (45 min.)                               | 1  | none  | 1   |
| One (30 min.)                               | none   | 1   | none  |
| Two (30 min.)                               | none   | none  | 1   |

Average full orchestra rehearsals per week during school - 2.  
 Average string section rehearsals per week during school - 3.  
 Average length per in school rehearsal - 55 minutes.

section rehearsals were held in the mornings before school.

## II. EQUIPMENT

The purpose of this division of this investigation was to determine the average valuation in dollars of the supplementary equipment necessary for the operation of a class A high school orchestra. The questionnaire contained a rather extensive list of this type of equipment plus a blank for any other equipment not listed. After each item in this list the director was requested to state the number school-owned for regular use by the high school orchestra, He was also asked to indicate whether this particular item was shared with the band and/or choir, and was then asked to estimate its valuation in dollars. From the results the investigator was able to determine the amount in each case that should be allotted to the high school orchestra. In some cases, such as recordings, movie and film strip projectors, and films and film strips, some items were loaned to any department of the school from one central school office. In most cases the audio-visual aids made up a separate school department.

## III. INSTRUMENTS

Under the heading of instruments in the questionnaire there was a complete listing of instruments and the directors were requested to state the total number school-owned

TABLE XX

EQUIPMENT VALUATIONS OF NINETEEN CLASS A  
HIGH SCHOOL ORCHESTRAS FOR 1953-54

| Equipment                  | Number of schools reported | Average number owned | Average valuation allotted to orchestra |
|----------------------------|----------------------------|----------------------|---|
| Music stands . . . . .     | 19                         | 40                   | ‡ 249                                   |
| Conductor's stand . . .    | 15                         | 1                    | 9                                       |
| Podium . . . . .           | 16                         | 1                    | 6                                       |
| Sousaphone chair . . . .   | 6                          | 1                    | 16                                      |
| Music files . . . . .      | 19                         | 3                    | 148                                     |
| Storage racks . . . . .    | 14                         | 3                    | 109                                     |
| Records . . . . .          | 7                          | 77                   | 141                                     |
| Record players . . . . .   | 16                         | 1                    | 101                                     |
| Recording machines . . .   | 15                         | 1                    | 148                                     |
| Stroboscope . . . . .      | 2                          | 1                    | 200                                     |
| Tuning bar . . . . .       | 11                         | 1                    | 12                                      |
| Electric tuner . . . . .   | 10                         | 1                    | 22                                      |
| Electric metronome . . .   | 13                         | 1                    | 12                                      |
| Mechanical metronome . .   | 7                          | 1                    | 6                                       |
| Movie projector . . . . .  | 1                          | 1                    | 60                                      |
| Film strip projector . . . | 2                          | 1                    | 45                                      |
| Uniforms . . . . .         | 4                          | 35                   | 675                                     |
| Sorting racks . . . . .    | 1                          | 1                    | 30                                      |

TABLE XXI

AVERAGE OF TOTAL EQUIPMENT VALUATIONS OF  
NINETEEN CLASS A HIGH SCHOOL  
ORCHESTRAS FOR 1953-54

|                                     | Average | Extremes     |
|-------------------------------------|---------|--------------|
| Total equipment valuation . . . . . | ‡ 958   | ‡ 374 - 2920 |

actually used in the high school orchestras, to estimate their present value, and then to indicate the number of these instruments that were ordinarily shared with the high school band. This latter figure was asked for so that an estimation of the valuation that should be allotted to the orchestra could be reached.

TABLE XXII

AVERAGE VALUATION OF SCHOOL-OWNED INSTRUMENTS REGULARLY  
USED BY NINETEEN CLASS A HIGH SCHOOL  
ORCHESTRAS DURING 1953-54

| Median  | Average | Extremes       |
|---------|---------|----------------|
| \$ 3890 | \$ 3672 | \$ 2135 - 5255 |

If an instrument was used regularly by both the high school band and orchestra only one half of its valuation was allotted to the orchestra.

