



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

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

GRADUATE SCHOOL OF BUSINESS (INCLUDES SCHWAB)
2002/03 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary Activities	Total
Revenues							
General Funds Allocation	29,423.0						29,423.0
Restricted Revenues		17,139.0	14,513.0	24,538.0		6,445.0	62,635.0
Total Revenues	29,423.0	17,139.0	14,513.0	24,538.0		6,445.0	92,058.0
Transfers							
Transfers within Current Funds	40,555.0	(5,440.0)	(17,473.0)	(17,642.0)			(2,945.0)
Transfers from/(to) Endowment Principal							
Transfers from/(to) Plant/Student Loan		(2,945.0)					(2,945.0)
Total Transfers	40,555.0	(8,385.0)	(17,473.0)	(17,642.0)			(2,945.0)
Total Revenues and Transfers	69,978.0	8,754.0	(2,960.0)	6,896.0		6,445.0	89,113.0
Expenses							
Academic Salaries	22,723.0	2,449.0					25,172.0
Staff Salaries	16,224.0	1,370.0				334.0	17,928.0
Total Benefits	9,765.0	1,010.0				81.0	10,856.0
Non-Salary Expenses	20,966.0	7,428.0		7,360.0		4,628.0	40,382.0
Debt Service	300.0					1,402.0	1,702.0
Total Expenses	69,978.0	12,257.0		7,360.0		6,445.0	96,040.0
Surplus / (Deficit)		(3,503.0)	(2,960.0)	(464.0)			(6,927.0)
Beginning Operating Equity		9,743.0	20,045.0	1,000.0			30,788.0
Ending Operating Equity		6,240.0	17,085.0	536.0			23,861.0

Notes:

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SCHOOL OF EARTH SCIENCES
2002/03 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	3,005.0					3,005.0
Restricted Revenues		4,329.6	1,081.7	12,059.8	7,903.0	25,374.1
Total Revenues	3,005.0	4,329.6	1,081.7	12,059.8	7,903.0	28,379.1
Transfers						
Transfers within Current Funds	7,565.0	263.7	500.0	(7,678.7)		650.0
Transfers from/(to) Endowment Principal						
Transfers from/(to) Plant/Student Loan				(150.0)		(150.0)
Total Transfers	7,565.0	263.7	500.0	(7,828.7)		500.0
Total Revenues and Transfers	10,570.0	4,593.3	1,581.7	4,231.1	7,903.0	28,879.1
Expenses						
Academic Salaries	5,091.3	1,164.7	220.0	68.7	2,016.4	8,561.1
Staff Salaries	2,058.3	833.2	287.4	109.4	995.5	4,283.8
Total Benefits	1,717.5	349.8	106.2	33.5	379.4	2,586.4
Non-Salary Expenses	1,702.9	1,629.9	1,003.5	3,149.6	4,511.7	11,197.6
Total Expenses	10,570.0	3,977.6	1,617.1	3,361.2	7,903.0	27,428.9
Surplus / (Deficit)		615.7	(35.4)	869.9		1,450.3
Beginning Operating Equity		7,720.1	5,430.3	10,854.5		24,004.9
Ending Operating Equity		8,335.8	5,394.9	11,724.4		25,455.2

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SCHOOL OF EDUCATION
2002/03 CONSOLIDATED FORECAST
 [IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	9,554.3					9,554.3
Restricted Revenues		200.0	1,650.0	3,240.4	14,703.8	19,794.3
Total Revenues	9,554.3	200.0	1,650.0	3,240.4	14,703.8	29,348.6
Transfers						
Transfers within Current Funds	3,339.0	202.8	(291.0)	(2,767.8)		483.0
Transfers from/(to) Endowment Principal						
Transfers from/(to) Plant/Student Loan						
Total Transfers	3,339.0	202.8	(291.0)	(2,767.8)		483.0
Total Revenues and Transfers	12,893.3	402.8	1,359.0	472.6	14,703.8	29,831.5
Expenses						
Academic Salaries	5,317.2	236.1	232.6		2,469.3	8,255.1
Staff Salaries	2,157.6	85.0	397.4	25.0	3,208.2	5,873.2
Total Benefits	1,718.3	74.0	164.1	6.5	1,073.6	3,036.5
Non-Salary Expenses	3,700.3	111.8	402.5	115.2	7,952.8	12,282.6
Total Expenses	12,893.3	506.9	1,196.5	146.7	14,703.8	29,447.3
Surplus / (Deficit)		(104.2)	162.5	325.9		384.2
Beginning Operating Equity		4,401.0	4,162.0	1,237.0		9,800.0
Ending Operating Equity		4,296.8	4,324.5	1,562.9		10,184.2

