
APPENDIX A

CONSOLIDATED BUDGETS FOR SCHOOLS, ACADEMIC SUPPORT AREAS, AND AUXILIARIES

Schedules are shown for:

Academic Units

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

Academic Support Units

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

Auxiliary Activities

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

School of Earth Sciences						
2001/02 Consolidated Forecast						
(in thousands of dollars)						
	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues and Transfers						
General Funds Allocation	2,417					2,417
Restricted Revenues		4,478	600	12,796	7,340	25,214
Transfers within Current Funds	6,979		300	(7,228)		50
Transfers (to)/from Endowment Principal						
Transfers (to)/from Plant/Student Loan				(1,250)		(1,250)
Total Revenues and Transfers	9,396	4,478	900	4,318	7,340	26,432
Expenses						
Academic Salaries	4,635	1,541	121	102	2,214	8,613
Staff Salaries	1,474	754	70	70	948	3,316
Total Benefits	1,429	456	35	37	499	2,457
Non-Salary Expenses	1,858	1,572	605	3,541	3,679	11,255
Total Expenses	9,396	4,323	832	3,750	7,340	25,640
Surplus / (Deficit)		155	68	568		791
Beginning Operating Equity		7,101	5,039	9,702		21,842
Ending Operating Equity		7,256	5,108	10,270		22,633

Notes:

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School of Education
2001/02 Consolidated Forecast
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues and Transfers						
General Funds Allocation	9,860					9,860
Restricted Revenues		153	1,346	57	13,114	14,670
Transfers within Current Funds	3,133	200	(208)	194		3,319
Transfers (to)/from Endowment Principal						
Transfers (to)/from Plant/Student Loan						
Total Revenues and Transfers	12,993	353	1,138	251	13,114	27,849
Expenses						
Academic Salaries	5,382	136	303		2,325	8,145
Staff Salaries	1,840	77	40		2,770	4,727
Total Benefits	1,641	54	87		955	2,738
Non-Salary Expenses	4,130	213	186	141	7,064	11,734
Total Expenses	12,993	479	616	141	13,114	27,343
Surplus / (Deficit)		(126)	522	109		506
Beginning Operating Equity		4,330	4,057	568		8,955
Ending Operating Equity		4,204	4,579	677		9,461

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School of Engineering
2001/02 Consolidated Forecast
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues and Transfers						
General Funds Allocation	40,425					40,425
Restricted Revenues		21,643	18,511	17,598	81,855	139,607
Transfers within Current Funds	8,245	(3,699)	1,687	(6,583)		(350)
Transfers (to)/from Endowment			(125)			(125)
Transfers (to)/from Plant/Student Loan		(2,000)	(200)	(145)		(2,345)
Total Revenues and Transfers	48,670	15,944	19,873	10,870	81,855	177,212
Expenses						
Academic Salaries	20,836	2,045	3,409	527	21,755	48,572
Staff Salaries	9,597	4,458	1,632	207	8,884	24,777
Total Benefits	6,271	1,213	546	89	3,981	12,101
Non-Salary Expenses	11,966	7,440	10,744	4,580	47,235	81,965
Total Expenses	48,670	15,156	16,331	5,403	81,855	167,415
Surplus / (Deficit)		788	3,542	5,467		9,797
Beginning Operating Equity		53,240	43,506	19,529		116,275
Ending Operating Equity		54,028	47,048	24,996		126,072

