
APPENDIX A
CONSOLIDATED BUDGETS FOR SCHOOLS,
ACADEMIC SUPPORT AREAS, AND AUXILIARIES

Schedules are shown for:

Academic Units

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

Academic Support Units

- Stanford University Libraries & Academic Information Resources
- Vice Provost for Student Affairs

Auxiliary Enterprises

- Housing and Dining Services
- Athletics
- Stanford University Press

School of Earth Sciences, 1997/98 Consolidated Forecast
(dollars in thousands)

	Operating Designated and			Grants & Contracts	Total
	Budget	Restricted	Restricted		
Revenues and Transfers					
Unrestricted Funds Allocation	2,833				2,833
Restricted Revenues and Transfers	3,991	9,367		7,161	20,519
Transfers (to)/from Endowment		(600)			(600)
Transfers (to)/from Plant		(300)			(300)
Transfers (to)/from Student Loan					
Total Revenues and Transfers	6,824	8,467		7,161	22,452
Expenditures					
Total Salaries	4,267	2,808		2,547	9,622
Total Benefits	1,021	443		408	1,872
Total Non-Salary Expenditures	1,536	5,140		4,206	10,882
Total Expenditures	6,824	8,391		7,161	22,376
Excess of Revenue over Expenditures				76	76
Beginning Operating Equity					
				13,300	13,300
Ending Operating Equity				13,376	13,376

Notes:

- Operating equity represents reserves available for future uses, along with projects and fund balances restricted for special purposes. C and, therefore, not available for expenditure in the current period.
- This budget does not reflect an allocation of tuition revenue or of central administrative costs. This is consistent with Stanford's policy.

School of Education, 1997/98 Consolidated Forecast
(dollars in thousands)

	Operating Designated and		Grants &	Total
	Budget	Restricted	Contracts	
Revenues and Transfers				
Unrestricted Funds Allocation	7,401			7,401
Restricted Revenues and Transfers to	184	1,210	9,693	11,087
Transfers (to)/from Endowment	1,527	210		1,737
Transfers (to)/from Plant		(500)		(500)
Transfers (to)/from Student Loan				
Total Revenues and Transfers	9,112	920	9,693	19,725
Expenditures				
Total Salaries	5,803	558	3,035	9,396
Total Benefits	1,420	123	620	2,163
Total Non-Salary Expenditures	1,889	692	6,039	8,620
Total Expenditures	9,112	1,373	9,693	20,179
Excess of Revenue over Expenditures				
		(454)		(454)
Beginning Operating Equity				
		4,299		4,299
Ending Operating Equity				
		3,845		3,845

Notes:

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School of Engineering, 1997/98 Consolidated Forecast
(dollars in thousands)

	Operating Designated and		Grants & Contracts	Total
	Budget	Restricted		
Revenues and Transfers				
Unrestricted Funds Allocation	31,969			31,969
Restricted Revenues and Transfers to Sponsored Income	8,693	27,218	78,777	35,911
Transfers (to)/from Endowment				78,777
Transfers (to)/from Plant		(1,100)		(1,100)
Transfers (to)/from Student Loan				
Total Revenues and Transfers	40,662	26,118	78,777	145,557
Expenditures				
Total Salaries	27,280	7,983	28,092	63,355
Total Benefits	6,357	1,440	3,795	11,592
Total Non-Salary Expenditures	7,025	15,830	46,890	69,745
Total Expenditures	40,662	25,253	78,777	144,692
Excess of Revenue over Expenditures				865
Beginning Operating Equity				65,998
Ending Operating Equity				66,863

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School of Humanities and Sciences, 1997/98 Consolidated Forecast
(dollars in thousands)

	Operating Designated and			Grants & Contracts	Total
	Budget	Restricted Funds			
Revenues and Transfers					
Unrestricted Funds Allocation	81,981				81,981
Restricted Revenues and Transfers	17,885	21,487	45,039		84,411
Transfers (to)/from Endowment		(3,738)			(3,738)
Transfers (to)/from Plant		(297)			(297)
Transfers (to)/from Student Loan		(20)			(20)
Total Revenues and Transfers	99,866	17,432	45,039		162,337
Expenditures					
Total Salaries	59,702	4,287	14,599		78,588
Total Benefits	13,454	884	2,634		16,971
Total Non-Salary Expenditures	26,710	10,342	27,806		64,859
Total Expenditures	99,866	15,513	45,039		160,417
Excess of Revenue over Expenditures		1,919			1,919
Beginning Operating Equity		50,302			50,302
Ending Operating Equity		52,222			52,222

