

---

# 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 and Dean of Research and Graduate Policy
- Graduate School of Business
- School of Medicine
- Hoover Institution

### **Academic Support Units**

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

### **Auxiliary Enterprises**

- Housing and Dining Services
- Athletics
- Stanford University Press

**School of Earth Sciences**  
**1998/99 Consolidated Forecast**  
(dollars in thousands)

	Operating Budget	Designated	Restricted	Grants & Contracts	Total
<b>Revenues and Transfers</b>					
General Funds Allocation	2,776				2,776
Restricted Revenues and Transfers between Units	4,527	5,660	4,213	7,150	21,550
Transfers (to)/from Endowment			(150)		(150)
Transfers (to)/from Plant					
Transfers (to)/from Student Loan					
<b>Total Revenues and Transfers</b>	<b>7,303</b>	<b>5,660</b>	<b>4,063</b>	<b>7,150</b>	<b>24,176</b>
<b>Expenditures</b>					
Academic Salaries	3,682	1,406	243	1,843	7,174
Staff Salaries	960	461	169	1,132	2,722
Total Benefits	1,114	262	83	415	1,874
Total Non-Salary Expenditures	1,547	2,925	2,926	3,760	11,158
<b>Total Expenditures</b>	<b>7,303</b>	<b>5,054</b>	<b>3,421</b>	<b>7,150</b>	<b>22,928</b>
<b>Excess of Revenue over Expenditures</b>		<b>606</b>	<b>642</b>		<b>1,248</b>
<b>Beginning Operating Equity</b>		<b>4,300</b>	<b>9,200</b>		<b>13,500</b>
<b>Ending Operating Equity</b>		<b>4,906</b>	<b>9,842</b>		<b>14,748</b>

## 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.

**School of Education**  
**1998/99 Consolidated Forecast**  
(dollars in thousands)

	Operating Budget	Designated	Restricted	Grants & Contracts	Total
<b>Revenues and Transfers</b>					
General Funds Allocation	7,565				7,565
Restricted Revenues and Transfers between Units	1,746	800	688	11,006	14,240
Transfers (to)/from Endowment					
Transfers (to)/from Plant					
Transfers (to)/from Student Loan					
<b>Total Revenues and Transfers</b>	<b>9,311</b>	<b>800</b>	<b>688</b>	<b>11,006</b>	<b>21,805</b>
<b>Expenditures</b>					
Academic Salaries	4,301	97	80	1,767	6,245
Staff Salaries	1,506	79	80	1,886	3,552
Total Benefits	1,420	43	24	728	2,215
Total Non-Salary Expenditures	2,084	212	289	6,625	9,210
<b>Total Expenditures</b>	<b>9,311</b>	<b>432</b>	<b>473</b>	<b>11,006</b>	<b>21,222</b>
<b>Excess of Revenue over Expenditures</b>		<b>368</b>	<b>215</b>		<b>584</b>
<b>Beginning Operating Equity</b>		<b>2,086</b>	<b>2,663</b>		<b>4,749</b>
<b>Ending Operating Equity</b>		<b>2,454</b>	<b>2,879</b>		<b>5,333</b>

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.

**School of Engineering**  
**1998/99 Consolidated Forecast**  
(dollars in thousands)

	Operating Budget	Designated	Restricted	Grants & Contracts	Total
<b>Revenues and Transfers</b>					
General Funds Allocation	33,229				33,229
Restricted Revenues and Transfers between Units	9,198	18,232	22,717	81,836	131,983
Transfers (to)/from Endowment					
Transfers (to)/from Plant					
Transfers (to)/from Student Loan					
<b>Total Revenues and Transfers</b>	<b>42,427</b>	<b>18,232</b>	<b>22,717</b>	<b>81,836</b>	<b>165,212</b>
<b>Expenditures</b>					
Academic Salaries	22,892	1,623	3,697	19,102	47,313
Staff Salaries	6,581	3,569	529	8,258	18,936
Total Benefits	6,766	1,151	396	3,485	11,799
Total Non-Salary Expenditures	6,189	6,518	12,955	50,992	76,653
<b>Total Expenditures</b>	<b>42,427</b>	<b>12,861</b>	<b>17,577</b>	<b>81,836</b>	<b>154,700</b>
<b>Excess of Revenue over Expenditures</b>		<b>5,371</b>	<b>5,141</b>		<b>10,512</b>
<b>Beginning Operating Equity</b>		<b>35,536</b>	<b>39,539</b>		<b>75,074</b>
<b>Ending Operating Equity</b>		<b>40,907</b>	<b>44,680</b>		<b>85,586</b>

