



Appendix A Consolidated Budgets for Academic Units and Auxiliaries

Schedules are shown for:

ACADEMIC UNITS

- Graduate School of Business
- School of Earth Sciences
- School of Education
- School of Engineering
- Hoover Institution
- School of Humanities & Sciences
- School of Law
- School of Medicine
- Vice Provost and Dean of Research and Graduate Policy
- Vice Provost for Undergraduate Education
- Admissions and Financial Aid
- Stanford University Libraries and Academic Information Resources
- Vice Provost for Student Affairs

AUXILIARY ACTIVITIES

- Athletics
- Residential And Dining Enterprises
- Stanford University Press

GRADUATE SCHOOL OF BUSINESS (INCLUDES SCHWAB)
2003/04 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary Activities	Total
Revenues							
General Funds Allocation	31,718						31,718
Restricted Revenues		20,128	16,500	22,817	280	6,413	66,138
Total Revenues	31,718	20,128	16,500	22,817	280	6,413	97,856
Transfers							
Transfers within Current Funds	37,197	(6,949)	(14,000)	(16,328)			(300)
Transfers from/(to) Endowment Principal							
Transfers from/(to) Plant/Student Loan		(300)					(300)
Total Transfers	37,197	(7,249)	(14,000)	(16,328)			(380)
Total Revenues and Transfers	68,915	12,879	2,500	6,489	280	6,413	97,476
Expenses							
Academic Salaries	22,816	2,371					25,187
Staff Salaries	17,566	1,431				352	19,349
Total Benefits	11,294	1,064				94	12,452
Non-Salary Expenses	17,239	9,640	2,327	6,285	280	5,967	41,738
Total Expenses	68,915	14,506	2,327	6,285	280	6,413	98,726
Surplus / (Deficit)		(1,627)	173	204			(1,250)
Beginning Operating Equity		14,695	16,517	2,948			34,160
Ending Operating Equity		13,068	16,690	3,152			32,910

Notes:

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SCHOOL OF EARTH SCIENCES
2003/04 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	3,746					3,746
Restricted Revenues		3,600	550	11,200	8,390	23,740
Total Revenues	3,746	3,600	550	11,200	8,390	27,486
Transfers						
Transfers within Current Funds	8,194	150	275	(7,916)	244	947
Transfers from/(to) Endowment Principal						
Transfers from/(to) Plant/Student Loan		(15)	(15)			(30)
Total Transfers	8,194	135	260	(7,916)	244	917
Total Revenues and Transfers	11,940	3,735	810	3,284	8,634	28,403
Expenses						
Academic Salaries	5,108	1,179	130		2,007	8,424
Staff Salaries	2,314	567	164		1,020	4,065
Total Benefits	2,122	509	84		574	3,289
Non-Salary Expenses	2,396	1,370	902	3,101	5,033	12,802
Total Expenses	11,940	3,625	1,280	3,101	8,634	28,580
Surplus / (Deficit)		110	(470)	183		(177)
Beginning Operating Equity		7,970	5,133	11,233		24,336
Ending Operating Equity		8,080	4,663	11,416		24,159

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SCHOOL OF EDUCATION
2003/04 CONSOLIDATED FORECAST
 [IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	9,578					9,578
Restricted Revenues		186	2,600	3,118	13,632	19,536
Total Revenues	9,578	186	2,600	3,118	13,632	29,114
Transfers						
Transfers within Current Funds	3,386	258	(197)	(2,929)		518
Transfers from/(to) Endowment Principal						
Transfers from/(to) Plant/Student Loan			(400)			(400)
Total Transfers	3,386	258	(597)	(2,929)		118
Total Revenues and Transfers	12,964	444	2,003	189	13,632	29,232
Expenses						
Academic Salaries	5,691	189	456		3,396	9,732
Staff Salaries	2,423	80	410	84	3,130	6,127
Total Benefits	2,053	71	140	18	1,267	3,549
Non-Salary Expenses	2,797	60	201	141	5,839	9,038
Total Expenses	12,964	400	1,207	243	13,632	28,446
Surplus / (Deficit)		44	796	(54)		786
Beginning Operating Equity		4,915	4,237	1,055		10,207
Ending Operating Equity		4,959	5,033	1,001		10,993

