

## APPENDIX A

# CONSOLIDATED BUDGETS FOR SELECTED UNITS

- Consolidated Budget for Operations by Unit, 2011/12
- Summary of 2011/12 General Funds Allocations (Excludes Formula Units)

### Consolidated Budget for Operations by Selected Units, 2011/12

#### Academic 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 and Dean of Research
- Vice Provost for Undergraduate Education
- Vice Provost for Graduate Education
- Hoover Institution
- Stanford University Libraries and Academic Information Resources

#### Auxiliary Units

- Athletics
- Residential & Dining Enterprises

## CONSOLIDATED BUDGET FOR OPERATIONS BY UNIT, 2011/12

[IN MILLIONS OF DOLLARS]

	TOTAL REVENUES AND TRANSFERS	TOTAL EXPENSES	RESULT OF CURRENT OPERATIONS	TRANSFERS (TO)/FROM ASSETS	CHANGE IN EXPENDABLE FUND BALANCE
<b>Academic Units:</b>					
Graduate School of Business <sup>1</sup>	163.3	155.3	8.1	(2.0)	6.1
School of Earth Sciences	52.2	49.9	2.3	(3.0)	(0.7)
School of Education	43.3	43.2	0.1	(1.4)	(1.3)
School of Engineering	327.0	316.8	10.2	(1.8)	8.4
School of Humanities and Sciences <sup>1</sup>	408.6	393.1	15.5	(7.1)	8.4
School of Law	68.7	65.1	3.6	(3.5)	0.1
School of Medicine <sup>1</sup>	1,438.6	1,394.3	44.3	(27.4)	16.9
Vice Provost Dean of Research	190.5	196.1	(5.6)	4.2	(1.5)
Vice Provost for Undergraduate Education <sup>1</sup>	42.7	41.2	1.6	(1.6)	(0.0)
Vice Provost for Graduate Education	3.7	5.7	(2.0)	(0.2)	(2.2)
Hoover Institution	45.5	43.0	2.6	(3.4)	(0.8)
Stanford University Libraries <sup>1</sup>	101.0	104.4	(3.4)	0.8	(2.6)
SLAC	354.3	354.4	(0.1)		(0.1)
<b>Total Academic Units</b>	<b>3,239.4</b>	<b>3,162.4</b>	<b>77.1</b>	<b>(46.5)</b>	<b>30.6</b>
<b>Administrative Units</b>					
Business Affairs & Information Technology	184.2	187.3	(3.1)	(0.2)	(3.3)
Development	42.9	44.2	(1.3)		(1.3)
General Counsel & Public Safety	31.9	31.9			
Land, Buildings and Real Estate	225.4	218.2	7.3	(9.8)	(2.6)
President and Provost Office	66.6	66.3	0.3	0.4	0.8
Public Affairs	7.7	7.8	(0.1)		(0.1)
Stanford Alumni Association	35.0	35.4	(0.4)	0.1	(0.3)
Stanford Management Company	24.9	24.9			
Student Affairs <sup>1</sup>	50.3	51.8	(1.5)		(1.5)
Undergraduate Admission and Financial Aid	147.3	147.3			
<b>Major Auxiliary Units</b>					
Athletics (Operations and Financial Aid)	87.3	91.3	(4.0)	3.1	(1.0)
Residential & Dining Enterprises	157.7	159.7	(2.0)		(2.0)
<b>Total Administrative &amp; Auxiliary Units</b>	<b>1,061.4</b>	<b>1,066.0</b>	<b>(4.6)</b>	<b>(6.5)</b>	<b>(11.1)</b>
Internal Transaction Adjustment <sup>2</sup>	(294.9)	(246.9)	(48.0)		(48.0)
Indirect Cost Adjustment <sup>3</sup>	(216.9)	(216.9)			
<b>Grand Total from Units</b>	<b>3,789.0</b>	<b>3,764.6</b>	<b>24.5</b>	<b>(53.0)</b>	<b>(28.5)</b>
Central Accounts <sup>4</sup>	202.2	79.2	122.8	(50.9)	71.9
Central Adjustment <sup>5</sup>	159.9		159.9		159.9
<b>Total Consolidated Budget</b>	<b>4,150.9</b>	<b>3,843.8</b>	<b>307.2</b>	<b>(103.9)</b>	<b>203.3</b>

Notes:

<sup>1</sup> The budgets for these units include auxiliary operations, which are separately identified in the units' consolidated forecast in Appendix A.

<sup>2</sup> Internal revenues and expenses are included in the unit budgets. This adjustment backs out these internal activities from the Consolidated Budget to avoid double counting them. There is a net \$48.0 million balance in internal activity due to payments from Plant funds.

<sup>3</sup> The academic unit budgets include both direct and indirect sponsored income and expenditures. Indirect cost funding passes through the schools and is transferred to the university as expenditures occur. At that point, indirect cost recovery becomes part of unrestricted income for the university. In order not to double count, indirect cost recovery of \$216.9 million received by the schools is taken out in the "Indirect Cost Adjustment" line.

<sup>4</sup> Central Accounts encompass funds not belonging to any particular budget unit that are used for university-wide activities, such as academic debt service payments, research assistant and Stanford Graduate Fellowship tuition allowance payments, and miscellaneous university expense; Presidential and Provostial discretionary funds; and the general funds surplus.

<sup>5</sup> The \$159.9 million of revenue is based on historical experience and reflects the expectation that the university will receive additional unrestricted and/or restricted income that cannot be specifically identified by unit at this time.