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SCHOOL OF ENGINEERING
2002/03 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	40,526.2					40,526.2
Restricted Revenues		22,474.9	19,086.7	18,394.6	88,284.6	148,240.7
Total Revenues	40,526.2	22,474.9	19,086.7	18,394.6	88,284.6	188,766.9
Transfers						
Transfers within Current Funds	12,777.8	(4,000.0)	1,000.0	(7,977.8)		1,800.0
Transfers from/(to) Endowment Principal			(280.0)			(280.0)
Transfers from/(to) Plant/Student Loan		(1,500.0)		(150.0)		(1,650.0)
Total Transfers	12,777.8	(5,500.0)	720.0	(8,127.8)		(130.0)
Total Revenues and Transfers	53,304.0	16,974.9	19,806.7	10,266.8	88,284.6	188,636.9
Expenses						
Academic Salaries	21,424.4	1,860.2	4,085.0	661.0	6,040.8	34,071.5
Staff Salaries	10,517.0	5,137.6	1,761.2	267.2	26,050.9	43,734.0
Total Benefits	6,609.9	1,400.5	749.7	96.5	4,142.7	12,999.3
Non-Salary Expenses	14,752.7	7,594.5	11,111.0	6,199.5	52,050.1	91,707.8
Total Expenses	53,304.0	15,992.8	17,706.9	7,224.2	88,284.6	182,512.5
Surplus / (Deficit)		982.1	2,099.8	3,042.6		6,124.4
Beginning Operating Equity		47,193.9	48,201.6	23,525.4		118,920.9
Ending Operating Equity		48,176.0	50,301.4	26,568.0		125,045.3

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HOOVER INSTITUTION
2002/03 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	1,115.0					1,115.0
Restricted Revenues		750.0	16,610.0	13,500.0	400.0	31,260.0
Total Revenues	1,115.0	750.0	16,610.0	13,500.0	400.0	32,375.0
Transfers						
Transfers within Current Funds	30,860.0	(750.0)	(16,610.0)	(13,500.0)		
Transfers from/(to) Endowment Principal						
Transfers from/(to) Plant/Student Loan						
Total Transfers	30,860.0	(750.0)	(16,610.0)	(13,500.0)		
Total Revenues and Transfers	31,975.0				400.0	32,375.0
Expenses						
Academic Salaries	7,269.0					7,269.0
Staff Salaries	7,566.0					7,566.0
Total Benefits	3,865.0					3,865.0
Non-Salary Expenses	12,610.0				400.0	13,010.0
Library Acquisitions	665.0					665.0
Total Expenses	31,975.0				400.0	32,375.0
Surplus / (Deficit)						0.0
Beginning Operating Equity						18,928.0
Ending Operating Equity						18,928.0