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SCHOOL OF ENGINEERING
2003/04 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	44,267					44,267
Restricted Revenues		21,548	17,610	17,789	95,991	152,938
Total Revenues	44,267	21,548	17,610	17,789	95,991	197,205
Transfers						
Transfers within Current Funds	15,777	(4,307)	(560)	(6,000)		4,910
Transfers from/(to) Endowment Principal			(300)			(300)
Transfers from/(to) Plant/Student Loan		(1,000)	(50)	(150)		(1,200)
Total Transfers	15,777	(5,307)	(910)	(6,150)		3,410
Total Revenues and Transfers	60,044	16,241	16,700	11,639	95,991	200,615
Expenses						
Academic Salaries	30,312	2,543	5,284	798	34,067	73,004
Staff Salaries	10,086	5,196	1,802	327	10,465	27,876
Total Benefits	9,571	1,697	970	164	5,366	17,768
Non-Salary Expenses	10,075	6,167	8,144	6,064	46,093	76,543
Total Expenses	60,044	15,603	16,200	7,353	95,991	195,191
Surplus / (Deficit)		638	500	4,286		5,424
Beginning Operating Equity		50,499	41,010	26,790		118,299
Ending Operating Equity		51,137	41,510	31,076		123,723

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HOOVER INSTITUTION
2003/04 CONSOLIDATED FORECAST
 [IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	1,126					1,126
Restricted Revenues		555	17,950	12,275		30,780
Total Revenues	1,126	555	17,950	12,275		31,906
Transfers						
Transfers within Current Funds						
Transfers from/(to) Endowment Principal	30,724	(555)	(17,950)	(12,275)		(56)
Transfers from/(to) Plant/Student Loan						
Total Transfers	30,724	(555)	(17,950)	(12,275)		(56)
Total Revenues and Transfers	31,850					31,850
Expenses						
Academic Salaries	7,183					7,183
Staff Salaries	7,476					7,476
Total Benefits	4,337					4,337
Non-Salary Expenses	12,854					12,854
Total Expenses	31,850					31,850
Surplus / (Deficit)						
Beginning Operating Equity		1,150	26,350			27,500
Ending Operating Equity		1,150	26,350			27,500

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SCHOOL OF HUMANITIES & SCIENCES (INCLUDES OVERSEAS STUDIES PROGRAM)
2003/04 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary Activities	Total
Revenues							
General Funds Allocation	105,451						105,451
Restricted Revenues		3,489	6,913	51,874	62,423	4,206	128,905
Total Revenues	105,451	3,489	6,913	51,874	62,423	4,206	234,356
Transfers							
Transfers within Current Funds	40,394	15,670	(1,544)	(43,806)		184	10,898
Transfers from/(to) Endowment Principal		(4,559)	(83)	(37)			(4,679)
Transfers from/(to) Plant/Student Loan	40,394	11,111	(1,627)	(43,843)		184	6,219
Total Transfers	145,845	14,600	5,286	8,031	62,423	4,390	240,575
Expenses							
Academic Salaries	74,026	5,189	1,734	1,778	15,219		97,946
Staff Salaries	19,067	2,073	926	720	7,372	2,669	32,827
Total Benefits	22,315	1,581	327	399	3,615	758	28,995
Non-Salary Expenses	30,438	8,856	5,912	6,034	36,217	964	88,421
Total Expenses	145,845	17,699	8,899	8,931	62,423	4,390	248,189
Surplus / (Deficit)		(3,099)	(3,613)	(900)			(7,614)
Beginning Operating Equity		87,565	23,463	34,673			145,701
Ending Operating Equity		84,466	19,850	33,773			138,087