## SUMMARY OF 2011/12 GENERAL FUNDS ALLOCATIONS (EXCLUDES FORMULA UNITS)

[IN THOUSANDS OF DOLLARS]

	2010/11 BASE GF ALLOCATION	PRICE & SALARY INFLATION	BASE GF ALLOCATIONS	2011/12 BASE GF ALLOCATIONS <sup>1</sup>	2010/11 TO 2011/12 CHANGE	PERCENT CHANGE
School of Earth Sciences	6,551	208	213	6,972	421	6.4%
School of Education	13,008	392	240	13,640	632	4.9%
School of Engineering	57,736	1,843	2,070	61,649	3,913	6.8%
School of Humanities & Sciences	142,619	4,123	3,450	150,191	7,573	5.3%
School of Law	21,092	593	1,022	22,707	1,615	7.7%
Vice Provost and Dean of Research	33,266	880	471	34,618	1,352	4.1%
Vice Provost for Graduate Education	5,440	170	1,000	6,609	1,170	21.5%
Vice Provost for Undergraduate Education	18,702	496	500	19,697	996	5.3%
Stanford University Libraries	42,568	1,055	400	44,023	1,455	3.4%
<b>Total - Academic<sup>1</sup></b>	<b>340,981</b>	<b>9,760</b>	<b>9,366</b>	<b>360,107</b>	<b>19,126</b>	<b>5.6%</b>
Admission and Financial Aid Operations	8,685	252	301	9,238	553	6.4%
Student Affairs	22,343	662	955	23,959	1,616	7.2%
Office of the President & Provost	11,400	320	96	11,816	415	3.6%
Office of Public Affairs	5,588	162	125	5,875	287	5.1%
Business Affairs and Information Technology <sup>2</sup>	102,123	2,808	1,425	106,356	4,233	4.1%
Development and Alumni Association	39,627	1,040	1,697	42,364	2,737	6.9%
Land, Buildings and Real Estate <sup>2,3</sup>	11,946	149	1,816	13,911	1,964	16.4%
Other Administrative Units <sup>2,4</sup>	21,669	484	487	22,639	970	4.5%
Central Obligations <sup>2,5</sup>	21,092	1,305	753	23,149	2,057	9.8%
<b>Total - Administrative</b>	<b>244,474</b>	<b>7,180</b>	<b>7,655</b>	<b>259,307</b>	<b>14,832</b>	<b>6.1%</b>
UG Financial Aid	10,000	350	1,900	12,250	2,250	22.5%
O&M and Utilities <sup>3</sup>	68,375	1,895	3,399	73,669	5,294	7.7%
Debt Service	33,829	705		34,534	705	2.1%
University 1-time Reserve	20,000			20,000		0.0%
<b>Total - Other</b>	<b>132,204</b>	<b>2,951</b>	<b>5,299</b>	<b>140,453</b>	<b>8,249</b>	<b>6.2%</b>
<b>Total Non-Formula Allocations</b>	<b>717,658</b>	<b>19,891</b>	<b>22,318</b>	<b>759,867</b>	<b>42,209</b>	<b>5.9%</b>
Unallocated Surplus	26,561			39,388	12,826	48.3%
Capital Facilities Fund	58,158			61,686	3,528	6.1%
<b>Total Non-Formula General Funds</b>	<b>802,378</b>	<b>19,891</b>	<b>22,318</b>	<b>860,940</b>	<b>58,562</b>	<b>7.3%</b>

Notes:

<sup>1</sup> For this table, the TA Tuition Allowance expense budgeted centrally and distributed annually on a one-time basis has been redistributed to the Academic units according to their individual allocations.

<sup>2</sup> For this table, property insurance, general insurance, and fire contract allocations have been moved to Central Obligations.

<sup>3</sup> For this table, Operations and Maintenance (O&M) and Utilities allocations have been moved to Other.

<sup>4</sup> Other Administrative Units includes general funds allocations for General Counsel, Hoover, SLAC, Athletics, Stanford University Press, and the Stanford Faculty Club.

<sup>5</sup> Central Obligations include RA tuition allowance and miscellaneous university expenses. In addition, for this table, property insurance, general insurance, and fire contract allocations have been included in this line.

**GRADUATE SCHOOL OF BUSINESS (Includes Schwab)****2011/12 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2009/10 ACTUALS	2010/11 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2011/12 TOTAL
<b>Revenues</b>								
43,355	46,592	49,539						49,539
109,324	104,728		29,319	21,700	52,077	1,671	2,946	107,713
4,318	4,553	3,794	(1,168)				3,437	6,063
320		63,473	(6,973)	(21,178)	(35,055)		(267)	0
<b>157,318</b>	<b>155,873</b>	<b>116,805</b>	<b>21,179</b>	<b>522</b>	<b>17,022</b>	<b>1,671</b>	<b>6,116</b>	<b>163,314</b>
<b>Expenses</b>								
35,800	38,835	36,707	3,865					40,572
28,518	29,910	26,928	3,095				761	30,784
22,071	24,230	22,624	2,290	254			250	25,418
35,395	42,426	21,274	6,134	10	12,052	1,671	1,249	42,390
13,591	15,134	9,274	1,744	257	964		3,855	16,094
<b>135,375</b>	<b>150,535</b>	<b>116,805</b>	<b>17,128</b>	<b>522</b>	<b>13,016</b>	<b>1,671</b>	<b>6,116</b>	<b>155,258</b>
<b>21,943</b>	<b>5,338</b>	<b>0</b>	<b>4,050</b>	<b>0</b>	<b>4,006</b>	<b>0</b>	<b>0</b>	<b>8,056</b>
(721)	(25,000)		(2,000)					(2,000)
(6,116)	(4,000)							
<b>15,107</b>	<b>(23,662)</b>	<b>0</b>	<b>2,050</b>	<b>0</b>	<b>4,006</b>	<b>0</b>	<b>0</b>	<b>6,056</b>
67,045	82,152	1,362	7,432	34,905	14,790	0	0	58,489
82,152	58,489	1,362	9,483	34,905	18,796	0	0	64,545

## Notes:

- This schedule does not include endowment principal, student loan funds, and plant funds.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged as a Non-Salary Expense for infrastructure and general administrative costs of research.