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SCHOOL OF HUMANITIES & SCIENCES (INCLUDES OVERSEAS STUDIES PROGRAM)
2002/03 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary Activities	Total
Revenues							
General Funds Allocation	100,820.6						100,820.6
Restricted Revenues		3,496.3	10,566.8	55,862.0	57,881.6	5,793.9	133,600.7
Total Revenues	100,820.6	3,496.3	10,566.8	55,862.0	57,881.6	5,793.9	234,421.2
Transfers							
Transfers within Current Funds	46,457.6	(7,234.1)	(1,476.6)	(34,017.5)			3,729.4
Transfers from/(to) Endowment Principal		(2,150.0)	(200.0)	(14.8)			(2,364.8)
Transfers from/(to) Plant/Student Loan		(1,800.0)	(100.0)	(737.0)			(2,637.0)
Total Transfers	46,457.6	(11,184.1)	(1,776.6)	(34,769.3)			(1,272.4)
Total Revenues and Transfers	147,278.2	(7,687.8)	8,790.2	21,092.7	57,881.6	5,793.9	233,148.8
Expenses							
Academic Salaries	56,594.6	1,700.6	450.0	1,200.8	3,971.5		63,917.5
Staff Salaries	27,477.7	522.2	1,818.7	801.0	15,575.3	2,146.0	48,340.8
Total Benefits	19,552.4	506.5	334.8	430.6	3,163.5	563.1	24,550.9
Non-Salary Expenses	43,653.5	1,729.9	6,296.0	4,367.4	35,171.2	3,084.9	94,302.9
Total Expenses	147,278.2	4,459.2	8,899.4	6,799.8	57,881.6	5,793.9	231,112.1
Surplus / (Deficit)		(12,147.1)	(109.2)	14,292.9			2,036.7
Beginning Operating Equity		53,616.6	26,878.5	49,457.2			129,952.3
Ending Operating Equity		41,469.6	26,769.4	63,750.1			131,989.0

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SCHOOL OF LAW
2002/03 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	12,895.6					12,895.6
Restricted Revenues		1,500.4	6,300.0	14,375.0	500.0	22,675.4
Total Revenues	12,895.6	1,500.4	6,300.0	14,375.0	500.0	35,571.0
Transfers						
Transfers within Current Funds	17,840.0	(800.4)	(4,400.0)	(12,200.0)		439.6
Transfers from/(to) Endowment Principal			(500.0)	(500.0)		(500.0)
Transfers from/(to) Plant/Student Loan			(500.0)	(900.0)		(1,400.0)
Total Transfers	17,840.0	(800.4)	(4,900.0)	(13,600.0)		(1,460.4)
Total Revenues and Transfers	30,735.6	700.0	1,400.0	775.0	500.0	34,110.6
Expenses						
Academic Salaries	9,899.9	50.1	399.8	250.4	100.0	10,700.2
Staff Salaries	6,500.1	74.9	350.2	50.0	225.0	7,200.2
Total Benefits	4,100.2	25.3	200.0	69.6	80.0	4,475.1
Non-Salary Expenses	8,935.6	590.7	1,052.0	202.0	95.0	10,875.3
Library Acquisitions	1,299.8					1,299.8
Total Expenses	30,735.6	741.0	2,002.0	572.0	500.0	34,550.6
Surplus / (Deficit)		(41.0)	(602.0)	203.0		(440.0)
Beginning Operating Equity	750.0		9,000.0	3,500.0		13,250.0
Ending Operating Equity	709.0		8,398.0	3,703.0		12,810.0

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SCHOOL OF MEDICINE
2002/03 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary Activities	Total
Revenues							
General Funds Allocation	81,551.4						81,551.4
Restricted Revenues		54,056.2	45,792.0	60,312.0	308,532.8	159,182.7	627,875.7
Total Revenues	81,551.4	54,056.2	45,792.0	60,312.0	308,532.8	159,182.7	709,427.1
Transfers							
Transfers within Current Funds	33,859.2	4,676.1	(3,352.2)	(22,320.7)		2,000.0	14,862.3
Transfers from/(to) Endowment Principal		(5,000.0)		(500.0)			(5,500.0)
Transfers from/(to) Plant/Student Loan		(9,538.9)		(45.0)			(9,583.9)
Total Transfers	33,859.2	(9,862.8)	(3,352.2)	(22,865.7)		2,000.0	(221.6)
Total Revenues and Transfers	115,410.6	44,193.4	42,439.8	37,446.3	308,532.8	161,182.7	709,205.5
Expenses							
Academic Salaries	13,017.4	21,813.2	6,061.6	7,180.8	43,726.9	91,721.8	183,521.6
Staff Salaries	29,698.1	11,615.8	7,311.5	3,054.0	62,675.4	23,276.5	137,631.4
Total Benefits	9,416.4	6,173.2	2,722.8	2,484.3	22,947.9	26,891.2	70,635.7
Non-Salary Expenses	26,727.3	22,119.5	19,876.2	13,196.6	179,182.6	16,250.6	277,352.8
Library Acquisitions	679.8		246.3	1,245.7			2,171.8
Utilities	14,738.9	19.1				146.4	14,904.4
O&M	18,309.0	147.7	46.6	15.0		576.2	19,094.4
Debt Service	2,823.6						2,823.6
Total Expenses	115,410.6	61,888.5	36,264.9	27,176.3	308,532.8	158,862.6	708,135.7
Surplus / (Deficit)		(17,695.1)	6,174.8	10,270.0		2,320.1	1,069.8
Beginning Operating Equity		117,946.8	111,474.8	96,478.2			325,899.8
Ending Operating Equity		100,251.6	117,649.7	106,748.2		2,320.1	326,969.6