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School of Law, 1997/98 Consolidated Forecast
(dollars in thousands)

	Operating Designated and			Grants & Contracts	Total
	Budget	Restricted	Restricted		
Revenues and Transfers					
Unrestricted Funds Allocation	10,218				10,218
Restricted Revenues and Transfers to	2,082	3,000		1,000	6,082
Transfers (to)/from Endowment	7,400	300			7,700
Transfers (to)/from Plant		(750)			(750)
Transfers (to)/from Student Loan		(450)			(450)
Total Revenues and Transfers	19,700	2,100		1,000	22,800
Expenditures					
Total Salaries	10,202	1,200		300	11,702
Total Benefits	2,663	313		78	3,054
Total Non-Salary Expenditures	6,835	587		622	8,044
Total Expenditures	19,700	2,100		1,000	22,800
Excess of Revenue over Expenditures					
Beginning Operating Equity		8,000			8,000
Ending Operating Equity		8,000			8,000

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Office of the Dean of Research and Graduate Policy, 1997/98 Consolidated Forecast
(dollars in thousands)

	Operating Restricted and Budget signated Funds	Grants & Contracts	Total
Revenues and Transfers			
Unrestricted Funds Allocation	7,129		7,129
Restricted Revenues and Transfers to Transfers (to)/from Endowment Transfers (to)/from Plant Transfers (to)/from Student Loan	4,499	83,322	100,386
Total Revenues and Transfers	11,628	83,322	107,515
Expenditures			
Total Salaries	6,964	13,674	26,501
Total Benefits	1,812	3,556	6,889
Total Non-Salary Expenditures	2,852	66,092	75,495
Total Expenditures	11,628	83,322	108,885
Excess of Revenue over Expenditures	(1,371)		(1,371)
Beginning Operating Equity	45,441		45,441
Ending Operating Equity	44,071		44,071

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Graduate School of Business, 1997/98 Consolidated Forecast
(dollars in thousands)

	Operating Designated and Budget Restricted	Grants & Contracts	Total
Revenues and Transfers			
Unrestricted Funds Allocation	21,437		21,437
Restricted Revenues and Transfers to Transfers (to)/from Endowment	23,483	700	40,492
Transfers (to)/from Plant	(12,000)		(12,000)
Transfers (to)/from Student Loan			
Total Revenues and Transfers	44,920	700	49,929
Expenditures			
Total Salaries	23,391	106	25,452
Total Benefits	5,757	28	6,296
Total Non-Salary Expenditures	15,772	4,062	20,400
Total Expenditures	44,920	700	52,148
Excess of Revenue over Expenditures	(2,219)		(2,219)
Beginning Operating Equity	25,300		25,300
Ending Operating Equity	23,081		23,081

Notes:

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School of Medicine, 1997/98 Consolidated Forecast
(dollars in thousands)

	Operating Budget	Designated and Restricted Other	Other Inst.	Grants & Contracts	Subtotal	Auxiliaries	Total
Revenues and Transfers							
Unrestricted Funds Allocation	59,670				59,670		59,670
Restricted Revenues and Transfers:	13,016	64,182	18,065	170,320	265,583	80,607	346,190
Transfers (to)/from Endowment		(1,500)			(1,500)		(1,500)
Transfers (to)/from Plant		(6,556)			(6,556)		(6,556)
Transfers (to)/from Student Loan		(48)			(48)		(48)
Total Revenues and Transfers	72,686	56,078	18,065	170,320	317,149	80,607	397,756
Expenditures							
Faculty Salaries	9,323	7,832	7,843	12,484	37,482	34,059	71,541
Staff Salaries	16,683	11,761	4,718	44,784	77,946	24,289	102,235
Total Salaries	26,006	19,593	12,561	57,268	115,428	58,348	173,776
Total Benefits	6,788	5,114	3,278	14,947	30,127	15,229	45,356
Infrastructure/Indirect Costs		1,367		45,271	46,638		46,638
Total Non-Salary Expenditures	39,892	35,894	2,226	52,834	130,846	7,030	137,876
Total Expenditures	72,686	61,968	18,065	170,320	323,039	80,607	403,646
Excess of Revenue over Expenditures		(5,890)			(5,890)		(5,890)
Beginning Operating Equity		192,616			192,616		192,616
Ending Operating Equity		186,726			186,726		186,726

Notes:

