

STANFORD UNIVERSITY
BUDGET PLAN
2005/06

SUBMITTED FOR ACTION TO THE
BOARD OF TRUSTEES
JUNE 6–7, 2005

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<http://www.stanford.edu/dept/pres-provost/budget/plans/plan06.html>



APPENDIX A
**CONSOLIDATED BUDGETS FOR
SELECTED UNITS**

- GRADUATE SCHOOL OF BUSINESS
- SCHOOL OF EARTH SCIENCES
- SCHOOL OF EDUCATION
- SCHOOL OF ENGINEERING
- SCHOOL OF HUMANITIES AND SCIENCES
- SCHOOL OF LAW
- SCHOOL OF MEDICINE
- VICE PROVOST FOR UNDERGRADUATE
EDUCATION
- VICE PROVOST AND DEAN OF RESEARCH
AND GRADUATE POLICY
- HOOVER INSTITUTION
- STANFORD UNIVERSITY LIBRARIES AND
ACADEMIC INFORMATION RESOURCES
- DEAN OF STUDENT AFFAIRS
- ATHLETICS
- RESIDENTIAL & DINING ENTERPRISES

GRADUATE SCHOOL OF BUSINESS (INCLUDES SCHWAB)
2005/06 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	Total
Revenues							
General Funds Allocation	34,021	(1,130)					32,891
Restricted Revenues		23,483	21,133	28,807	475	2,778	76,676
Internal Revenues		3,143				4,129	7,272
Transfers in Support of Operations	52,321	(10,161)	(20,023)	(21,320)		(817)	
Total Revenues	86,342	15,335	1,110	7,487	475	6,090	116,839
Expenses							
Academic Salaries	27,782	3,452			261		31,495
Staff Salaries	18,629	2,040	191			467	21,327
Benefits and Other Compensation	15,588	1,589	98		42	154	17,471
Non-Salary Expenses	19,024	4,887	298	7,394	172	675	32,450
Internal Expenses	5,319	3,614	518	93		4,794	14,338
Total Expenses	86,342	15,582	1,105	7,487	475	6,090	117,081
Revenues less Expenses		(247)	5				(242)
Transfers From (to) Endowment Principal, Plant & Student Loan							
Surplus / (Deficit)		(247)	5				(242)
Beginning Operating Equity		23,337	15,978	1,090	(27)		40,378
Ending Operating Equity		23,090	15,983	1,090	(27)		40,136

NOTES:

- Operating equity represents reserves and balances available for future uses and may include funds that are specifically invested and therefore not available for expenditure in the current period.
- This schedule does not include endowment principal, student loan funds, and plant funds.

SCHOOL OF EARTH SCIENCES
2005/06 CONSOLIDATED FORECAST
 [IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	Total
Revenues							
General Funds Allocation	4,907						4,907
Restricted Revenues		4,384	1,493	16,052	13,340	30	35,299
Internal Revenues		23				115	138
Transfers in Support of Operations	10,201	100	100	(9,851)	672		1,222
Total Revenues	15,108	4,507	1,593	6,201	14,012	145	41,566
Expenses							
Academic Salaries	5,883	2,430	344	251	3,461	51	12,420
Staff Salaries	2,470	303	13	16	105	13	2,920
Benefits and Other Compensation	3,308	1,353	182	92	1,930	22	6,887
Non-Salary Expenses	2,772	1,219	602	3,649	8,362	45	16,649
Internal Expenses	718	256	70	92	155	16	1,307
Total Expenses	15,151	5,561	1,211	4,100	14,013	147	40,183
Revenues less Expenses	(43)	(1,054)	382	2,101	(1)	(2)	1,383
Transfers From (to) Endowment Principal, Plant & Student Loan				(1,235)			(1,235)
Surplus / (Deficit)	(43)	(1,054)	382	866	(1)	(2)	148
Beginning Operating Equity	45	6,576	6,852	12,011	(1)	(2)	25,484
Ending Operating Equity	2	5,522	7,234	12,877	(1)	(2)	25,632