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VICE PROVOST AND DEAN OF RESEARCH AND GRADUATE POLICY
2002/03 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	18,957.0					18,957.0
Restricted Revenues		9,749.0	8,407.0	21,375.0	84,574.0	124,105.0
Total Revenues	18,957.0	9,749.0	8,407.0	21,375.0	84,574.0	143,062.0
Transfers						
Transfers within Current Funds	11,927.0	(2,904.0)	(649.0)	(16,028.0)	(250.0)	(7,904.0)
Transfers from/(to) Endowment Principal						
Transfers from/(to) Plant/Student Loan	11,927.0	(2,904.0)	(649.0)	(16,028.0)	(250.0)	(7,904.0)
Total Transfers	23,854.0	(5,808.0)	(1,298.0)	(32,056.0)	(500.0)	(4,008.0)
Total Revenues and Transfers	30,884.0	6,845.0	7,758.0	5,347.0	84,324.0	135,158.0
Expenses						
Academic Salaries	3,318.0	1,198.0	1,923.0	1,366.0	11,408.9	19,213.9
Staff Salaries	14,194.0	2,048.0	1,016.0	735.0	5,941.0	23,934.0
Total Benefits	4,443.2	674.0	718.0	488.8	3,614.0	9,938.0
Non-Salary Expenses	8,928.8	1,930.8	3,694.0	1,974.1	63,360.2	79,887.8
Total Expenses	30,884.0	5,850.8	7,351.0	4,563.9	84,324.0	132,973.7
Surplus / (Deficit)	994.3	407.0	783.1			2,184.3
Beginning Operating Equity	17,667.0	10,828.0	19,940.0			48,435.0
Ending Operating Equity	18,661.3	11,235.0	20,723.1			50,619.3

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VICE PROVOST FOR UNDERGRADUATE EDUCATION
2002/03 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	14,210.0					14,210.0
Restricted Revenues		15.0	3,885.0	3,347.0		7,247.0
Total Revenues	14,210.0	15.0	3,885.0	3,347.0		21,457.0
Transfers						
Transfers within Current Funds	7,861.0	(690.0)	(4,066.0)	(2,476.0)		629.0
Transfers from/(to) Endowment Principal						
Transfers from/(to) Plant/Student Loan						
Total Transfers	7,861.0	(690.0)	(4,066.0)	(2,476.0)		629.0
Total Revenues and Transfers	22,071.0	(675.0)	(181.0)	871.0		22,086.0
Expenses						
Academic Salaries	7,269.0		300.0	250.0		7,819.0
Staff Salaries	3,808.0			80.0		3,888.0
Total Benefits	2,280.0		71.0	85.0		2,436.0
Non-Salary Expenses	8,714.0	12.0	450.0	60.0		9,236.0
Total Expenses	22,071.0	12.0	821.0	475.0		23,379.0
Surplus / (Deficit)		(687.0)	(1,002.0)	396.0		(1,293.0)
Beginning Operating Equity		2,441.0	2,702.0	3,376.0		8,519.0
Ending Operating Equity		1,754.0	1,700.0	3,772.0		7,226.0

