

APPENDIX A
CONSOLIDATED BUDGETS BY SCHOOL AND
ACADEMIC SUPPORT AREAS FISCAL YEAR 1996/97

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 and Dean of Research and Graduate Policy
- Graduate School of Business
- School of Medicine
- Hoover Institution

Academic Support Units

- Stanford University Libraries & Academic Computing
- Vice Provost for Student Affairs
- Information Technology Systems and Services

School of Earth Sciences
1996/97 Consolidated Forecast
(dollars in thousands)

	Operating Budget	Designated and Restricted Funds	Grants & Contracts	Total
Revenues and Transfers				
Unrestricted Funds Allocation	2,938			2,938
Restricted Revenues and Transfers betw	3,124			3,124
Transfers (to)/from Endowment		7,300	7,800	18,224
Transfers (to)/from Plant		(200)		(200)
Transfers (to)/from Student Loan		(500)		(500)
Total Revenues and Transfers	6,062	6,600	7,800	20,462
Expenditures				
Total Salaries and Benefits	5,636	2,100	3,500	11,236
Total Non-Salary Expenditures	425	4,800	4,300	9,525
Total Expenditures	6,062	6,900	7,800	20,762
Excess of Revenue over Expenditures				
		(300)		(300)
Beginning Operating Equity		11,800		11,800
Ending Operating Equity		11,500		11,500
(Less Specific Investments)		(800)		(800)
Balance not Specifically Invested		10,700		10,700

Note: 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.

School of Education
1996/97 Consolidated Forecast
(dollars in thousands)

	Operating Budget	Designated and Restricted Funds	Grants & Contracts	Total
Revenues and Transfers				
Unrestricted Funds Allocation	7,140			7,140
Restricted Revenues and Transfers betw	1,350	1,466	10,000	12,816
Transfers (to)/from Endowment				
Transfers (to)/from Plant		(200)		(200)
Transfers (to)/from Student Loan				
Total Revenues and Transfers	8,489	1,266	10,000	19,755
Expenditures				
Total Salaries and Benefits	6,862	790	4,139	11,791
Total Non-Salary Expenditures	1,627	749	5,861	8,237
Total Expenditures	8,489	1,539	10,000	20,028
Excess of Revenue over Expenditures				
		(273)		(273)
Beginning Operating Equity		3,797		3,797
Ending Operating Equity		3,524		3,524
(Less Specific Investments)				
Balance not Specifically Invested		3,524		3,524

Note: 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.

School of Engineering
1996/97 Consolidated Forecast
(dollars in thousands)

Revenues and Transfers	Operating Budget	Designated and Restricted Funds	Grants & Contracts	Total
Unrestricted Funds Allocation	29,362			29,362
Restricted Revenues and Transfers betw	7,613	22,576	74,424	104,613
Transfers (to)/from Endowment				
Transfers (to)/from Plant		(2,465)		(2,465)
Transfers (to)/from Student Loan				
Total Revenues and Transfers	36,975	20,111	74,424	131,510
Expenditures				
Total Salaries and Benefits	32,611	9,961	35,909	78,481
Total Non-Salary Expenditures	4,364	11,963	38,515	54,842
Total Expenditures	36,975	21,924	74,424	133,323
Excess of Revenue over Expenditures		(1,813)		(1,813)
Beginning Operating Equity		55,504		55,504
Ending Operating Equity		53,691		53,691
(Less Specific Investments)		(472)		(472)
Balance not Specifically Invested		53,219		53,219

Note: 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.

School of Humanities and Sciences
1996/97 Consolidated Forecast
(dollars in thousands)

Revenues and Transfers	Operating Budget	Designated and Restricted Funds	Grants & Contracts	Total
Unrestricted Funds Allocation	78,605			78,605
Restricted Revenues and Transfers betw	17,541	16,138	45,414	79,093
Transfers (to)/from Endowment		(500)		(500)
Transfers (to)/from Plant				
Transfers (to)/from Student Loan				
Total Revenues and Transfers	96,146	15,638	45,414	157,198
Expenditures				
Total Salaries and Benefits	81,241	4,357	18,904	104,502
Total Non-Salary Expenditures	14,905	11,106	26,510	52,521
Total Expenditures	96,146	15,463	45,414	157,023
Excess of Revenue over Expenditures		175		175
Beginning Operating Equity		63,600		63,600
Ending Operating Equity		63,775		63,775
(Less Specific Investments)		(3,371)		(3,371)
Balance not Specifically Invested		60,404		60,404

Note: 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.