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SCHOOL OF EDUCATION
2005/06 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	Total
Revenues							
General Funds Allocation	11,776						11,776
Restricted Revenues		241	2,980	4,281	14,093		21,595
Internal Revenues						25	25
Transfers in Support of Operations	4,647	135	(624)	(3,566)			592
Total Revenues	16,423	376	2,356	715	14,093	25	33,988
Expenses							
Academic Salaries	6,527	103	733		3,095		10,458
Staff Salaries	2,753	80	313	50	2,728	19	5,943
Benefits and Other Compensation	3,330	61	404	16	2,147	6	5,964
Non-Salary Expenses	3,030	88	668	190	5,681		9,657
Internal Expenses	400	19	206	25	442		1,092
Total Expenses	16,040	351	2,324	281	14,093	25	33,114
Revenues less Expenses	383	25	32	434			874
Transfers From (to) Endowment Principal, Plant & Student Loan							
Surplus / (Deficit)	383	25	32	434			874
Beginning Operating Equity	2,826	4,913	8,225	2,375			18,339
Ending Operating Equity	3,209	4,938	8,257	2,809			19,213

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SCHOOL OF ENGINEERING
2005/06 CONSOLIDATED FORECAST
 [IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	Total
Revenues							
General Funds Allocation	54,053						54,053
Restricted Revenues		26,705	24,523	21,183	100,032		172,443
Internal Revenues						1,270	1,270
Transfers in Support of Operations	20,559	(2,559)	(10,000)	(8,000)			
Total Revenues	74,612	24,146	14,523	13,183	100,032	1,270	227,766
Expenses							
Academic Salaries	29,330	6,197	4,799	932	32,418		73,676
Staff Salaries	10,143	5,061	828	62	3,945	775	20,814
Benefits and Other Compensation	16,792	4,403	2,921	662	16,355	246	41,379
Non-Salary Expenses	4,206	5,828	5,525	5,470	45,525	173	66,727
Internal Expenses	4,120	915	1,133	309	1,789	76	8,342
Total Expenses	64,591	22,404	15,206	7,435	100,032	1,270	210,938
Revenues less Expenses	10,021	1,742	(683)	5,748			16,828
Transfers From (to) Endowment Principal, Plant & Student Loan	(10,021)	(6,091)	(5,631)	(155)			(21,898)
Surplus / (Deficit)		(4,349)	(6,314)	5,593			(5,070)
Beginning Operating Equity		50,091	45,218	34,656			129,965
Ending Operating Equity		45,742	38,904	40,249			124,895

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SCHOOL OF HUMANITIES AND SCIENCES
2005/06 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	Total
Revenues							
General Funds Allocation	125,847	1,427					127,274
Restricted Revenues		3,307	9,837	76,646	83,554	5,791	179,135
Internal Revenues						7,649	7,649
Transfers in Support of Operations	57,487	14,212	(665)	(59,050)	(1)	(139)	11,844
Total Revenues	183,334	18,946	9,172	17,596	83,553	13,301	325,902
Expenses							
Academic Salaries	76,225	7,311	2,192	1,992	21,805	343	109,868
Staff Salaries	22,080	1,597	702	720	3,407	2,791	31,297
Benefits and Other Compensation	36,668	3,570	1,192	1,904	7,997	1,020	52,351
Non-Salary Expenses	37,409	9,140	5,221	6,333	46,148	8,922	113,173
Internal Expenses	6,288	741	467	921	4,196	225	12,838
Total Expenses	178,670	22,359	9,774	11,870	83,553	13,301	319,527
Revenues less Expenses	4,664	(3,413)	(602)	5,726			6,375
Transfers From (to) Endowment Principal, Plant & Student Loan	(4,664)			(41)			(4,705)
Surplus / (Deficit)		(3,413)	(602)	5,685			1,670
Beginning Operating Equity	6	35,101	40,541	48,048		23	123,719
Ending Operating Equity	6	31,688	39,939	53,733		23	125,389

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SCHOOL OF LAW
2005/06 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	16,445					16,445
Restricted Revenues		3,351	5,670	18,890	191	28,102
Internal Revenues		1				1
Transfers in Support of Operations	21,782	(2,200)	(2,582)	(17,000)		
Total Revenues	38,227	1,152	3,088	1,890	191	44,548
Expenses						
Academic Salaries	12,997	155	233	26	104	13,515
Staff Salaries	6,505	311	621	5	10	7,452
Benefits and Other Compensation	7,076	188	290	10	37	7,601
Non-Salary Expenses	11,095	935	659	423	42	13,154
Internal Expenses	554		196	43		793
Total Expenses	38,227	1,589	1,999	507	193	42,515
Revenues less Expenses		(437)	1,089	1,383	(2)	2,033
Transfers From (to) Endowment Principal, Plant & Student Loan			(2,500)	(1,200)		(3,700)
Surplus / (Deficit)		(437)	(1,411)	183	(2)	(1,667)
Beginning Operating Equity		2,088	9,599	3,245		14,932
Ending Operating Equity		1,651	8,188	3,428	(2)	13,265