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ADMISSIONS & FINANCIAL AID
2002/03 CONSOLIDATED FORECAST
 [IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	20,553.0					20,553.0
Restricted Revenues		399.9	9,108.1	28,380.7	12,371.3	50,260.0
Total Revenues	20,553.0	399.9	9,108.1	28,380.7	12,371.3	70,813.0
Transfers						
Transfers within Current Funds						
Transfers from/(to) Endowment Principal						
Transfers from/(to) Plant/Student Loan						
Total Transfers						
Total Revenues and Transfers	20,553.0	399.9	9,108.1	28,380.7	12,371.3	70,813.0
Expenses						
Academic Salaries						
Staff Salaries	3,418.0					3,418.0
Total Benefits	890.0					890.0
Total Non-Salary Expenses	2,150.2					2,150.2
Undergraduate Financial Aid	14,094.8	267.9	8,911.1	28,298.7	12,371.3	63,943.8
Total Expenses	20,553.0	267.9	8,911.1	28,298.7	12,371.3	70,402.0
Surplus / (Deficit)		132.0	197.0	82.0		411.0
Beginning Operating Equity		311.0	2,067.0	1,103.0		3,481.0
Ending Operating Equity		443.0	2,264.0	1,185.0		3,892.0

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.

**STANFORD UNIVERSITY LIBRARIES AND ACADEMIC INFORMATION RESOURCES
(INCLUDES HIGHWIRE PRESS, SU PRESS, AND MEDIA SOLUTIONS)
2002/03 CONSOLIDATED FORECAST**

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary Activities	Total
Revenues							
General Funds Allocation	35,889.5						35,889.5
Restricted Revenues		1,900.0	800.0	7,700.0	65.3	21,239.3	31,704.6
Total Revenues	35,889.5	1,900.0	800.0	7,700.0	65.3	21,239.3	67,594.1
Transfers							
Transfers within Current Funds	2,337.8		(108.2)	(2,229.6)			
Transfers from/(to) Endowment Principal							
Transfers from/(to) Plant/Student Loan							
Total Transfers	2,337.8		(108.2)	(2,229.6)			
Total Revenues and Transfers	38,227.3	1,900.0	691.8	5,470.4	65.3	21,239.3	67,594.1
Expenses							
Academic Salaries							
Staff Salaries	21,189.0	825.0	100.0		37.6	12,427.1	34,578.7
Total Benefits	5,519.6	215.0	26.0		9.8	3,183.3	8,953.7
Total Non-Salary Expenses	1,869.6	860.0	480.0	870.4	17.9	6,913.7	11,011.6
Library Acquisitions	9,649.1		85.8	4,600.0			14,334.9
Total Expenses	38,227.3	1,900.0	691.8	5,470.4	65.3	22,524.1	68,878.9
Surplus / (Deficit)						(1,284.8)	(1,284.8)
Beginning Operating Equity		95.0	1,710.0	1,140.0			2,945.0
Ending Operating Equity		95.0	1,710.0	1,140.0		(1,284.8)	1,660.2

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.
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VICE PROVOST FOR STUDENT AFFAIRS
2002/03 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Total
Revenues						
General Funds Allocation	18,032.0					18,032.0
Restricted Revenues		3,635.0	454.0	1,444.0	734.0	6,267.0
Total Revenues	18,032.0	3,635.0	454.0	1,444.0	734.0	24,299.0
Transfers						
Transfers within Current Funds	2,956.0	(2,022.0)	(26.0)	(703.0)		205.0
Transfers from/(to) Endowment Principal						
Transfers from/(to) Plant/Student Loan						
Total Transfers	2,956.0	(2,022.0)	(26.0)	(703.0)		205.0
Total Revenues and Transfers	20,988.0	1,613.0	428.0	741.0	734.0	24,504.0
Expenses						
Academic Salaries				265.0		265.0
Staff Salaries	9,183.0	297.0	100.0	57.0	330.0	9,967.0
Total Benefits	2,323.0	77.0	26.0	84.0	85.0	2,595.0
Non-Salary Expenses	9,482.0	1,468.0	250.0	380.0	319.0	11,899.0
Total Expenses	20,988.0	1,842.0	376.0	786.0	734.0	24,726.0
Surplus / (Deficit)		(229.0)	52.0	(45.0)		(222.0)
Beginning Operating Equity		5,604.0	1,876.0	2,582.0		10,062.0
Ending Operating Equity		5,375.0	1,928.0	2,537.0		9,840.0