TABLE XXIII

VALUATIONS OF SCHOOL-OWNED INSTRUMENTS REGULARLY  
USED BY NINETEEN CLASS A HIGH SCHOOL  
ORCHESTRAS DURING 1953-54

| Instruments                  | Number of schools reported | Average number used | Average value of each allotted to orchestra |
|------------------------------|----------------------------|---------------------|---|
| Violin . . . . .             | 1                          | 2                   | \$ 40                                       |
| Viola . . . . .              | 17                         | 5                   | 75  |
| Cello . . . . .              | 19                         | 6                   | 100   |
| String bass . . . . .        | 19                         | 4                   | 194   |
| Piccolo . . . . .            | 11                         | 1                   | 61  |
| Oboe . . . . .               | 19                         | 2                   | 136   |
| English horn . . . . .       | 3                          | 1                   | 183   |
| Clarinet in A . . . . .      | 4                          | 2                   | 47  |
| Alto clarinet . . . . .      | 5                          | 1                   | 171   |
| Bass clarinet . . . . .      | 10                         | 1                   | 191   |
| Bassoon . . . . .            | 19                         | 2                   | 219   |
| Tenor saxophone . . . . .    | 2                          | 1                   | 137   |
| Baritone saxophone . . . . . | 6                          | 1                   | 175   |
| Bass saxophone . . . . .     | 1                          | 1                   | 100   |
| Horn in F . . . . .          | 17                         | 4                   | 109   |
| Bass trombone . . . . .      | 4                          | 1                   | 101   |
| Tuba . . . . .               | 11                         | 1                   | 211   |
| Sousaphone . . . . .         | 2                          | 1                   | 225   |
| Tympani (one pair) . . . . . | 18                         | 1 pr.               | 217   |
| Snare drum . . . . .         | 18                         | 1                   | 21  |
| Bass drum . . . . .          | 19                         | 1                   | 37  |
| Cymbal (one pair) . . . . .  | 18                         | 1 pr.               | 32  |
| Triangle . . . . .           | 19                         | 1                   | 5   |
| Tambourine . . . . .         | 18                         | 1                   | 5   |
| Tam Tam (gong) . . . . .     | 12                         | 1                   | 22  |
| Glockenspiel . . . . .       | 17                         | 1                   | 65  |
| Chimes . . . . .             | 9                          | 1                   | 173   |
| Celeste . . . . .            | 1                          | 1                   | 150   |
| Vibraphone . . . . .         | 1                          | 1                   | 300   |
| Harp . . . . .               | 1                          | 1 (rented)          | (4200)                                      |

## CHAPTER V

### OBSERVATIONS, CONCLUSIONS, AND RECOMMENDATIONS

In the main the text of the preceding chapters has reported the computed results of questionnaires sent to twenty-nine directors of class A high school orchestras in five northwestern states, namely, Idaho, Montana, Oregon, Washington, and Wyoming. Questionnaires, quite adequately filled in, were returned by nineteen of these directors. The meanings of the findings in the preceding chapters, however, has been reserved for presentation in this chapter.

#### I. OBSERVATIONS

The average budget for the school year 1953-54 of the selected class A high school orchestras investigated for this paper was found to be \$494.00. The main items of the budget, in their order of importance, were instruments, music, and repair.

The main source of money for the operation of the orchestras during the year 1953-54 was the school district. The two next largest sources were concerts and the student body fund. The average total income from all sources for these particular orchestras for the year 1953-54 was \$991.00. According to the indications given in the questionnaire

answers the year 1953-54 was an average year concerning income.

The majority of schools contacted made no charge for the use of school-owned instruments for the year 1953-54.

Out of twenty-two orchestra directors interrogated only eight had 100 per cent of their teaching loads applied to strings and/or orchestra.

The average number of hours spent outside of school time working on anything connected with the orchestra department was four. This result was obtained from answers from twenty-two class A school string teachers for 1953-54.

Only six of the teachers questioned received a salary above their local salary schedules as bonus pay for their status as special teachers during 1953-54. This amount ranged from \$100.00 to \$500.00 for the year.