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SCHOOL OF MEDICINE
2005/06 CONSOLIDATED FORECAST
 [IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Designated Clinics	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	Total
Revenues								
General Funds Allocation	86,461							86,461
Restricted Revenues		65,253	224,020	54,401	66,643	404,062	28,794	843,173
Internal Revenues		16,378					14,848	31,226
Transfers in Support of Operations	55,560	(6,087)	(10,958)	(12,251)	(25,070)		(23)	1,171
Total Revenues	142,021	75,544	213,062	42,150	41,573	404,062	43,619	962,031
Expenses								
Academic Salaries	11,946	17,084	99,876	11,095	11,641	104,147	4,947	260,736
Staff Salaries	37,389	10,098	19,891	4,322	2,864	28,786	15,330	118,680
Benefits and Other Compensation	20,846	15,686	74,289	5,677	5,209	40,750	6,914	169,371
Non-Salary Expenses	46,072	33,247	6,252	14,999	13,410	211,986	15,461	341,427
Internal Expenses	25,768	1,806	12,754	3,182	3,384	18,393	967	66,254
Total Expenses	142,021	77,921	213,062	39,275	36,508	404,062	43,619	956,468
Revenues less Expenses		(2,377)		2,875	5,065			5,563
Transfers From (to) Endowment Principal, Plant & Student Loan			(14,202)		(5,045)			(19,247)
Surplus / (Deficit)		(2,377)	(14,202)	2,875	20			(13,684)
Beginning Operating Equity		140,483	(227)	115,259	99,102		(1,585)	353,032
Ending Operating Equity		138,106	(14,429)	118,134	99,122		(1,585)	339,348

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VICE PROVOST FOR UNDERGRADUATE EDUCATION
2005/06 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	13,993					13,993
Restricted Revenues		863	216	12,189		13,268
Internal Revenues		257				257
Transfers in Support of Operations	11,496	(711)	(243)	(11,751)		(1,209)
Total Revenues	25,489	409	(27)	438		26,309
Expenses						
Academic Salaries	7,283		436			7,719
Staff Salaries	6,662					6,662
Benefits and Other Compensation	5,227		140			5,367
Non-Salary Expenses	5,192	40	12	15		5,259
Internal Expenses	1,076	69	19	940		2,104
Total Expenses	25,440	109	607	955		27,111
Revenues less Expenses	49	300	(634)	(517)		(802)
Transfers From (to) Endowment Principal, Plant & Student Loan	(49)					(49)
Surplus / (Deficit)		300	(634)	(517)		(851)
Beginning Operating Equity	1,634	1,945	2,262	9,545		15,386
Ending Operating Equity	1,634	2,245	1,628	9,028		14,535

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VICE PROVOST AND DEAN OF RESEARCH AND GRADUATE POLICY
2005/06 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	Total
Revenues							
General Funds Allocation	27,028						27,028
Restricted Revenues		5,832	10,848	25,624	117,547	2	159,853
Internal Revenues	691	491				569	1,751
Transfers in Support of Operations	16,634	(1,853)	(5,482)	(17,058)	(671)		(8,430)
Total Revenues	44,353	4,470	5,366	8,566	116,876	571	180,202
Expenses							
Academic Salaries	5,159	941	2,418	1,091	14,224	332	24,165
Staff Salaries	17,069	425	992	308	3,272	55	22,121
Benefits and Other Compensation	7,718	592	1,243	471	6,745	133	16,902
Non-Salary Expenses	10,363	1,865	2,367	1,640	92,635	46	108,916
Internal Expenses	3,760	412	710	499		11	5,392
Total Expenses	44,069	4,235	7,730	4,009	116,876	577	177,496
Revenues less Expenses	284	235	(2,364)	4,557		(6)	2,706
Transfers From (to) Endowment Principal, Plant & Student Loan		(60)	200	(502)			(362)
Surplus / (Deficit)	284	175	(2,164)	4,055		(6)	2,344
Beginning Operating Equity	5,732	25,849	18,411	30,545		77	80,614
Ending Operating Equity	6,016	26,024	16,247	34,600		71	82,958

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HOOVER INSTITUTION
2005/06 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	672					672
Restricted Revenues	101	650	20,546	15,089		36,386
Internal Revenues						
Transfers in Support of Operations	36,217	(650)	(20,478)	(15,089)		
Total Revenues	36,990		68			37,058
Expenses						
Academic Salaries	9,120		11			9,131
Staff Salaries	6,974		9			6,983
Benefits and Other Compensation	5,423		6			5,429
Non-Salary Expenses	15,269		36			15,305
Internal Expenses	204		6			210
Total Expenses	36,990		68			37,058
Revenues less Expenses						
Transfers From (to) Endowment Principal, Plant & Student Loan						
Surplus / (Deficit)						
Beginning Operating Equity		1,233	10,256	976	(39)	12,426
Ending Operating Equity		1,233	10,256	976	(39)	12,426