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Hoover Institution, 1997/98 Consolidated Forecast
(dollars in thousands)

	Operating Designated and Budget Restricted Fundds	Grants & Contracts	Total
Revenues and Transfers			
Unrestricted Funds Allocation	3,997		3,997
Restricted Revenues and Transfers to Transfers (to)/from Endowment Transfers (to)/from Plant Transfers (to)/from Student Loan	16,578	400	17,103
Total Revenues and Transfers	20,575	400	21,100
Expenditures			
Total Salaries	12,537	78	12,615
Total Benefits	2,781	22	2,803
Total Non-Salary Expenditures	5,257	300	5,682
Total Expenditures	20,575	400	21,100
Excess of Revenue over Expenditures			
Beginning Operating Equity	4,461		4,461
Ending Operating Equity	4,461		4,461

Notes:

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Stanford University Libraries/Academic Information Resources, 1997/98 Consolidated
(dollars in thousands)

	Operating Designated and		Grants &	Total
	Budget	Restricted		
Revenues and Transfers				
Unrestricted Funds Allocation	27,491			27,491
Restricted Revenues and Transfers to	3,630	3,343	166	7,139
Transfers (to)/from Endowment				
Transfers (to)/from Plant				
Transfers (to)/from Student Loan				
Total Revenues and Transfers	31,121	3,343	166	34,630
Expenditures				
Total Salaries	14,183	714	132	15,029
Total Benefits	3,702	186	34	3,922
Total Non-Salary Expenditures	13,236	2,443		15,679
Total Expenditures	31,121	3,343	166	34,630
Excess of Revenue over Expenditures				
Beginning Operating Equity		3,820		3,820
Ending Operating Equity		3,820		3,820

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- This budget does not reflect an allocation of tuition revenue or of central administrative costs. This is consistent with Stanford's policy.

Vice Provost for Student Affairs, 1997/98 Consolidated Forecast
(dollars in thousands)

	Operating Designated and		Grants &	Total
	Budget	Restricted	Contracts	
Revenues and Transfers				
General Funds Allocation	35,259			35,259
Restricted Revenues and Transfers	1,376	32,027	15,157	48,561
Transfers (to)/from Endowment				
Transfers (to)/from Plant				
Transfers (to)/from Student Loan		(170)		(170)
Total Revenues and Transfers	36,635	31,857	15,157	83,650
Expenditures				
Total Salaries	8,770	294	67	9,132
Total Benefits	2,224	77	18	2,318
Total Non-Salary Expenditures	25,641	30,672	15,072	71,385
Total Expenditures	36,635	31,043	15,157	82,835
Excess of Revenue over Expenditures		815		815
Beginning Operating Equity		6,386		6,386
Ending Operating Equity		7,200		7,200

Notes:

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- This budget does not reflect an allocation of tuition revenue or of central administrative costs. This is consistent with s
- The Grants and Contracts numbers for this unit consist primarily of financial aid sponsored by the government.

Auxiliary Enterprises Projected Budgets, 1997/98

(dollars in thousands)

	Housing and Dining Services	Athletics	Stanford University Press
Income		Income	Income
Student Housing	43,231	Intercollegiate	Net Sales
Dining Services	19,494	Unrestricted	5,350
Conference Services	2,929	Golf Course	Cost of Sales
Interest Income	625	Faculty-Staff Recreation	(2,750)
Transfer to Plant Re:	524	Restricted Funds	Other Income
Sub-Total Income	<u>66,803</u>	Summer Camps	348
		Sub-Total Income	University Subsidy
			199
			Sub-Total Income
			<u>3,147</u>
Expenses		Expense	Expense
Student Housing	43,805	Compensation and Benef	Editorial
Dining Services	18,594	Travel, Meals, Lodging	635
Conference Services	2,412	Utilities, Repairs and Mair	Production & Desig
Facilities Expenses	1,992	University Overhead	297
Sub-Total Expenses	<u>66,803</u>	Golf Course	Marketing
		Other Non-Salary	833
		Sub-Total Expenses	Order
			3
			Warehouse
			715
			Accounting
			173
			Office & general
			490
			Sub-Total Expense:
			<u>3,147</u>
Operating Gain/(Loss)	<u>0</u>	Operating Gain/(Loss)	Operating Gain/(L
			<u>0</u>
		Financial Aid	
		Income	
		8,267	
		Expense	
		8,505	
		Net Financial Aid Gain (Loss)	
		<u>(238)</u>	