**SCHOOL OF EARTH SCIENCES**  
**2011/12 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2009/10 ACTUALS	2010/11 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2011/12 TOTAL
<b>Revenues</b>								
4,784	7,736	8,707	115					8,822
General Funds Allocation								
43,381	39,999		5,500	1,500	23,571	10,410		40,981
Restricted Revenues								
57	(45)	5	(50)					(45)
Internal Revenue								
4,658	3,669	19,177	1,651	2,360	(21,698)	941		2,431
Operating Transfers								
<b>52,880</b>	<b>51,361</b>	<b>27,889</b>	<b>7,216</b>	<b>3,860</b>	<b>1,874</b>	<b>11,350</b>		<b>52,190</b>
<b>Total Revenues</b>								
<b>Expenses</b>								
17,983	18,661	10,746	2,942	1,077	451	4,262		19,478
Academic Salaries								
4,501	5,108	5,082	391	128		77		5,679
Staff Salaries								
8,636	9,750	6,540	1,312	596	172	1,683		10,303
Benefits & Other Compensation								
12,692	12,289	3,716	1,671	1,511	580	5,191		12,669
Non-Salary Expenses								
2,056	1,799	1,078	240	305		136		1,759
Internal Expenses								
<b>45,869</b>	<b>47,607</b>	<b>27,162</b>	<b>6,556</b>	<b>3,617</b>	<b>1,203</b>	<b>11,350</b>		<b>49,889</b>
Total Expenses								
<b>7,011</b>	<b>3,754</b>	<b>728</b>	<b>660</b>	<b>243</b>	<b>671</b>	<b>0</b>		<b>2,301</b>
<b>Operating Results</b>								
(903)	(2,056)				(2,000)			(2,000)
Transfers From (to) Endowment & Other Assets								
(1,701)	(1,000)	(1,000)						(1,000)
Transfers From (to) Plant								
<b>4,408</b>	<b>698</b>	<b>(272)</b>	<b>660</b>	<b>243</b>	<b>(1,329)</b>	<b>0</b>		<b>(699)</b>
<b>Surplus / (Deficit)</b>								
37,896	42,304	503	10,706	15,025	16,769	0		43,002
Beginning Fund Balances								
42,304	43,002	231	11,366	15,267	15,440	0		42,302
Ending Fund Balances								

Notes:

- This schedule does not reflect an allocation of tuition revenue or central administrative costs. This is consistent with Stanford's policy for those units not operating under a formula arrangement.
- This schedule does not include endowment principal, student loan funds, and plant funds.
- The general funds allocation shown in this schedule includes one-time allocations (including tuition allowance) and therefore will not match the base figure shown in the table on page 83.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged as a Non-Salary Expense for infrastructure and general administrative costs of research.

**SCHOOL OF EDUCATION**  
**2011/12 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2009/10 ACTUALS	2010/11 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2011/12 TOTAL
<b>Revenues</b>								
12,271	13,946	14,375						14,375
General Funds Allocation								
25,746	27,116		1,389	4,004	9,208	13,159		27,760
6	2		2					2
Restricted Revenues								
2,151	1,125	9,181	941	(2,131)	(6,843)			1,147
Operating Transfers								
<b>40,174</b>	<b>42,188</b>	<b>23,555</b>	<b>2,332</b>	<b>1,873</b>	<b>2,364</b>	<b>13,159</b>		<b>43,284</b>
<b>Expenses</b>								
11,412	11,818	8,947	249	361	322	2,586		12,465
Academic Salaries								
7,509	8,313	4,251	663	370	255	3,207		8,745
Staff Salaries								
6,848	7,175	4,814	401	238	224	1,943		7,620
Benefits & Other Compensation								
10,816	13,083	5,043	961	1,545	410	5,315		13,273
Non-Salary Expenses								
1,035	1,067	487	255	186	40	103		1,072
Internal Expenses								
<b>37,619</b>	<b>41,457</b>	<b>23,543</b>	<b>2,529</b>	<b>2,700</b>	<b>1,250</b>	<b>13,154</b>		<b>43,175</b>
<b>Total Expenses</b>								
<b>2,555</b>	<b>731</b>	<b>13</b>	<b>(197)</b>	<b>(827)</b>	<b>1,114</b>	<b>5</b>		<b>109</b>
<b>Operating Results</b>								
1,094	(646)			750	(1,180)			(430)
Transfers From (to) Endowment & Other Assets								
(984)	(856)		(1,000)					(1,000)
Transfers From (to) Plant								
<b>2,666</b>	<b>(771)</b>	<b>13</b>	<b>(1,197)</b>	<b>(77)</b>	<b>(66)</b>	<b>5</b>		<b>(1,321)</b>
<b>Surplus / (Deficit)</b>								
30,864	33,529	525	14,091	11,006	7,130	6		32,758
Beginning Fund Balances								
33,529	32,758	537	12,895	10,929	7,064	11		31,437
Ending Fund Balances								

Notes:

- This schedule does not reflect an allocation of tuition revenue or central administrative costs. This is consistent with Stanford's policy for those units not operating under a formula arrangement.
- This schedule does not include endowment principal, student loan funds, and plant funds.
- The general funds allocation shown in this schedule includes one-time allocations (including tuition allowance) and therefore will not match the base figure shown in the table on page 83.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged as a Non-Salary Expense for infrastructure and general administrative costs of research.