Three directors received pay other than their salaries for work connected with the string department of the schools involved during 1953-54. This amount ranged from \$80.00 to \$400.00.

The average salary for regular directors of the class A high school orchestras used for this study for the year 1953-54 was \$4516.00. The average salary for four supervisors, whose work included the directing of the high school orchestra, was \$6190.00 for the same year. Three assistants' salaries averaged \$3901.00 for that year.

Each of the high school orchestras of this study

made at least one trip out of town during the year 1953-54.

The out-of-town trips made by the class A high school orchestras were financed mainly by the student body and the school district.

Over half of the class A high school orchestras' expenditures during 1953-54 were for music and instruments. The total average expenditure for all materials was \$1030.00. for the orchestras for that year.

The average portion of salary of fifteen class A high school orchestra directors that was applied to the cost of operating the orchestras during 1953-54 was \$765.00. This amount plus the average expenditure for materials gave the total average operating cost of \$1784.00 for that year.

The average operating cost per pupil for fifteen class A high school orchestras during 1953-54 was \$44.00.

Expenditures for the year 1953-54 for the class A high school orchestras in comparison to other years was indicated by the directors as being average.

The average enrollment for 1953-54 for the high schools included in this study was 1359 students.

The average number of players in nineteen class A high school orchestras during 1953-54 was fifty-five. The average number of string players in these orchestras was thirty-two. The average number of string players in the entire systems of the schools involved was one hundred fifty-eight.



The average number of full orchestra rehearsals per week during 1953-54 for nineteen class A high school orchestras was two; the average number of string section rehearsals per week for that year was three; and, the average length of the in-school rehearsal period was fifty-five minutes.

The average valuation of the equipment of nineteen class A high school orchestras for the year 1953-54 was \$958.00.

The average valuation of the school-owned instruments that were regularly used by the orchestras in this study during 1953-54 was \$3672.00.

The total average valuation of instruments plus equipment for the involved orchestras for the year 1953-54 was \$4630.00.

## II. CONCLUSIONS

The average expenditure for materials for the orchestras used in this study for the year 1953-54 was \$1030.00, and, the average budget for that same year was \$494.00. The source of the money to take care of the budget was the school district. This left an average of \$536.00 to be raised by other means.<sup>1</sup>

One writer indicates that the first and main source of revenue for the financing of the instrumental music

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<sup>1</sup>See this study, Table V, p. 17.

program is the school board budget.<sup>2</sup> Another author states that "public funds should adequately finance the purchase of . . . equipment and supplies that are necessary to carry on a successful instrumental music program."<sup>3</sup> Still another writer believes that a school board should appropriate money for music as well as for other subjects.<sup>4</sup>

According to an investigation made of selected high school instrumental departments for the year 1935 the average expenditure for orchestra music was \$150.00 and the range was from \$50.00 to \$200.00. This same report pointed out that 50 per cent of the directors of the bands and orchestras investigated spent more than \$210.00 for school-owned instruments that year and the extremes were \$50.00 to \$1,000.00.<sup>5</sup>

According to Table V, page 17, and Table XIII, page 31 of this study, the expenditures of the orchestras investigated for the year 1953-54 averaged about \$1,000.00, and, a little over half of this was financed by the school boards.

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<sup>2</sup>Llewellyn Bruce Jones, Building the Instrumental Music Department (New York: Carl Fischer, Inc., 1949), p. 15.

<sup>3</sup>Nilo W. Hovey, The Administration of School Instrumental Music (New York: Belwin, Inc., 1952), p. 45.

<sup>4</sup>Theodore F. Normann, Instrumental Music in the Public Schools (Philadelphia: Oliver Ditson Company, 1941), p. 103.

<sup>5</sup>Sylvan D. Ward, "How Much Should we Spend for Music and Instruments," Educational Music Magazine, (January-February, 1935), p. 9.