School of Law
1996/97 Consolidated Forecast
(dollars in thousands)

	Operating Budget	Designated and Restricted Funds	Grants & Contracts	Total
Revenues and Transfers				
Unrestricted Funds Allocation	10,770			10,770
Restricted Revenues and Transfers betw	5,200	6,200	400	11,800
Transfers (to)/from Endowment		(700)		(700)
Transfers (to)/from Plant		(750)		(750)
Transfers (to)/from Student Loan		(350)		(350)
Total Revenues and Transfers	15,970	4,400	400	20,770
Expenditures				
Total Salaries and Benefits	12,400	600	200	13,200
Total Non-Salary Expenditures	3,570	3,800	200	7,570
Total Expenditures	15,970	4,400	400	20,770
Excess of Revenue over Expenditures				
Beginning Operating Equity		5,986		5,986
Ending Operating Equity		5,986		5,986
(Less Specific Investments)				
Balance not Specifically Invested		5,986		5,986

Note: 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.

Vice Provost and Dean of Research and Graduate Policy
1996/97 Consolidated Forecast
(dollars in thousands)

	Operating Budget	Designated and Restricted Funds	Grants & Contracts	Total
Revenues and Transfers				
Unrestricted Funds Allocation	8,925			8,925
Restricted Revenues and Transfers betw	1,765	15,225	81,208	98,197
Transfers (to)/from Endowment				
Transfers (to)/from Plant		(25)		(25)
Transfers (to)/from Student Loan				
Total Revenues and Transfers	10,690	15,200	81,208	107,097
Expenditures				
Total Salaries and Benefits	7,533	7,575	16,752	31,861
Total Non-Salary Expenditures	1,748	7,094	64,456	73,298
Carryforward	1,409			1,409
Total Expenditures	10,690	14,670	81,208	106,567
Excess of Revenue over Expenditures				
		530		530
Beginning Operating Equity		28,474		28,474
Ending Operating Equity		29,004		29,004
(Less Specific Investments)		(219)		(219)
Balance not Specifically Invested		28,785		28,785

Note: 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.

Graduate School of Business
1996/97 Consolidated Forecast
(dollars in thousands)

	Operating Budget	Designated and Restricted Funds	Grants & Contracts	Total
Revenues and Transfers				
Unrestricted Funds	20,451			20,451
Restricted Revenues and Transfers betw	17,351	8,149	484	25,984
Transfers (to)/from Endowment				
Transfers (to)/from Plant		(850)		(850)
Transfers (to)/from Student Loan				
Total Revenues and Transfers	37,803	7,299	484	45,585
Expenditures				
Total Salaries and Benefits	28,478	1,801	363	30,641
Total Non-Salary Expenditures	9,325	7,039	121	16,485
Total Expenditures	37,803	8,840	484	47,126
Excess of Revenue over Expenditures				
		(1,541)		(1,541)
Beginning Operating Equity		22,129		22,129
Ending Operating Equity		20,588		20,588
(Less Specific Investments)		(67)		(67)
Balance not Specifically Invested		20,521		20,521

School of Medicine
1996/97 Consolidated Forecast
(dollars in thousands)

	<u>Designated and Restricted Funds</u>					Auxiliary/ Service Centers	Total
	Operating Budget	Other	SHS/SUH	Grants & Contracts	Sub-Total		
Revenues and Transfers							
Unrestricted Funds	53,960				53,960		53,960
Restricted Revenues and Transfers belw	14,805	51,860	19,186	152,385	238,236	79,881	318,117
Transfers (to)/from Endowment							
Transfers (to)/from Plant		(3,808)			(3,808)		(3,808)
Transfers (to)/from Student Loan							
Total Revenues and Transfers	68,765	48,052	19,186	152,385	288,388	79,881	368,269
Expenditures							
Staff Salaries and Benefits	11,334	9,865	7,067	13,992	42,258	53,373	95,631
Faculty Salaries and Benefits	20,655	13,388	4,724	47,372	86,139	10,723	96,862
Indirect Costs/Infrastructure Charge		1,500		42,240	43,740	-	43,740
Other Non-Salary Expenditures	36,776	20,343	7,395	48,781	113,295	15,785	129,080
Total Expenditures	68,765	45,096	19,186	152,385	285,432	79,881	365,313
Excess of Revenue over Expenditures		2,956			2,956		2,956
Beginning Operating Equity		171,939			171,939		171,939
Ending Operating Equity		174,895			174,895		174,895
(Less Specific Investments)		(1,380)			(1,380)		(1,380)
Balance not Specifically Invested		173,515			173,515		173,515