**SCHOOL OF ENGINEERING**  
**2011/12 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2009/10 ACTUALS	2010/11 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2011/12 TOTAL
<b>Revenues</b>								
59,486	61,826	53,930						53,930
General Funds Allocation								
228,895	224,145		39,093	21,000	43,038	133,071		236,201
Restricted Revenues			(815)					
575	588						1,350	535
Internal Revenue								
24,376	27,829	49,485	(1,355)	5,645	(22,825)	5,350		36,300
Operating Transfers								
<b>313,333</b>	<b>314,388</b>	<b>103,415</b>	<b>36,923</b>	<b>26,645</b>	<b>20,213</b>	<b>138,421</b>	<b>1,350</b>	<b>326,967</b>
<b>Total Revenues</b>								
<b>Expenses</b>								
88,432	96,070	39,142	8,703	5,580	1,965	44,523		99,913
Academic Salaries								
26,476	29,690	15,396	6,388	1,720	790	5,719	884	30,897
Staff Salaries								
46,602	50,500	23,989	5,408	3,014	973	19,279	286	52,949
Benefits & Other Compensation								
117,994	115,267	20,486	13,247	5,763	14,944	65,541	160	120,140
Non-Salary Expenses								
12,499	12,410	4,320	2,083	2,368	729	3,359	20	12,878
Internal Expenses								
<b>292,002</b>	<b>303,937</b>	<b>103,332</b>	<b>35,829</b>	<b>18,444</b>	<b>19,400</b>	<b>138,421</b>	<b>1,350</b>	<b>316,776</b>
Total Expenses								
<b>21,331</b>	<b>10,451</b>	<b>83</b>	<b>1,094</b>	<b>8,201</b>	<b>813</b>	<b>0</b>	<b>0</b>	<b>10,191</b>
<b>Operating Results</b>								
(10,312)	(11,167)		(65)	(660)	(1,065)			(1,790)
Transfers From (to) Endowment & Other Assets								
(8,014)	(200)							
Transfers From (to) Plant								
<b>3,004</b>	<b>(916)</b>	<b>83</b>	<b>1,029</b>	<b>7,541</b>	<b>(252)</b>	<b>0</b>	<b>0</b>	<b>8,401</b>
<b>Surplus / (Deficit)</b>								
199,505	202,510	122	80,887	74,701	45,885	0	(1)	201,594
Beginning Fund Balances								
202,510	201,594	205	81,916	82,241	45,632	0	(1)	209,994
Ending Fund Balances								

NOTES:

- This schedule does not reflect an allocation of tuition revenue or central administrative costs. This is consistent with Stanford's policy for those units not operating under a formula arrangement.
- This schedule does not include endowment principal, student loan funds, and plant funds.
- The general funds allocation shown in this schedule includes one-time allocations (including tuition allowance) and therefore will not match the base figure shown in the table on page 83.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged as a Non-Salary Expense for infrastructure and general administrative costs of research.

**SCHOOL OF HUMANITIES AND SCIENCES**

**2011/12 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

	2009/10 ACTUALS	2010/11 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2011/12 TOTAL
<b>Revenues</b>									
128,909	150,874		157,392	850					158,242
232,171	214,617			3,599	9,564	125,915	78,859	4,292	222,229
6,127	5,900			322	5			5,567	5,894
30,857	29,043		96,332	32,796	1,653	(111,188)	2,150	495	22,238
<b>398,063</b>	<b>400,433</b>		<b>253,724</b>	<b>37,566</b>	<b>11,223</b>	<b>14,727</b>	<b>81,009</b>	<b>10,354</b>	<b>408,603</b>
<b>Expenses</b>									
126,937	132,933		101,433	13,515	2,145	1,351	21,787	71	140,302
40,623	41,299		32,374	2,027	812	156	4,186	3,535	43,091
63,822	65,097		51,703	5,528	1,430	459	8,669	1,174	68,963
115,385	121,146		53,285	12,825	5,617	4,341	43,644	4,695	124,406
16,685	16,084		10,314	1,280	1,424	407	2,722	176	16,324
<b>363,453</b>	<b>376,559</b>		<b>249,109</b>	<b>35,175</b>	<b>11,429</b>	<b>6,713</b>	<b>81,009</b>	<b>9,650</b>	<b>393,086</b>
<b>34,610</b>	<b>23,873</b>		<b>4,615</b>	<b>2,391</b>	<b>(207)</b>	<b>8,014</b>	<b>0</b>	<b>704</b>	<b>15,517</b>
(7,881)	(4,072)		0	(504)	1,000	(3,000)	0	0	(2,504)
(8,448)	(5,093)		(4,615)	0	0	0	0	0	(4,615)
<b>18,281</b>	<b>14,709</b>		<b>0</b>	<b>1,887</b>	<b>793</b>	<b>5,014</b>	<b>0</b>	<b>704</b>	<b>8,398</b>
246,033	264,314		7,020	145,397	54,679	70,786	0	1,141	279,024
264,314	279,024		7,020	147,284	55,473	75,800	0	1,845	287,422

Notes:

- This schedule does not reflect an allocation of tuition revenue or central administrative costs. This is consistent with Stanford's policy for those units not operating under a formula arrangement.
- This schedule does not include endowment principal, student loan funds, and plant funds.
- The general funds allocation shown in this schedule includes one-time allocations (including tuition allowance) and therefore will not match the base figure shown in the table on page 83.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged as a Non-Salary Expense for infrastructure and general administrative costs of research.