The average amounts spent for the items listed in Table XXIV are all greater than the amounts budgeted. This is a strong indication that the directors did not prepare adequate budgets, or the school boards, in most cases, did not appropriate enough money to operate the orchestras. Apparently a budget for at least an adequate amount of money would have been to the director's advantage. However, in some cases, the directors did state that they did not have to prepare a budget as such, but were allowed to buy what was needed provided the expenditure was reasonable.

TABLE XXIV  
COMPARISON OF BUDGETED AMOUNTS AND EXPENDITURES  
FOR 1953-54 FOR FIFTEEN CLASS A  
HIGH SCHOOL ORCHESTRAS

|                           | Budgeted<br>average | Average<br>spent |
|---------------------------|---------------------|------------------|
| Instruments . . . . .     | \$ 211              | \$ 477           |
| Music . . . . .           | 240                 | 243              |
| Repair . . . . .          | 73                  | 117              |
| Supplies . . . . .        | 25                  | 33               |
| Audio-visual aids . . . . | 3                   | 4                |
| Totals . . . . .          | \$ 552              | \$ 874           |

At this point the writer would like to make a few comparisons with certain estimations proposed by Gerald R. Prescott pertaining to school bands.<sup>6</sup> Mr. Prescott

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<sup>6</sup>Gerald R. Prescott and Lawrence W. Chidester, Getting Results with School Bands (New York: Carl Fischer, Inc., 1938.)

suggested that the total yearly cost of purchasing instruments for a complete high school band was \$1,000.00.<sup>7</sup> The amount spent for instruments by a class A high school average orchestra for one year was \$477.00. The amount of money proposed by Mr. Prescott for the annual upkeep of school-owned band instruments was \$232.00.<sup>8</sup> The amount spent for instrument repairs by an average orchestra from class A high schools for the year 1953-54 was \$117.00. Mr. Prescott recommended that \$700.00 be spent a year for music for a complete band.<sup>9</sup> The average amount spent for music by the orchestras of this paper for one year was \$243.00.

In reference to the comparisons made in the above paragraph the expenditures made by the class A high school orchestras involved for the year 1953-54 were quite moderate. The average expenditures for one year were slightly more than the average earnings, including money received from the school boards, which meant the deficit had to be made up from one source or another. The results of the questionnaires indicated that a few of the directors were not aware of any deficit even though there was one in their orchestra departments. The results showed a definite lack of knowledge of the finances connected with the operation of an orchestra.

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<sup>7</sup>Ibid., p. 183.

<sup>8</sup>Ibid., p. 196.

<sup>9</sup>Ibid., p. 213.

Since only eight of the directors contacted spent all of their teaching time with strings and/or orchestra, there was a strong indication that the strings in the class A school systems did not entertain a prominent position in the music departments. Of twenty-two directors contacted an average of 60 per cent of the teaching load was spent on strings.

The average total enrollment of the schools contacted was 1359 students, and the average number of players in the high school orchestra was 55. The per cent of the student body that participated in orchestra during 1953-54 was 4 per cent.

According to Table XX, page 41 of this study, most of the orchestras that were investigated for this report had adequate equipment for efficient operation.

Table XXIII, on page 43 of this study, indicates that the number of school-owned string instruments for use by the average orchestra, of those contacted for 1953-54, was not equal to the recommendations of certain authors.<sup>10</sup> The wind and percussion instruments, according to these same authors, were adequate.<sup>11</sup>

### III. RECOMMENDATIONS

The directors of class A high school orchestras in

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<sup>10</sup>Hovey, op. cit., p. 50; Normann, op. cit., p. 90.

<sup>11</sup>Ibid.

Idaho, Montana, Oregon, Washington, and Wyoming should strive to prepare more adequate budgets for their departments. As was shown in this study in Table XXIV on page 49 the expenditures are too much greater than the budgets.

The schools involved should provide more school-owned instruments for pupil use. In order to increase the effectiveness of the orchestras a balanced instrumentation should be secured and maintained.

Attempts should be made to enroll more pupils in the string departments of the schools contacted. This would give a greater per cent of string players in the high school orchestras. According to Table XVIII on page 37, the personnel of the average class A high school orchestra is rather small. The string section especially should be larger.