Notes:

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AUXILIARY ACTIVITIES 2002/03 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

ALUMNI ASSOCIATION

Revenues	
Program Revenue	23,488.3
Advertising	483.7
Annual Membership Dues	149.1
Life Membership Dues	952.6
General Fund Allocation	5,953.0
Presidential Funds	486.0
Investment Income	334.6
Interdepartmental Charges	355.2
Donations for Magazine	180.2
Life Membership Transfer	1,859.9
Royalties	993.4
Total Revenues	35,236.0
Expenses	
Salaries & Benefits	9,344.9
Part-Time/Students/Temporary Help	588.3
Participants and Staff Expenses	18,685.6
Outside Services	2,847.0
Materials and Supplies	1,684.8
Other Non-Salary Expenses	2,085.4
Total Expenses	35,236.0
Operating Gain/(Loss)	0.0

ATHLETICS

Operating	
Revenues	
Intercollegiate	15,366.2
Unrestricted Funds	6,965.8
Golf Course	5,348.7
General Funds	4,622.0
Restricted Funds	4,644.3
Faculty-Staff Recreation	1,441.0
Total Revenues	38,388.0
Expenses	
Compensation	18,330.4
Sport Programs	7,629.9
Facilities & Events	4,369.3
Student Services	1,359.6
Administration	5,007.8
University Overhead	1,287.0
Total Expenses	37,984.0
Operating Gain/(Loss)	404.0
Financial Aid	
Revenues	12,333.1
Expenses	12,737.1
Financial Aid Gain/(Loss)	(404.0)
Consolidated	
Total Revenues	50,721.1
Total Expenses	50,721.1
Consolidated Gain/(Loss)	0.0

AUXILIARY ACTIVITIES 2002/03 CONSOLIDATED FORECAST

[IN THOUSANDS OF DOLLARS]

RESIDENTIAL AND DINING ENTERPRISES

Revenues	
Student Housing	73,703.6
Student Housing: Off Campus	13,262.9
Concessions/Catering	5,116.4
Conferences Housing & Dining	7,884.2
Other Operating Income	5,532.8
Interest Income	500.0
Total Revenues	105,999.8
Transfers	
Grad Housing Subsidy: Off Campus	6,051.8
Rent Loss Reimbursement	300.0
Additions from Funds Functioning as Endowment	1,096.7
Debt Service Subsidy: Grad Housing	3,300.0
Total Transfers	10,748.5
Total Revenues and Transfers	116,748.3
Expenses	
Salaries and Benefits	16,942.8
Food Costs	5,874.0
EM & S	5,363.1
Rentals & Leases: Off Campus	19,314.7
Utilities & Telephone	7,187.2
Furnishings	1,158.6
Maintenance	7,474.0
Major Repairs	1,712.2
Administrative Expenses	9,039.6
Residential Education	5,077.9
Debt Service	29,844.5
Distribution of G&A Expenses	6,253.9
Other Non-Salary Expenses	1,505.8
Total Expenses	116,748.3
Operating Gain/(Loss)	0.0

STANFORD UNIVERSITY PRESS

Revenues	
Net Sales	4,695.1
Cost of Sales	(2,526.2)
Other Income	415.0
University Subsidy	513.4
Strategic Initiatives	685.0
Total Revenues	3,782.3
Expenses	
Acquisitions	1,094.9
Production Editing	356.0
Production and Design	364.9
Marketing	1,304.3
Distribution	633.8
Accounting	280.3
Office and General	829.4
University Overhead	259.8
Total Expenses	5,123.4
Operating Gain/(Loss)	(1,341.1)