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SCHOOL OF LAW
2003/04 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	13,400					13,400
Restricted Revenues		2,300	6,000	15,400	650	24,350
Total Revenues	13,400	2,300	6,000	15,400	650	37,750
Transfers						
Transfers within Current Funds	16,240	(300)	(2,800)	(12,800)		340
Transfers from/(to) Endowment Principal		(600)	(500)	(500)		(1,000)
Transfers from/(to) Plant/Student Loan	(123)	(600)	(600)	(1,750)		(3,073)
Total Transfers	16,117	(900)	(3,900)	(15,050)		(3,733)
Total Revenues and Transfers	29,517	1,400	2,100	350	650	34,017
Expenses						
Academic Salaries	9,200	200	350	200	300	10,250
Staff Salaries	6,427	150	500		100	7,177
Total Benefits	4,200	100	230	50	100	4,680
Non-Salary Expenses	9,690	950	1,000	150	150	11,940
Total Expenses	29,517	1,400	2,080	400	650	34,047
Surplus / (Deficit)			20	(50)		(30)
Beginning Operating Equity		1,664	7,160	3,076		11,900
Ending Operating Equity		1,664	7,180	3,026		11,870

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SCHOOL OF MEDICINE
2003/04 CONSOLIDATED FORECAST
[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Designated Clinics	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary Activities	Total
Revenues								
General Funds Allocation	81,238							81,238
Restricted Revenues		60,156	171,157	33,713	55,005	344,026	19,114	683,171
Total Revenues	81,238	60,156	171,157	33,713	55,005	344,026	19,114	764,409
Transfers								
Transfers within Current Funds	39,232	(9,148)	2,950	(8,827)	(24,122)			85
Transfers from/(to) Endowment Principal		(5,000)						(5,000)
Transfers from/(to) Plant/Student Loan		(15,495)			(45)			(15,540)
Total Transfers	39,232	(29,643)	2,950	(8,827)	(24,167)			(20,455)
Total Revenues and Transfers	120,470	30,513	174,107	24,886	30,838	344,026	19,114	743,954
Expenses								
Academic Salaries	9,529	10,915	66,116	6,519	8,238	53,484	545	155,346
Staff Salaries	36,511	21,775	49,715	7,298	3,184	60,500	8,937	187,920
Total Benefits	12,242	6,734	31,042	3,721	3,318	29,563	2,820	89,440
Non-Salary Expenses	62,188	25,657	15,274	18,153	14,639	200,479	6,812	343,202
Total Expenses	120,470	65,081	162,147	35,691	29,379	344,026	19,114	775,908
Surplus / (Deficit)		(34,568)	11,960	(10,805)	1,459			(31,954)
Beginning Operating Equity		125,671	4,000	110,096	95,052			334,819
Ending Operating Equity		91,103	15,960	99,291	96,511			302,865

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VICE PROVOST AND DEAN OF RESEARCH AND GRADUATE POLICY
2003/04 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	23,068					23,068
Restricted Revenues		4,449	7,704	18,109	80,167	110,429
Total Revenues	23,068	4,449	7,704	18,109	80,167	133,497
Transfers						
Transfers within Current Funds	14,384	(305)	(3,989)	(14,148)		(4,058)
Transfers from/(to) Endowment Principal		(120)		(186)		(306)
Transfers from/(to) Plant/Student Loan			350			350
Total Transfers	14,384	(425)	(3,639)	(14,334)		(4,014)
Total Revenues and Transfers	37,452	4,024	4,065	3,775	80,167	129,483
Expenses						
Academic Salaries	3,650	985	2,236	1,273	11,635	19,779
Staff Salaries	15,149	932	794	555	7,399	24,828
Total Benefits	5,521	481	717	489	3,771	10,979
Non-Salary Expenses	13,131	1,034	3,278	1,929	57,362	76,734
Total Expenses	37,452	3,432	7,025	4,246	80,167	132,321
Surplus / (Deficit)		592	(2,960)	(471)		(2,838)
Beginning Operating Equity		22,122	17,889	18,420		58,431
Ending Operating Equity		22,714	14,929	17,949		55,593