Along the same line of thought it would seem advisable that further study should be made of the string programs in the class A high schools of the northwest to determine methods of increasing the number of string players.

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APPENDIX A

## APPENDIX A

### COMMENTS OF DIRECTORS

"The orchestra director here teaches in the high school and also junior high--two complete orchestras-- junior high 7, 8, and 9 grades--senior high 10, 11, and 12 grades. He teaches strings three days and full orchestra two days a week at junior high, and strings four days and full orchestra one day a week at senior high. Ensembles and lessons after school and during study hall periods. These are free to students."

"I don't receive pay for extra out-of-school time programs. In my case, I travel a lot, and I don't receive extra car expense or mileage."

"My work with band and orchestra is so close that is hard to differentiate."

"My position as supervisor makes it impractical to break down the amount paid for the different portions of my work."

"We use the orchestra approach for all our grade schools. In Junior High the bands are formed, but the orchestra holds the 'spotlight' for all twelve grades."

"My work consists of teaching both band and orchestra. It is difficult to divorce salary and time."

"Rental fee is paid to main office. I haven't checked to see who's ahead. We haven't had any trouble getting our instruments repaired however."

"All instructional costs and supplies are paid by the school district. Other expenses are met by the student body fund. There is one general fund from which all departments draw as needed. I like this arrangement very well. As long as the music people produce good work and make reasonable requests we get what we need."

"We have not and do not believe in breaking up the budget for specific departmental activities within the music department."

"Our music department pays its own entrance fees and transportation to Clinics and Festivals. The District buys instruments. However, instrument purchase by the District hasn't been adopted."

"We have a budget for the entire school system for music. The orchestra music is kept in a central library and the instruments are also checked out from the music director's office. Any school may draw from the general stock to take care of its needs."

"I think too many directors rely on taking trips for motivation. One trip or so is OK. If they need more than that they had best examine their programs."

"Our entire budget is quite complicated, but, we get our fair share. Administration believes in our music program. We are not an 'athletic' school, but we try to be a 'whole' school, thank gosh!"

APPENDIX B

771 Juniper  
Twin Falls, Idaho

"How much do we spend a year for orchestra music?"

This question was asked by my superintendent when I presented a requisition for orchestra music. He also asked how our orchestra expenses compare with those of other schools.

There followed considerable discussion about school finances in general, and about the orchestra department in particular. Believing you to be as interested in the finances of your orchestra as I am in mine, I am requesting your assistance.

The enclosed survey is being sent to a few selected directors of Class A high school orchestras in the Northwest Division of the M.E.N.C. When the answers have been received and tabulated the results should answer the question, "What is the average expenditure for music for a Class A high school orchestra in the Northwest?".

Knowing that the subject of finances is always "touchy", I wish to assure you that all answers will be kept entirely confidential.

Please know that I shall appreciate your assistance, and that I shall be glad to send you a copy of the results.

Sincerely yours,

Richard R. Smith

CLASS A ORCHESTRA SURVEY 1953-54

Please note: In the event that existing situations do not apply in whole or in part to the questions asked, a space is provided at the end of each division under "remarks" for information pertinent to the point considered. Where statistics are called for and you do not have the exact figures, please estimate.

I. Director

1. State the total number of classroom hours you teach per week, including academic classes, study halls, etc.
2. State the total number of classroom hours spent per week teaching strings and/or orchestra.
3. Estimate the number of hours per week spent working on anything connected with the string and/or orchestra department outside of school time. (Do not include private lessons.)
4. State your salary for the year 1953-54. This answer, if you care to give it, will be kept strictly confidential. Salary must necessarily be included when figuring costs of any organization.
  - a. If a portion of your salary is considered by the school district as payment for your work with the string and/or orchestra department outside of school time (such as concerts, extra rehearsals, repair of instruments, etc.) state amount here.
  - b. If you receive extra pay above your salary for work outside of school time mentioned above state amount here. (Do not include private lessons.)