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School of Humanities & Sciences (includes Overseas Studies Program)
2001/02 Consolidated Forecast
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary Activities	Total
Revenues and Transfers							
General Funds Allocation	90,971						90,971
Restricted Revenues		2,614	10,410	49,536	52,146	5,506	120,211
Transfers within Current Funds	41,575	4,443	(389)	(30,544)			15,085
Transfers (to)/from Endowment Principal				(688)			(688)
Transfers (to)/from Plant/Student Loan	(4,800)		(3,500)				(8,300)
Total Revenues and Transfers	127,746	7,057	6,521	18,304	52,146	5,506	217,280
Expenses							
Academic Salaries	60,702	1,193	1,590	1,626	11,653		76,764
Staff Salaries	17,779	414	936	573	4,347	1,992	26,042
Total Benefits	17,192	435	405	487	2,738	504	21,761
Non-Salary Expenses	32,074	2,647	6,885	5,810	33,408	3,010	83,834
Total Expenses	127,746	4,689	9,817	8,497	52,146	5,506	208,401
Surplus / (Deficit)		2,367	(3,295)	9,808			8,879
Beginning Operating Equity		33,963	26,832	31,954			92,748
Ending Operating Equity		36,330	23,536	41,761			101,627

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School of Law
2001/02 Consolidated Forecast
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues and Transfers						
General Funds Allocation	12,045					12,045
Restricted Revenues		900	5,700	13,350	550	20,500
Transfers within Current Funds	16,640	(175)	(4,000)	(12,000)		465
Transfers (to)/from Endowment Principal						
Transfers (to)/from Plant/Student Loan				(650)		(650)
Total Revenues and Transfers	28,685	725	1,700	700	550	32,360
Expenses						
Academic Salaries	9,500	50	500	250	250	10,550
Staff Salaries	5,900	150	400	25	100	6,575
Total Benefits	3,781	49	221	68	86	4,204
Non-Salary Expenses	8,304	475	950	175	114	10,018
Library Acquisitions	1,200					1,200
Total Expenses	28,685	724	2,071	518	550	32,547
Surplus / (Deficit)		1	(371)	182		(187)
Beginning Operating Equity		1,000	8,000	2,500		11,500
Ending Operating Equity		1,001	7,629	2,682		11,313

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Vice Provost for Undergraduate Education
2001/02 Consolidated Forecast
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues and Transfers						
General Funds Allocation	12,086					12,086
Restricted Revenues		3,919		3,409		7,328
Transfers within Current Funds	8,124	(595)	(4,055)	(3,632)		(158)
Transfers (to)/from Endowment						
Transfers (to)/from Plant/Student Loan						
Total Revenues and Transfers	20,210	(595)	(136)	(223)		19,256
Expenses						
Academic Salaries	7,760					7,760
Staff Salaries	4,072					4,072
Total Benefits	2,356					2,356
Non-Salary Expenses	6,022	15	25			6,062
Total Expenses	20,210	15	25			20,250
Surplus / (Deficit)		(610)	(161)	(223)		(994)
Beginning Operating Equity						
		1,700	1,364	3,472		6,536
Ending Operating Equity						
		1,090	1,203	3,249		5,542

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Vice Provost and Dean of Research and Graduate Policy
2001/02 Consolidated Forecast
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues and Transfers						
General Funds Allocation	17,568					17,568
Restricted Revenues	194	6,859	8,143	23,986	76,235	115,417
Transfers within Current Funds	10,785	(2,033)	(661)	(15,327)		(7,237)
Transfers (to)/from Endowment Principal						
Transfers (to)/from Plant/Student Loan						
Total Revenues and Transfers	28,547	4,826	7,482	8,659	76,235	125,749
Expenses						
Academic Salaries	3,231	1,408	2,359	2,337	10,690	20,025
Staff Salaries	12,572	1,969	1,435	434	4,910	21,320
Total Benefits	3,936	678	656	399	2,760	8,429
Non-Salary Expenses	8,809	2,548	2,589	1,563	57,875	73,384
Total Expenses	28,547	6,603	7,039	4,733	76,235	123,157
Surplus / (Deficit)		(1,777)	443	3,926		2,592
Beginning Operating Equity		17,521	12,050	18,255		47,826
Ending Operating Equity		15,744	12,493	22,181		50,418