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VICE PROVOST FOR UNDERGRADUATE EDUCATION
2003/04 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	13,467					13,467
Restricted Revenues		27	2,985	3,785		6,797
Total Revenues	13,467	27	2,985	3,785		20,264
Transfers						
Transfers within Current Funds	6,964	(472)	(3,352)	(4,687)		(1,547)
Transfers from/(to) Endowment Principal						
Transfers from/(to) Plant/Student Loan						
Total Transfers	6,964	(472)	(3,352)	(4,687)		(1,547)
Total Revenues and Transfers	20,431	(445)	(367)	(902)		18,717
Expenses						
Academic Salaries	5,129		209			5,338
Staff Salaries	4,939		15			4,954
Total Benefits	2,512		67			2,579
Non-Salary Expenses	7,851	5	29	15		7,900
Total Expenses	20,431	5	320	15		20,771
Surplus / (Deficit)		(450)	(687)	(917)		(2,054)
Beginning Operating Equity		1,911	2,734	3,731		8,376
Ending Operating Equity		1,461	2,047	2,814		6,322

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ADMISSIONS & FINANCIAL AID
2003/04 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

Revenues	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
General Funds Allocation	22,186					22,186
Restricted Revenues	(548)	350	11,108	28,250	9,300	48,460
Total Revenues	21,638	350	11,108	28,250	9,300	70,646
Transfers						
Transfers within Current Funds						
Transfers from/(to) Endowment Principal						
Transfers from/(to) Plant/Student Loan						
Total Transfers						
Total Revenues and Transfers	21,638	350	11,108	28,250	9,300	70,646
Expenses						
Academic Salaries						3,599
Staff Salaries	3,599					3,599
Total Benefits	1,034					1,034
Total Non-Salary Expenses	1,379					1,379
Undergraduate Financial Aid	15,626	350	11,108	28,250	9,300	64,634
Total Expenses	21,638	350	11,108	28,250	9,300	70,646
Surplus / (Deficit)						
Beginning Operating Equity		916	1,367	2,360		4,643
Ending Operating Equity		916	1,367	2,360		4,643

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**STANFORD UNIVERSITY LIBRARIES AND ACADEMIC INFORMATION RESOURCES
(INCLUDING HIGHWIRE PRESS, SU PRESS, AND MEDIA SOLUTIONS)
2003/04 CONSOLIDATED FORECAST**

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary Activities	Total
Revenues							
General Funds Allocation	34,234						34,234
Restricted Revenues		1,900	709	7,494	675	17,850	28,628
Total Revenues	34,234	1,900	709	7,494	675	17,850	62,862
Transfers							
Transfers within Current Funds	6,627		(111)	(4,941)			1,575
Transfers from/(to) Endowment Principal							
Transfers from/(to) Plant/Student Loan							
Total Transfers	6,627		(111)	(4,941)			1,575
Total Revenues and Transfers	40,861	1,900	598	2,553	675	17,850	64,437
Expenses							
Academic Salaries	6,679	825	100	450	518		8,572
Staff Salaries	13,561					10,385	23,946
Total Benefits	6,052	249	30	138	157	2,577	9,203
Total Non-Salary Expenses	2,762	976	400	359		4,888	9,385
Library Acquisitions	11,807		800	2,222			14,829
Total Expenses	40,861	2,050	1,330	3,169	675	17,850	65,935
Surplus / (Deficit)		(150)	(732)	(616)			(1,498)
Beginning Operating Equity		397	3,068	3,419			6,884
Ending Operating Equity		247	2,336	2,804			5,386