## 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.

**School of Humanities and Sciences**  
**1998/99 Consolidated Budget Forecast**  
(dollars in thousands)

	Operating Budget	Designated	Restricted	Grants & Contracts	Total
<b>Revenues and Transfers</b>					
General Funds Allocation	85,561				85,561
Restricted Revenue and Transfers between units	31,284	5,694	26,337	43,530	106,844
Transfers (to)/from Endowment		(300)	(2,750)		(3,050)
Transfers (to)/from Student Loan					
Transfers (to)/from Plant			(700)		(700)
<b>Total Revenues and Transfers</b>	<b>116,845</b>	<b>5,394</b>	<b>22,887</b>	<b>43,530</b>	<b>188,655</b>
<b>Expenditures</b>					
Academic Salaries	56,559	1,702	\$2,895	14,273	75,429
Staff Salaries	13,698	139	\$782	1,770	16,389
Benefits	14,635	357	\$620	2,017	17,629
Total Non-Salary Expenditures	31,954	1,509	\$9,130	25,469	68,062
<b>Total Expenditures</b>	<b>116,845</b>	<b>3,708</b>	<b>13,426</b>	<b>43,530</b>	<b>177,509</b>
<b>Excess of Revenue over Expenditures</b>		<b>1,686</b>	<b>9,461</b>		<b>11,147</b>
<b>Beginning Operating Equity</b>		<b>19,299</b>	<b>46,577</b>		<b>65,876</b>
<b>Ending Operating Equity</b>		<b>20,985</b>	<b>56,038</b>		<b>77,023</b>

## 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.

<b>School of Law</b> <b>1998/99 Consolidated Forecast</b> (dollars in thousands)	Operating Budget	Designated	Restricted	Grants & Contracts	Total
<b>Revenue and Transfers</b>					
Unrestricted Funds Allocation	10,425				10,425
Restricted revenues and transfers	13,850	600	2,350	400	17,200
Transfers (to)/from Endowment					
Transfers (to)/from Housing loans			(400)		(400)
Transfers (to)/from Plant			(350)		(350)
Transfers (to)/from Student loans			(500)		(500)
<b>Total Revenue and Transfers</b>	<b>24,275</b>	<b>600</b>	<b>1,100</b>	<b>400</b>	<b>26,375</b>
<b>Expenditures</b>					
Total Salaries	13,075	225	500	235	14,035
Total Benefits	3,400	59	129	61	3,649
Total Non-Salary Expenditures	7,800	380	407	104	8,691
<b>Total Expenditures</b>	<b>24,275</b>	<b>664</b>	<b>1,036</b>	<b>400</b>	<b>26,375</b>
<b>Excess Revenues over Expenditures</b>		<b>(64)</b>	<b>64</b>		
<b>Beginning Operating Equity</b>		<b>1,000</b>	<b>7,000</b>		<b>8,000</b>
<b>Ending Operating Equity</b>		<b>936</b>	<b>7,064</b>		<b>8,000</b>

## 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.

**Vice Provost and Dean of Research and Graduate Policy**  
**1998/99 Consolidated Forecast**  
(dollars in thousands)

	Operating Budget	Designated	Restricted	Grants & Contracts	Total
<b>Revenues and Transfers</b>					
General Funds Allocation	7,566				7,566
Restricted Revenues and Transfers between Units	5,430	(2,484)	10,883	85,891	99,720
Transfers (to)/from Endowment			(3,174)		(3,174)
Transfers (to)/from Plant					
Transfers (to)/from Student Loan					
<b>Total Revenues and Transfers</b>	<b>12,996</b>	<b>(2,484)</b>	<b>7,709</b>	<b>85,891</b>	<b>104,112</b>
<b>Expenditures</b>					
Academic Salaries	2,076	481	2,298	8,495	13,350
Staff Salaries	5,976	909	1,296	6,389	14,570
Total Benefits	2,090	341	653	3,050	6,134
Total Non-Salary Expenditures	2,854	2,138	4,743	67,957	77,692
<b>Total Expenditures</b>	<b>12,996</b>	<b>3,869</b>	<b>8,990</b>	<b>85,891</b>	<b>111,746</b>
<b>Excess of Revenue over Expenditures</b>		<b>(6,353)</b>	<b>(1,281)</b>		<b>(7,634)</b>
<b>Beginning Operating Equity</b>		<b>27,761</b>	<b>13,610</b>		<b>41,371</b>
<b>Ending Operating Equity</b>		<b>21,408</b>	<b>12,329</b>		<b>33,737</b>