| Director | Ass't Director |
|----------|----------------|
|          |                |
|          |                |
|          |                |
|          |                |
|          |                |
|          |                |

Remarks:

II. Budget and Earnings

1. State the annual budget provided by your school district for the high school orchestra \_\_\_\_\_
2. Apportion by percentage the amount of this budget applied to:
  - a. Instruments \_\_\_\_\_ b. Music \_\_\_\_\_ c. Supplies \_\_\_\_\_
  - d. Audio-Visual \_\_\_\_\_ e. Repair \_\_\_\_\_ f. \_\_\_\_\_  
(other)
3. Estimate the income realized by the high school orchestra during 1953-54 from:
  - a. School District \_\_\_\_\_
  - b. Public concerts \_\_\_\_\_ c. Money raising activities \_\_\_\_\_
  - d. Contributions \_\_\_\_\_ e. Instrument rentals \_\_\_\_\_
  - f. Student body fund (in addition to any money put into this fund by the orchestra) \_\_\_\_\_
  - g. \_\_\_\_\_  
(other)
4. Referring to question 3 above, in comparison to other years, was the year 1953-54: (underline one)
  - a. above average,                      b. average,                      c. below average ?
5. Check (x) the fund (s) in which the high school orchestra's total income is placed:
  - a. Orchestra fund  
(to be drawn on for orchestra expenditures only) \_\_\_\_\_
  - b. General music fund  
(to be drawn on by any part of the music department) \_\_\_\_\_
  - c. General Fund  
(to be drawn on by any dept. of the school) \_\_\_\_\_
  - d. \_\_\_\_\_  
(other)
6. State the yearly rental fee for a school-owned instrument: Percussion \_\_\_\_  
String with bow \_\_\_\_\_ Wind with mouthpiece \_\_\_\_\_  
String without bow \_\_\_\_\_ Wind without mouthpiece \_\_\_\_\_  
(Note: in some schools the rental fee is reduced when a student furnishes his own bow or mouthpiece.)
7. Is the income from the orchestral instrument rental fees to be used by the high school orchestra only? Yes \_\_\_ No \_\_\_

Remarks:



III. Expenditures

1. State the amount of money spent during 1953-54 for:

|   | Band & Orch. | Orch. Only |
|---|--------------|------------|
| a. Wind instruments & cases _____               |              |            |
| b. Percussion _____                             |              |            |
| c. Supplies (rosin, reeds, strings, etc.) _____ |              |            |
| d. Instrument repair _____                      |              |            |
| e. Audio-visual _____                           |              |            |
| f. String instruments, bows & cases _____       |              |            |
| g. Music _____                                  |              |            |

2. State the number of out-of-town events in which all and/or any part of your high school orchestra participated during 1953-54:

- a. Concerts \_\_\_\_\_      b. Music Festivals \_\_\_\_\_      c. Clinics \_\_\_\_\_  
d. \_\_\_\_\_  
    (other)

3. State the amount of money spent, regardless of source, for the transportation and lodging of your high school orchestra, or any part thereof, for out-of-town events during 1953-54: \_\_\_\_\_

4. Prorate the sources of the moneys for the expenditures of item 3. above: (Example: School Dist. 75%; Orch. Members 25%).

- a. School District \_\_\_\_\_      e. Music dept. fund \_\_\_\_\_  
b. Orch. Members \_\_\_\_\_      f. Parents club fund \_\_\_\_\_  
c. Student body fund \_\_\_\_\_      g. Civic group (s) \_\_\_\_\_  
d. Orchestra fund \_\_\_\_\_      h. Contributions \_\_\_\_\_  
i. \_\_\_\_\_  
    (other)

5. Referring to items 1., 2., & 3. above, in comparison to other years, was the year 1953-54: (underline one)

- a. above average,      b. average,      c. below average?