**SCHOOL OF LAW**  
**2011/12 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2009/10 ACTUALS	2010/11 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2011/12 TOTAL
<b>Revenues</b>								
17,190	21,959	24,221						24,221
General Funds Allocation								
45,880	42,722		4,500	10,410	29,672	836		45,418
(192)	(146)		(156)	10				(146)
Internal Revenue								
(662)	(770)	37,200	(2,800)	(7,825)	(27,400)			(825)
Operating Transfers								
<b>62,216</b>	<b>63,765</b>	<b>61,421</b>	<b>1,544</b>	<b>2,595</b>	<b>2,272</b>	<b>836</b>		<b>68,668</b>
<b>Total Revenues</b>								
<b>Expenses</b>								
17,528	19,480	20,455	135	165	165	140		21,060
Academic Salaries								
10,087	10,845	11,328	12	163	75	120		11,698
Staff Salaries								
9,187	10,217	10,716	56	206	79	78		11,133
Benefits & Other Compensation								
16,151	17,640	16,512	701	371	327	446		18,358
Non-Salary Expenses								
1,304	2,067	2,410	150	132	82	52		2,827
Internal Expenses								
<b>54,257</b>	<b>60,249</b>	<b>61,421</b>	<b>1,054</b>	<b>1,037</b>	<b>728</b>	<b>836</b>		<b>65,076</b>
<b>Total Expenses</b>								
<b>7,959</b>	<b>3,516</b>	<b>0</b>	<b>490</b>	<b>1,558</b>	<b>1,544</b>	<b>0</b>		<b>3,592</b>
<b>Operating Results</b>								
(6,852)	(2,450)				(1,500)			(1,500)
Transfers From (to) Endowment & Other Assets								
(74)	(1,050)		(450)	(1,550)				(2,000)
Transfers From (to) Plant								
<b>1,033</b>	<b>16</b>	<b>0</b>	<b>40</b>	<b>8</b>	<b>44</b>	<b>0</b>		<b>92</b>
<b>Surplus / (Deficit)</b>								
19,087	20,120	121	2,777	14,235	3,002	0		20,136
Beginning Fund Balances								
20,120	20,136	121	2,817	14,243	3,046	0		20,228
Ending Fund Balances								

Notes:

- This schedule does not reflect an allocation of tuition revenue or central administrative costs. This is consistent with Stanford's policy for those units not operating under a formula arrangement.
- This schedule does not include endowment principal, student loan funds, and plant funds.
- The general funds allocation shown in this schedule includes one-time allocations (including tuition allowance) and therefore will not match the base figure shown in the table on page 83.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged as a Non-Salary Expense for infrastructure and general administrative costs of research.

**SCHOOL OF MEDICINE**  
**2011/12 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2009/10 ACTUALS	2010/11 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	DESIGNATED CLINIC	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2011/12 TOTAL
<b>Revenues</b>									
96,151	109,665	104,563							104,563
			98,468	428,886	86,534	115,075	487,198	51,754	1,267,915
1,154,205	1,266,489		32,535	68	481			29,077	62,161
53,956	60,091		8,957	(60,158)	(5,398)	(44,303)	4,526	(4,423)	3,943
(253)	2,158	104,741							
<b>1,304,059</b>	<b>1,438,403</b>	<b>209,304</b>	<b>139,960</b>	<b>368,797</b>	<b>81,617</b>	<b>70,772</b>	<b>491,724</b>	<b>76,408</b>	<b>1,438,582</b>
<b>Expenses</b>									
347,284	382,590	17,041	24,503	164,088	17,465	22,344	140,360	8,389	394,189
146,541	159,472	51,512	15,849	31,708	7,964	7,266	22,483	27,417	164,199
228,977	247,031	26,334	16,491	135,263	8,373	10,607	48,333	11,909	257,310
426,316	490,216	78,113	45,319	17,968	29,812	25,172	262,069	26,071	484,524
88,892	89,307	36,304	6,932	19,769	6,497	3,631	18,481	2,496	94,109
<b>1,238,010</b>	<b>1,368,617</b>	<b>209,304</b>	<b>109,093</b>	<b>368,797</b>	<b>70,111</b>	<b>69,020</b>	<b>491,724</b>	<b>76,282</b>	<b>1,394,331</b>
<b>66,049</b>	<b>69,786</b>	<b>0</b>	<b>30,867</b>	<b>0</b>	<b>11,506</b>	<b>1,752</b>	<b>0</b>	<b>126</b>	<b>44,251</b>
256	(13,836)		(7,188)		5,510	(1,000)			(2,678)
(20,616)	(17,878)		(22,398)		(2,310)				(24,708)
<b>45,689</b>	<b>38,073</b>	<b>0</b>	<b>1,282</b>	<b>0</b>	<b>14,706</b>	<b>752</b>	<b>0</b>	<b>126</b>	<b>16,866</b>
477,365	523,054	0	239,754	12,454	182,067	126,805	0	46	561,126
523,054	561,126	0	241,036	12,454	196,773	127,558	0	172	577,992

Notes:

- This schedule does not include endowment principal, student loan funds, and plant funds.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged as a Non-Salary Expense for infrastructure and general administrative costs of research.