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STANFORD UNIVERSITY LIBRARIES AND ACADEMIC INFORMATION RESOURCES
2005/06 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary Activities	Total
Revenues							
General Funds Allocation	41,009						41,009
Restricted Revenues		2,094	644	9,229	1,615	24,269	37,851
Internal Revenues						20	20
Transfers in Support of Operations	9,611	(1,312)	(119)	(6,515)		1,525	3,190
Total Revenues	50,620	782	525	2,714	1,615	25,814	82,070
Expenses							
Academic Salaries	5,353			3	34	1	5,391
Staff Salaries	17,663	270	88	3	562	12,767	31,353
Benefits and Other Compensation	7,616	87	29	2	192	4,490	12,416
Non-Salary Expenses	18,993	382	853	3,624	705	6,964	31,521
Internal Expenses	995	18			122	1,592	2,727
Total Expenses	50,620	757	970	3,632	1,615	25,814	83,408
Revenues less Expenses		25	(445)	(918)			(1,338)
Transfers From (to) Endowment Principal, Plant & Student Loan				938			938
Surplus / (Deficit)		25	(445)	20			(400)
Beginning Operating Equity		499	3,285	2,300		2,899	8,983
Ending Operating Equity		524	2,840	2,320		2,899	8,583

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DEAN OF STUDENT AFFAIRS
2005/06 CONSOLIDATED FORECAST
 [IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	19,505					19,505
Restricted Revenues	27	3,892	514	1,890	498	6,821
Internal Revenues	2					2
Transfers in Support of Operations	6,756	(1,049)	71	(725)		5,053
Total Revenues	26,290	2,843	585	1,165	498	31,381
Expenses						
Academic Salaries	995		35	249	29	1,308
Staff Salaries	12,715	435	464	80	217	13,911
Benefits and Other Compensation	3,989	217	189	106	96	4,597
Non-Salary Expenses	6,928	1,686	343	343	133	9,433
Internal Expenses	1,650	317	61	52	23	2,103
Total Expenses	26,277	2,655	1,092	830	498	31,352
Revenues less Expenses	13	188	(507)	335		29
Transfers From (to) Endowment Principal, Plant & Student Loan	(145)		(80)	(60)		(285)
Surplus / (Deficit)	(132)	188	(587)	275		(256)
Beginning Operating Equity	820	6,716	2,444	2,023		12,003
Ending Operating Equity	688	6,904	1,857	2,298		11,747

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AUXILIARY ACTIVITIES
2005/06 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

ATHLETICS

Operating	
Revenues	
Intercollegiate	15,370
Unrestricted Funds	6,741
Golf Course	5,435
General Funds	5,713
Restricted Funds	9,448
Faculty-Staff Recreation	1,636
Total Revenues	44,343
Expenses	
Compensation	20,013
Sport Programs	8,533
Facilities & Events	6,150
Student Services	1,612
Administration	6,630
University Overhead	1,405
Total Expenses	44,343
Operating Gain/(Loss)	
Financial Aid	
Revenues	15,082
Expenses	14,869
Financial Aid Gain/(Loss)	213
Camps	
Revenues	4,900
Expenses	4,600
Camps Gain/(Loss)	300
Consolidated	
Total Revenues	64,325
Total Expenses	63,812
Consolidated Gain/(Loss)	513

RESIDENTIAL & DINING ENTERPRISES

Revenues	
Student Payments	85,827
Student Payments: Off Campus	3,500
SLAC Guest House	1,904
Conferences Housing & Dining	9,199
Other Operating Income	18,035
Interest Income	220
Total Revenue	118,685
Transfers	
Grad Housing Subsidy: Off Campus	2,000
Rent Loss Reimbursement	1,000
Debt Service Subsidy: Grad Housing	3,000
Transfer to Residential Education	(5,348)
Total Transfers	652
Total Revenue and Transfers	119,337
Expenses	
Salaries and Benefits	36,004
Food Costs	8,083
EM & S	10,780
Rentals & Leases: Off Campus	5,500
Utilities & Telephone	8,584
Repair & Maintenance	11,077
Debt Service	33,911
Distribution of G&A Expenses	6,188
Total Expenses	120,127
Operating Gain/(Loss)	(790)