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VICE PROVOST FOR STUDENT AFFAIRS
2003/04 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	17,751					17,751
Restricted Revenues		3,331	283	1,448	379	5,441
Total Revenues	17,751	3,331	283	1,448	379	23,192
Transfers						
Transfers within Current Funds	7,213	(2,034)	(119)	(751)		4,309
Transfers from/(to) Endowment Principal						
Transfers from/(to) Plant/Student Loan						
Total Transfers	7,213	(2,034)	(119)	(751)		4,309
Total Revenues and Transfers	24,964	1,297	164	697	379	27,501
Expenses						
Academic Salaries	1,232			60		1,292
Staff Salaries	11,096	267	125	77	162	11,727
Total Benefits	3,212	81	27	41	48	3,409
Non-Salary Expenses	9,423	1,386	252	321	170	11,552
Total Expenses	24,964	1,734	404	499	379	27,980
Surplus / (Deficit)		(437)	(240)	198		(479)
Beginning Operating Equity		4,690	2,074	2,577		9,341
Ending Operating Equity		4,253	1,834	2,775		8,862

Notes:

- Operating equity represents reserves available for future uses, along with projects and fund balances restricted for special purposes. Operating equity may include funds that are specifically invested 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 for those units not operating under a formula arrangement.
- Current funds are resources that are expendable for the primary instruction and research mission of the university, within accounting and donor restrictions, if any. Endowment principal, student loan funds, and plant funds are not considered current funds, as they are held for other specific purposes.

AUXILIARY ACTIVITIES 2003/04 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

ATHLETICS

Operating	
Revenues	
Intercollegiate	15,444.0
Unrestricted Funds	4,156.0
Golf Course	5,419.0
General Funds	4,364.0
Restricted Funds	7,365.0
Faculty-Staff Recreation	1,475.0
Total Revenues	38,223.0
Expenses	
Compensation	18,180.0
Sport Programs	7,423.0
Facilities & Events	4,750.0
Student Services	1,315.0
Administration	5,231.0
University Overhead	1,324.0
Total Expenses	38,223.0
Operating Gain/(Loss)	0.0
Financial Aid	
Revenues	
	13,053.0
Expenses	
	13,053.0
Financial Aid Gain/(Loss)	0.0
Camps	
Revenues	
	4,900.0
Expenses	
	4,600.0
Camps Gain/(Loss)	300.0
Consolidated	
Total Revenues	
	56,176.0
Total Expenses	
	55,876.0
Consolidated Gain/(Loss)	300.0

RESIDENTIAL AND DINING ENTERPRISES

Revenues	
Student Housing	82,534.2
Student Housing: Off Campus	6,866.1
Concessions/Catering	5,946.6
Conferences Housing & Dining	8,264.9
Other Operating Income	6,610.5
Interest Income	161.8
Total Revenues	110,384.1
Transfers	
Grad Housing Subsidy: Off Campus	3,543.1
Rent Loss Reimbursement	250.0
Debt Service Subsidy: Grad Housing	3,300.0
Transfer from Reserves	181.5
Transfers to Plant	(12,200.0)
Transfers to Residential Education	(5,149.1)
Total Transfers	(10,074.5)
Total Revenues and Transfers	100,309.6
Expenses	
Salaries and Benefits	19,314.2
Food Costs	6,819.5
EM & S	5,885.7
Rentals & Leases: Off Campus	10,409.2
Utilities & Telephone	7,546.3
Repairs & Maintenance	11,395.0
Administrative Expenses	10,958.9
Debt Service	19,068.3
Distribution of G&A Expenses	7,348.8
Other Non-Salary Expenses	1,563.7
Total Expenses	100,309.6
Operating Gain/(Loss)	0.0

AUXILIARY ACTIVITIES
2003/04 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

STANFORD UNIVERSITY PRESS

Revenues	
Net Sales	4,354.9
Other Income	450.0
University Subsidy	486.2
Strategic Initiatives	348.0
Total Revenues	5,639.1
Expenses	
Acquisitions	969.8
Production Editing	287.7
Production and Design	319.0
Printing and Binding	2,301.2
Marketing	1,098.3
Distribution	607.9
Accounting	208.9
Office and General	795.7
University Overhead	266.3
Total Expenses	6,854.8
Total Surplus/(Deficit)	(1,215.7)