**VICE PROVOST AND DEAN OF RESEARCH**  
**2011/12 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2009/10 ACTUALS	2010/11 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2011/12 TOTAL
<b>Revenues</b>								
33,272	36,760	36,604	1,075					37,679
General Funds Allocation								
141,394	142,332	502	6,808	22,403	21,972	91,318	105	143,108
Restricted Revenues								
3,751	4,802	2,705	82				3,390	6,177
Internal Revenue								
7,890	(1,909)	18,660	7,963	(5,583)	(12,793)	(4,735)		3,512
Operating Transfers								
<b>186,308</b>	<b>181,985</b>	<b>58,470</b>	<b>15,928</b>	<b>16,820</b>	<b>9,178</b>	<b>86,583</b>	<b>3,495</b>	<b>190,475</b>
<b>Total Revenues</b>								
<b>Expenses</b>								
34,868	36,827	6,306	3,073	5,337	3,762	21,074	1,477	41,030
Academic Salaries								
33,136	33,346	24,411	2,511	2,254	1,861	3,936	219	35,192
Staff Salaries								
22,545	23,577	10,207	1,977	2,333	1,767	8,921	507	25,712
Benefits & Other Compensation								
79,521	83,328	12,151	7,128	9,343	4,011	50,545	1,246	84,423
Non-Salary Expenses								
10,396	9,236	3,895	515	1,579	1,518	2,108	131	9,746
Internal Expenses								
<b>180,467</b>	<b>186,315</b>	<b>56,969</b>	<b>15,204</b>	<b>20,847</b>	<b>12,920</b>	<b>86,583</b>	<b>3,580</b>	<b>196,103</b>
Total Expenses								
<b>5,841</b>	<b>(4,330)</b>	<b>1,501</b>	<b>724</b>	<b>(4,026)</b>	<b>(3,742)</b>	<b>0</b>	<b>(85)</b>	<b>(5,627)</b>
Operating Results								
2,474	5,166	Transfers From (to) Endowment & Other Assets						
(4,921)	(400)	Transfers From (to) Plant						
<b>3,393</b>	<b>436</b>	<b>1,501</b>	<b>724</b>	<b>(1,684)</b>	<b>(1,907)</b>	<b>0</b>	<b>(85)</b>	<b>(1,450)</b>
Surplus / (Deficit)								
110,986	114,379	3,510	45,339	37,243	28,799	0	(75)	114,815
Beginning Fund Balances								
114,379	114,815	5,011	46,063	35,559	26,892	0	(160)	113,365
Ending Fund Balances								

Notes:

- This schedule does not reflect an allocation of tuition revenue or central administrative costs. This is consistent with Stanford's policy for those units not operating under a formula arrangement.
- This schedule does not include endowment principal, student loan funds, and plant funds.
- The general funds allocation shown in this schedule includes one-time allocations (including tuition allowance) and therefore will not match the base figure shown in the table on page 83.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged as a Non-Salary Expense for infrastructure and general administrative costs of research.

### VICE PROVOST FOR UNDERGRADUATE EDUCATION 2011/12 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2009/10 ACTUALS	2010/11 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2011/12 TOTAL
<b>Revenues</b>								
14,889	18,530	19,432						19,432
General Funds Allocation								
30,663	29,078	609	1,270	716	25,126		3,354	31,075
(43)	(61)		(64)				(64)	
Internal Revenue								
(6,020)	(7,085)	17,907	(626)	(31)	(24,743)		(214)	(7,706)
Operating Transfers								
<b>39,488</b>	<b>40,462</b>	<b>37,948</b>	<b>581</b>	<b>685</b>	<b>383</b>		<b>3,140</b>	<b>42,737</b>
<b>Expenses</b>								
6,215	6,094	6,205						6,205
Academic Salaries								
9,844	10,287	12,648						12,648
Staff Salaries								
5,370	5,913	5,723						5,723
Benefits & Other Compensation								
11,696	13,859	12,421	109				3,140	15,670
Non-Salary Expenses								
1,598	1,368	925						925
Internal Expenses								
<b>34,723</b>	<b>37,520</b>	<b>37,922</b>	<b>109</b>	<b>0</b>	<b>0</b>		<b>3,140</b>	<b>41,171</b>
<b>Total Expenses</b>								
<b>4,765</b>	<b>2,942</b>	<b>27</b>	<b>471</b>	<b>685</b>	<b>383</b>		<b>0</b>	<b>1,566</b>
<b>Operating Results</b>								
(2,663)	(3,027)	(27)			(1,540)		0	0
Transfers From (to) Endowment & Other Assets								
Transfers From (to) Plant								
<b>2,102</b>	<b>(84)</b>	<b>0</b>	<b>471</b>	<b>685</b>	<b>(1,157)</b>		<b>0</b>	<b>0</b>
<b>Surplus / (Deficit)</b>								
19,865	21,967	2,163	7,249	3,010	9,515		(55)	21,882
Beginning Fund Balances								
21,967	21,882	2,163	7,720	3,695	8,359		(55)	21,882
Ending Fund Balances								

## 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 reflect an allocation of tuition revenue or central administrative costs. This is consistent with Stanford's policy for those units not operating under a formula arrangement.
- This schedule does not include endowment principal, student loan funds, and plant funds.
- The general funds allocation shown in this schedule includes one-time allocations (including tuition allowance) and therefore will not match the base figure shown in the table on page 83.