Remarks:

IV. Schedule

1. State whether you have a 3 or a 4 year high school \_\_\_\_\_
2. State the enrollment of your high school \_\_\_\_\_
3. State the number of players in the:
  - a. High school orchestra \_\_\_\_\_
  - b. String section \_\_\_\_\_
  - c. Strings of the entire school system \_\_\_\_\_
4. State the number of rehearsals per week for:

|                                | During<br>School<br>Time | Length<br>of<br>Period | Outside<br>School<br>Time | Length<br>of<br>Period |
|--------------------------------|--------------------------|------------------------|---------------------------|------------------------|
| a. High School Orchestra _____ |                          |                        |                           |                        |
| b. String Section _____        |                          |                        |                           |                        |
| c. Wind Section _____          |                          |                        |                           |                        |
| d. _____                       |                          |                        |                           |                        |

(other)

Remarks:

V. Equipment

|                            | Number<br>School-owned<br>For regular<br>Use by<br>High School<br>Orchestra | Check (X) if<br>Shared With |       | Present<br>Value<br>(Estimate) |
|----------------------------|---|-----------------------------|-------|--------------------------------|
|                            |   | Band                        | Vocal |                                |
| Music Stands _____         |   |                             |       |                                |
| Conductor's stand _____    |   |                             |       |                                |
| Podium _____               |   |                             |       |                                |
| Sousaphone chairs _____    |   |                             |       |                                |
| Music files _____          |   |                             |       |                                |
| Storage racks _____        |   |                             |       |                                |
| Records _____              |   |                             |       |                                |
| Record players _____       |   |                             |       |                                |
| Recording machines _____   |   |                             |       |                                |
| Stroboscope _____          |   |                             |       |                                |
| Tuning Bar _____           |   |                             |       |                                |
| Electric tuner _____       |   |                             |       |                                |
| Electric metronome _____   |   |                             |       |                                |
| Mechanical metronome _____ |   |                             |       |                                |
| Movie projector _____      |   |                             |       |                                |
| Film strip projector _____ |   |                             |       |                                |
| Films _____                |   |                             |       |                                |
| Film strips _____          |   |                             |       |                                |
| Uniforms _____             |   |                             |       |                                |

(other)

Remarks:

VI. Instruments

|                           | Total number<br>School-owned<br>Actually<br>Used in<br>High School<br>Orchestra | Total<br>Present<br>Value<br>(Estimate) | Number<br>School-owned<br>Ordinarily<br>Shared by<br>High School<br>Band |
|---------------------------|---|---|--|
| Violin _____              |   |   |  |
| Viola _____               |   |   |  |
| Cello _____               |   |   |  |
| String Bass _____         |   |   |  |
| Piccolo _____             |   |   |  |
| Flute _____               |   |   |  |
| Oboe _____                |   |   |  |
| English Horn _____        |   |   |  |
| Clarinet Bb _____         |   |   |  |
| Clarinet A _____          |   |   |  |
| Clarinet, Alto _____      |   |   |  |
| Clarinet, Bass _____      |   |   |  |
| Bassoon _____             |   |   |  |
| Saxophone, Alto _____     |   |   |  |
| Saxophone, Tenor _____    |   |   |  |
| Saxophone, Baritone _____ |   |   |  |
| Saxophone, Bass _____     |   |   |  |
| French Horn _____         |   |   |  |
| Cornet & Trumpet _____    |   |   |  |
| Trombone, Tenor _____     |   |   |  |
| Trombone, Bass _____      |   |   |  |
| Tuba _____                |   |   |  |
| Sousaphone _____          |   |   |  |
| Tympani _____             |   |   |  |
| Drum, Snare _____         |   |   |  |
| Drum, Bass _____          |   |   |  |
| Cymbal _____              |   |   |  |
| Triangle _____            |   |   |  |
| Tambourine _____          |   |   |  |
| Tam Tam _____             |   |   |  |
| Glockenspiel _____        |   |   |  |
| Harp _____                |   |   |  |
| Celeste _____             |   |   |  |
| Chimes _____              |   |   |  |

(other)

Remarks:

Check (X) if you desire to have a copy of the results. \_\_\_\_\_

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Signed

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Address