Hoover Institution
1996/97 Consolidated Forecast
(dollars in thousands)

Revenues and Transfers	Operating Budget	Designated and Restricted Funds	Grants & Contracts	Total
Unrestricted Funds Allocation	4,210			4,210
Restricted Revenues and Transfers betw	14,479	320	635	15,434
Planned Use of Reserves	1,984	(1,984)		
Transfers (to)/from Endowment				
Transfers (to)/from Plant				
Transfers (to)/from Student Loan				
Total Revenues and Transfers	20,674	(1,664)	635	19,645
Expenditures				
Total Salaries and Benefits	13,108		119	13,228
Total Non-Salary Expenditures	7,566	145	516	8,226
Total Expenditures	20,674	145	635	21,454
Excess of Revenue over Expenditures		(1,809)		(1,809)
Beginning Operating Equity		6,270		6,270
Ending Operating Equity		4,461		4,461
(Less Specific Investments)		(97)		(97)
Balance not Specifically Invested		4,364		4,364

Stanford University Libraries and Academic Computing
1996/97 Consolidated Forecast
(dollars in thousands)

	Operating Budget	Designated and Restricted Funds	Grants & Contracts	Total
Revenues and Transfers				
Unrestricted Funds Allocation	26,415			26,415
Restricted Revenues and Transfers below	2,569	2,362		4,931
Use of Reserves to Cover O.B. Deficit	104	(104)		
Transfers (to)/from Endowment				
Transfers (to)/from Plant				
Transfers (to)/from Student Loan				
Total Revenues and Transfers	29,088	2,259		31,346
Expenditures				
Total Salaries and Benefits	16,746	296		17,042
Total Non-Salary Expenditures	12,342	1,963		14,305
Total Expenditures	29,088	2,259		31,346
Excess of Revenue over Expenditures				
Beginning Operating Equity		2,524		2,524
Ending Operating Equity		2,524		2,524
(Less Specific Investments)		(220)		(220)
Balance not Specifically Invested		2,304		2,304

Note: 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.

**Vice Provost for Student Affairs
1996/97 Consolidated Forecast
(dollars in thousands)**

	Operating Budget	Designated and Restricted Funds	Grants & Contracts	Sub-Total	Housing and Dining Services		Total
					Base	Reserves	
Revenues and Transfers							
Unrestricted Funds Allocation	37,014			37,014			37,014
Restricted Revenues and Transfers belw	6,857	20,146	23,784	50,787	55,410	1,055	107,252
Transfers (to)/from Endowment							
Transfers (to)/from Plant							
Transfers (to)/from Student Loan		(170)		(170)			(170)
Total Revenues and Transfers	43,871	19,976	23,784	87,631	55,410	1,055	144,096
Expenditures							
Total Salaries and Benefits	12,593	465	284	13,341	10,812		24,153
Total Non-Salary Expenditures	31,279	19,090	23,500	73,868	44,217	1,705	119,791
Total Expenditures	43,871	19,554	23,784	87,210	55,029	1,705	143,944
Excess of Revenue over Expenditures		421		421	381	(650)	152
Beginning Operating Equity				5,361			11,928
Ending Operating Equity				5,782	381	5,917	12,080
(Less Specific Investments)							
Balance not Specifically Invested				5,782	381	5,917	12,080

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Information Technology Systems and Services
1996/97 Consolidated Forecast
(dollars in thousands)

	Operating Budget	Designated and Restricted Funds	Grants & Contracts	Sub-Total	Service Centers	Total
Revenues and Transfers						
Unrestricted Funds Allocation	24,249			24,249		24,249
Restricted Revenues and Transfers between Units		649		649	47,341	47,990
Transfers (to)/from Endowment						
Transfers (to)/from Plant						
Transfers (to)/from Student Loan						
Total Revenues and Transfers	24,249	649		24,898	47,341	72,239
Expenditures						
Total Salaries and Benefits	7,269	287		7,556	21,445	29,001
Total Non-Salary Expenditures	16,980	1,967		18,947	25,896	44,843
Total Expenditures	24,249	2,254		26,503	47,341	73,844
Excess of Revenue over Expenditures		(1,605)		(1,605)		(1,605)
Beginning Operating Equity		6,262		6,262		6,262
Ending Operating Equity		4,657		4,657		4,657
(Less Specific Investments)		(581)		(581)		(581)
Balance not Specifically Invested		4,076		4,076		4,076

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