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Hoover Institution
2001/02 Consolidated Forecast
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues and Transfers						
General Funds Allocation	1,472					1,472
Restricted Revenues		640	12,394	14,400	520	27,954
Transfers between units						
Transfers within Current Funds	27,084	(290)	(12,394)	(14,400)		
Transfers (to)/from Endowment Principal						
Transfers (to)/from Plant/Student Loan						
Total Revenues and Transfers	28,556	350			520	29,426
Expenses						
Academic Salaries	6,195					6,195
Staff Salaries	6,495				20	6,515
Total Benefits	3,242					3,242
Non-Salary Expenses	12,301	350			500	13,151
Library Acquisitions	323					323
Total Expenses	28,556	350			520	29,426
Surplus / (Deficit)						0
Beginning Operating Equity				18,545		18,545
Ending Operating Equity				18,545		18,545

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Graduate School of Business (includes Schwab)
2001/02 Consolidated Forecast
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary Activities	Total
Revenues and Transfers							
General Funds Allocation	28,421						28,421
Restricted Revenues		17,750	17,850	24,100		6,197	65,897
Transfers within Current Funds	49,799	(2,257)	(23,596)	(24,000)			(54)
Transfers (to)/from Endowment Principal		(750)	(2,500)			(171)	(3,421)
Transfers (to)/from Plant/Student Loan		(1,000)					(1,000)
Total Revenues and Transfers	78,220	13,743	(8,246)	100	6,026	6,026	89,843
Expenses							
Academic Salaries	21,007	2,487					23,494
Staff Salaries	16,569	1,122				321	18,012
Total Benefits	9,378	940				80	10,398
Non-Salary Expenses	30,966	10,312				4,225	45,503
Debt Service	300					1,400	1,700
Total Expenses	78,220	14,861	(8,246)	100	6,026	6,026	99,107
Surplus / (Deficit)		(1,118)	(8,246)	100			(9,264)
Beginning Operating Equity		13,500	22,531	1,500			37,531
Ending Operating Equity		12,382	14,285	1,600			28,267

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School of Medicine
2001/02 Consolidated Forecast
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary Activities	Total
Revenues and Transfers							
General Funds Allocation	76,127						76,127
Restricted Revenues		59,939	39,787	66,150	285,248	134,260	585,384
Transfers within Current Funds	23,443	6,583	(11,624)	(18,402)			
Transfers (to)/from Endowment Principal		(5,000)					(5,000)
Transfers (to)/from Plant/Student Loan		(5,000)		(45)			(5,045)
Total Revenues and Transfers	99,570	56,522	28,163	47,703	285,248	134,260	651,466
Expenses							
Academic Salaries	10,091	24,295	4,407	6,037	38,712	84,531	168,073
Staff Salaries	26,497	10,132	6,536	2,021	55,485	18,434	119,105
Total Benefits	8,637	5,891	2,362	1,957	20,186	23,609	62,642
Non-Salary Expenses	25,073	29,377	15,204	11,164	169,574	16,545	266,937
Library Acquisitions	1,194						1,194
Utilities	13,963					82	14,045
O&M	9,107	726	271	60	1,291	478	11,933
Debt Service	5,008						5,008
Total Expenses	99,570	70,421	28,780	21,239	285,248	143,679	648,937
Surplus / (Deficit)		(13,899)	(617)	26,464		(9,419)	2,529
Beginning Operating Equity		95,535	89,725	104,151		4,227	293,638
Ending Operating Equity		81,636	89,108	130,615		(5,192)	296,167

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Stanford University Libraries and Academic Information Resources
2001/02 Consolidated Forecast
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary Activities	Total
Revenues and Transfers							
General Funds Allocation	35,675						35,675
Restricted Revenues		1,709	906	7,293	684	14,606	25,197
Transfers within Current Funds	3,832	(1,509)	(106)	(2,218)			
Transfers (to)/from Endowment Principal							
Transfers (to)/from Plant/Student Loan							
Total Revenues and Transfers	39,507	200	800	5,075	684	14,606	60,872
Expenses							
Academic Salaries							
Staff Salaries	21,352				316	6,984	28,652
Total Benefits	5,434				80	1,777	7,292
Non-Salary Expenses	3,027	200	800	510	287	5,845	10,669
Library Acquisitions	9,694			4,565			14,260
Total Expenses	39,507	200	800	5,075	684	14,606	60,872
Surplus / (Deficit)							0
Beginning Operating Equity		100	1,800	1,200			3,100
Ending Operating Equity		100	1,800	1,200			3,100