## VICE PROVOST FOR GRADUATE EDUCATION

### 2011/12 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2009/10 ACTUALS	2010/11 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2011/12 TOTAL
<b>Revenues</b>								
4,465	5,440	6,609						6,609
General Funds Allocation								
27,305	23,833			286	23,964			24,250
5	5		5					5
Internal Revenue								
(20,409)	(26,033)	(3,103)	3,770	(16)	(27,791)			(27,140)
<b>11,366</b>	<b>3,245</b>	<b>3,507</b>	<b>3,775</b>	<b>270</b>	<b>(3,827)</b>			<b>3,725</b>
<b>Expenses</b>								
260	203	372		26				398
Academic Salaries								
1,090	1,154	1,257	64	2				1,324
Staff Salaries								
409	444	536	23	2				561
Benefits & Other Compensation								
2,330	3,122	813	1,736	230	458			3,236
Non-Salary Expenses								
96	206	169	24	21				215
Internal Expenses								
<b>4,185</b>	<b>5,130</b>	<b>3,147</b>	<b>1,847</b>	<b>281</b>	<b>458</b>			<b>5,733</b>
<b>Total Expenses</b>								
<b>7,181</b>	<b>(1,885)</b>	<b>359</b>	<b>1,928</b>	<b>(11)</b>	<b>(4,285)</b>			<b>(2,009)</b>
<b>Operating Results</b>								
(935)	(638)	(25)		(200)				(225)
Transfers From (to) Endowment & Other Assets								
Transfers From (to) Plant								
<b>6,246</b>	<b>(2,522)</b>	<b>334</b>	<b>1,928</b>	<b>(211)</b>	<b>(4,285)</b>			<b>(2,234)</b>
<b>Surplus / (Deficit)</b>								
39,088	45,134	1,111	10,901	1,827	28,773			42,612
Beginning Fund Balances								
45,134	42,612	1,445	12,829	1,617	24,488			40,379
Ending Fund Balances								

Notes:

- 2008/09 is the first year of Vice Provost for Graduate Education Operations.
- The general funds allocation shown in this schedule includes one-time allocations (including tuition allowance) and therefore will not match the base figure shown in the table on page 83.

**HOOVER INSTITUTION**  
**2011/12 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2009/10 ACTUALS	2010/11 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2011/12 TOTAL
<b>Revenues</b>								
761	779	788						788
General Funds Allocation								
47,918	45,417		375	20,775	22,830	726		44,705
33	53		50					50
(186)		41,465	(425)	(18,340)	(22,700)			
<b>48,525</b>	<b>46,248</b>	<b>42,253</b>	<b>0</b>	<b>2,435</b>	<b>130</b>	<b>726</b>		<b>45,544</b>
<b>Expenses</b>								
12,847	12,185	12,600				165		12,766
7,447	7,720	7,874				125		7,999
8,041	6,575	6,841				91		6,932
13,869	13,975	13,663				344		14,007
1,279	1,298	1,275				0		1,275
<b>43,483</b>	<b>41,753</b>	<b>42,253</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>726</b>		<b>42,979</b>
<b>5,043</b>	<b>4,496</b>	<b>0</b>	<b>0</b>	<b>2,435</b>	<b>130</b>	<b>0</b>		<b>2,565</b>
(1,615)	(3,500)			(3,400)				(3,400)
<b>Operating Results</b>								
Transfers From (to) Endowment & Other Assets								
Transfers From (to) Plant								
<b>3,428</b>	<b>996</b>	<b>0</b>	<b>0</b>	<b>(965)</b>	<b>130</b>	<b>0</b>		<b>(835)</b>
35,319	38,747	9	1,349	36,515	1,870	0		39,743
38,747	39,743	9	1,349	35,550	1,999	0		38,908

Notes

- This schedule does not reflect an allocation of tuition revenue or central administrative costs. This is consistent with Stanford's policy for those units not operating under a formula arrangement.
- This schedule does not include endowment principal, student loan funds, and plant funds.
- The general funds allocation shown in this schedule includes one-time allocations (including tuition allowance) and therefore will not match the base figure shown in the table on page 83.

**STANFORD UNIVERSITY LIBRARIES AND ACADEMIC INFORMATION RESOURCES**  
**2011/12 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2009/10 ACTUALS	2010/11 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2011/12 TOTAL
<b>Revenues</b>								
43,228	44,494	46,090					498	46,588
General Funds Allocation								
49,786	48,994	825	2,000	300	14,328	905	33,071	51,430
Restricted Revenues								
322	55		23				36	59
Internal Revenue								
4,852	4,695	12,389	(2,010)	(152)	(8,500)		1,184	2,912
Operating Transfers								
<b>98,188</b>	<b>98,239</b>	<b>59,304</b>	<b>13</b>	<b>148</b>	<b>5,829</b>	<b>905</b>	<b>34,790</b>	<b>100,988</b>
<b>Total Revenues</b>								
<b>Expenses</b>								
7,535	7,569	7,468				200	116	7,784
Academic Salaries								
35,852	39,093	19,354				300	19,750	39,405
Staff Salaries								
13,653	14,939	9,215				162	6,583	15,960
Benefits & Other Compensation								
32,850	37,473	22,299		150	7,000	243	8,134	37,826
Non-Salary Expenses								
5,005	3,353	969		12	560	0	1,853	3,393
Internal Expenses								
<b>94,894</b>	<b>102,428</b>	<b>59,304</b>	<b>0</b>	<b>162</b>	<b>7,560</b>	<b>905</b>	<b>36,437</b>	<b>104,368</b>
<b>Total Expenses</b>								
<b>3,293</b>	<b>(4,189)</b>	<b>0</b>	<b>13</b>	<b>(14)</b>	<b>(1,731)</b>	<b>0</b>	<b>(1,647)</b>	<b>(3,380)</b>
<b>Operating Results</b>								
852	820	Transfers From (to) Endowment & Other Assets					763	763
(80)		Transfers From (to) Plant						
<b>4,066</b>	<b>(3,369)</b>	<b>0</b>	<b>13</b>	<b>(14)</b>	<b>(1,731)</b>	<b>0</b>	<b>(884)</b>	<b>(2,617)</b>
<b>Surplus / (Deficit)</b>								
17,545	21,610	0	3,426	1,654	9,895	0	3,266	18,241
Beginning Fund Balances								
21,610	18,241	0	3,439	1,640	8,164	0	2,382	15,625
Ending Fund Balances								

Notes:

- This schedule does not reflect an allocation of tuition revenue or central administrative costs. This is consistent with Stanford's policy for those units not operating under a formula arrangement.
- This schedule does not include endowment principal, student loan funds, and plant funds.
- The general funds allocation shown in this schedule includes one-time allocations (including tuition allowance) and therefore will not match the base figure shown in the table on page 83.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged as a Non-Salary Expense for infrastructure and general administrative costs of research.

## AUXILIARY ACTIVITIES

### ATHLETICS

#### 2011/12 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

	2009/10 ACTUALS	2010/11 PROJECTION	2011/12 PLAN
<b>Operating</b>			
<b>Revenues</b>			
Intercollegiate	20,889	22,006	25,284
Gifts/Endowments	19,679	16,800	19,136
University Funds	10,304	12,446	10,136
Auxiliaries	8,399	8,317	8,324
Other	3,859	4,371	4,526
Camps	771	820	860
<b>Total Revenues</b>	<b>63,900</b>	<b>64,760</b>	<b>68,266</b>
Use of Reserves	4,109	2,862	0
<b>Total Sources of Funds</b>	<b>68,008</b>	<b>67,622</b>	<b>68,266</b>
<b>Expenses</b>			
Compensation	34,832	34,729	37,161
Travel/Entertainment	8,331	8,588	8,819
Facilities/Maintenance	10,481	8,204	8,284
General Services	4,303	3,825	3,959
General Supplies	3,756	3,618	3,744
Other	3,164	3,323	3,439
Debt Service	1,866	698	500
Capital Expenditures	637	425	300
<b>Total Expenses</b>	<b>67,369</b>	<b>63,411</b>	<b>66,207</b>
Transfer (from)/to Scholarships	(954)	1,999	2,059
<b>Total Uses of Funds</b>	<b>66,415</b>	<b>65,410</b>	<b>68,266</b>
<b>Net Reduction in Cumulative Auxiliary Deficit</b>	<b>1,594</b>	<b>2,213</b>	<b>0</b>
<b>Financial Aid</b>			
Revenues	18,528	17,128	17,737
Expenses	17,573	19,127	19,796
Transfer from/(to) Operating	(954)	1,999	2,059
<b>Financial Aid Gain/(Loss)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balances</b>			
Auxiliary			
Beginning Balance	(11,773)	(10,179)	(7,967)
Ending Balance	(10,179)	(7,967)	(7,967)
Endowment			
Beginning Balance	4,278	2,451	188
Ending Balance	2,451	188	188
Expendable			
Beginning Balance	4,867	2,833	2,233
Ending Balance	2,833	2,233	2,233
Designated			
Beginning Balance	448	201	201
Ending Balance	201	201	201
<b>Total Fund Balances</b>			
Beginning Balance	(2,180)	(4,695)	(5,345)
Ending Balance	(4,695)	(5,345)	(5,345)



## RESIDENTIAL & DINING ENTERPRISES

### 2011/12 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

	2009/10 ACTUALS	2010/11 PROJECTION	2011/12 PLAN
<b>Revenues</b>			
Student Payments	115,514	120,375	124,707
Student Payments: Off Campus	412	584	447
Stanford Guest House	3,208	3,414	3,457
Conferences Housing & Dining	11,007	10,962	11,529
Other Operating Income	16,299	17,315	19,262
Interest Income	385	308	569
<b>Total Revenue</b>	<b>146,825</b>	<b>152,958</b>	<b>159,971</b>
<b>Transfers</b>			
Grad Housing Subsidy: Off Campus	1,224	1,221	1,368
Debt Service Subsidies (Grad, Crothers, AFDC)	4,368	4,454	4,709
Miscellaneous Transfers	(507)	2,667	1,774
Transfer to ResEd, GLO, and ResComp	(6,498)	(7,179)	(8,141)
<b>Total Transfers</b>	<b>(1,413)</b>	<b>1,163</b>	<b>(290)</b>
<b>Total Revenue and Transfers</b>	<b>145,412</b>	<b>154,121</b>	<b>159,681</b>
<b>Expenses</b>			
Salaries and Benefits	41,545	43,877	47,897
Food Cost	9,949	10,625	10,564
Expendable Material and Supplies	16,481	17,999	16,769
Rental & Leases: Off Campus	1,390	1,462	1,532
Utilities & Telephone	9,419	10,017	10,280
Repair & Maintenance	15,277	21,723	21,367
Debt Service	38,964	39,320	43,676
Distribution of G&A Expenses	7,109	7,671	7,596
<b>Total Expenses</b>	<b>140,134</b>	<b>152,694</b>	<b>159,681</b>
<b>Operating Results</b>	<b>5,278</b>	<b>1,427</b>	<b>0</b>
Change in Reserve and Endowment Funds	46	(2,937)	(1,950)
<b>Consolidated Surplus/(Deficit)</b>	<b>5,324</b>	<b>(1,510)</b>	<b>(1,950)</b>
Beginning Fund Balance	8,491	13,815	12,305
Ending Fund Balance	13,815	12,305	10,355