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Vice Provost for Student Affairs
2001/02 Consolidated Forecast
(in thousands of dollars)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues and Transfers						
General Funds Allocation	31,434					31,434
Restricted Revenues		3,569	416	1,410	820	6,215
Transfers within Current Funds	2,648	(1,673)		(712)		263
Transfers (to)/from Endowment Principal						
Transfers (to)/from Plant/Student Loan		(3,000)				(3,000)
Total Revenues and Transfers	34,082	(1,104)	416	698	820	34,912
Expenses						
Staff Salaries	11,228	300	325	799	305	12,958
Total Benefits	2,730	74	83	204	78	3,169
Non-Salary Expenses	20,123	1,471	829	203	437	23,063
Total Expenses	34,082	1,845	1,237	1,207	820	39,190
Surplus / (Deficit)		(2,949)	(821)	(509)		(4,278)
Beginning Operating Equity		6,950	1,990	2,008	100	11,048
Ending Operating Equity		4,001	1,169	1,499	100	6,769

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Auxiliary Activities
2001/02 Consolidated Forecast
(in thousands of dollars)

Alumni Association

Revenues	
Program Revenue	25,532
Advertising	600
Annual Membership	172
Life Membership	930
General Fund Allocation	4,693
Presidential Funds	1,053
Investment Income	522
Interdepartmental Charges	484
Donations Magazine	200
Life Membership Draw	1,963
Royalties	1,060
Total Revenues	37,209
Expenses	
Salaries & Benefits	9,270
Part-Time/Student/Temporary Help	157
Participant and Staff Expenses	24,674
Outside Services	827
Materials and Supplies	985
Other Non-Salary Expenses	1,296
Total Expenses	37,209
Operating Gain/Loss	0

Athletics

Revenues	
Income	
Intercollegiate	14,299
Unrestricted Funds	7,166
Golf Course	5,186
General Funds	4,397
Restricted Funds	4,274
Faculty/Staff Recreation	1,172
Total Revenues	36,494
Expenses	
Compensation	17,184
Sport Programs	7,152
Facilities & Events	4,501
Student Services	1,317
Administration	5,092
University Overhead	1,248
Total Expenses	36,494
Operating Gain/(Loss)	0
Financial Aid	
Restricted Revenues	12,457
Expenses	12,161
Gain/(Loss)	296
Consolidated	
Total Revenues	48,951
Total Expenses	48,655
Gain/(Loss)	296

Auxiliary Activities
2001/02 Consolidated Forecast
(in thousands of dollars)

Housing and Dining Services

Revenues	
Student Housing	75,273
Concessions/Catering	2,395
Conference Services	9,239
Other Operating	3,826
On-Campus Grad Student Subsidy	3,312
Off-Campus Grad Student Subsidy	7,193
Investment Income	920
Total Revenues	102,158
Expenses	
Salaries and Benefits	15,683
Food Costs	5,598
EM&S	5,161
Utilities and Telephone	6,944
Furnishings	1,107
Rentals/Leases	14,407
Maintenance	7,087
Debt Service	29,320
Major Repairs	1,651
Administrative Expenses	7,934
Res Ed/Res Computing	4,830
Distribution of G&A Expenses	5,232
Other Non-Salary Expenses	1,120
Total Expenses	106,074
Operating Gain/Loss	(3,916)

Stanford University Press

Revenues	
Net Sales	4,754
Cost of Sales	(2,463)
Other Income	325
University Subsidy	501
Strategic Initiatives	300
Total Revenues	3,417
Expenses	
Acquisitions	984
Production Editing	294
Production and Design	365
Marketing	1,548
Distribution	594
Accounting	206
Office and General	951
University Overhead	253
Total Expenses	5,195
Operating Gain/(Loss)	(1,777)