## 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.

**Graduate School of Business  
1998/99 Consolidated Budget**  
(dollars in thousands)

	Operating Budget	Designated	Restricted	Grants & Contracts	Total
<b>Revenues &amp; Transfers</b>					
General Funds Allocation	22,027				22,027
Restricted Revenues and Transfers between Units	26,623	7,454		700	34,777
Transfers (to)/from Endowment					
Transfers (to)/from Plant		(5,000)			(5,000)
Transfers (to)/from Student Loan					
<b>Total Revenues &amp; Transfers</b>	<b>48,650</b>	<b>2,454</b>		<b>700</b>	<b>51,804</b>
<b>Expenditures</b>					
Academic Salaries	15,738	1,326		395	17,459
Staff Salaries	8,894	741			9,635
Total Benefits	6,173	551		105	6,829
Total Non-Salary Expenditures	17,845	4,788		200	22,833
<b>Total Expenditures</b>	<b>48,650</b>	<b>7,406</b>		<b>700</b>	<b>56,756</b>
<b>Excess of Revenue over Expenditures</b>		<b>(4,952)</b>			<b>(4,952)</b>
<b>Beginning Operating Equity</b>		<b>18,624</b>	<b>10,535</b>	<b>428</b>	<b>29,587</b>
<b>Ending Operating Equity</b>		<b>13,672</b>	<b>10,535</b>	<b>428</b>	<b>24,635</b>

## 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.

**School of Medicine**  
**1998/99 Consolidated Forecast**  
(dollars in thousands)

	Operating Budget	Designated	Restricted	Grants & Contracts	Auxiliaries	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	59,622					59,622
Restricted Revenues and Transfers between Units	21,949	58,460	46,999	197,079	86,980	411,468
Transfers (to)/from Endowment		(1,063)	450			(613)
Transfers (to)/from Plant		(20,454)	(3,772)			(24,226)
Transfers (to)/from Student Loan			(2,487)			(2,487)
<b>Total Revenues and Transfers</b>	<b>81,571</b>	<b>36,944</b>	<b>41,190</b>	<b>197,079</b>	<b>86,980</b>	<b>443,764</b>
<b>Expenditures</b>						
Academic Salaries	9,396	16,902	5,507	26,137	48,870	106,812
Staff Salaries	18,950	7,783	5,077	37,038	12,795	81,642
Total Benefits	6,893	2,779	2,549	14,567	15,852	42,641
Non-Salary Expenditures	19,465	31,326	16,952	66,084	8,240	142,067
Library Acquisitions	581		1,351			1,932
Utilities	8,823	359	318	630	426	10,555
O&M	13,828	391	206	909	284	15,617
Debt Service	3,635	964	2	10	225	4,836
Indirect Costs		272	807	51,705	288	53,072
<b>Total Expenditures</b>	<b>81,571</b>	<b>60,776</b>	<b>32,768</b>	<b>197,079</b>	<b>86,980</b>	<b>459,175</b>
<b>Excess of Revenue over Expenditures</b>		<b>(23,833)</b>	<b>8,422</b>			<b>(15,411)</b>
<b>Beginning Operating Equity</b>		<b>90,118</b>	<b>132,670</b>			<b>222,788</b>
<b>Ending Operating Equity</b>		<b>66,285</b>	<b>141,092</b>			<b>207,377</b>

## 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.

**Hoover Institution**  
**1998/99 Consolidated Forecast**  
(dollars in thousands)

	Operating Budget	Designated	Restricted	Grants & Contracts	Total
<b>Revenues and Transfers</b>					
General Funds Allocation	4,038				4,038
Restricted Revenues and Transfers between Units		200		200	18,956
Transfers (to)/from Endowment					
Transfers (to)/from Plant					
Transfers (to)/from Student Loan					
<b>Total Revenues and Transfers</b>	<b>22,594</b>	<b>200</b>		<b>200</b>	<b>22,994</b>
<b>Expenditures</b>					
Academic Salaries	4,319				4,319
Staff Salaries	7,020				7,020
Total Benefits	2,948				2,948
Non-Salary Expenditures	6,450	200		200	6,850
Library Acquisitions	1,857				1,857
<b>Total Expenditures</b>	<b>22,594</b>	<b>200</b>		<b>200</b>	<b>22,994</b>
<b>Excess of Revenue over Expenditures</b>					
Beginning Operating Equity			12,148		12,148
Ending Operating Equity			12,148		12,148

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.

**Stanford University Libraries/Academic Information Resources**  
**1998/99 Consolidated Forecast**  
(dollars in thousands)

	Operating Budget	Designated	Restricted	Grants & Contracts	Total
<b>Revenues and Transfers</b>					
General Funds Allocation	27,813				27,813
Restricted Revenues and Transfers between Units			4,193	165	6,512
Transfers (to)/from Endowment	2,154				
Transfers (to)/from Plant					
Transfers (to)/from Student Loan					
<b>Total Revenues and Transfers</b>	<b>29,967</b>		<b>4,193</b>	<b>165</b>	<b>34,325</b>
<b>Expenditures</b>					
Academic Salaries					
Staff Salaries	14,300		850	40	15,190
Total Benefits	3,718		221	10	3,949
Non-Salary Expenditures	3,809				3,809
Library Acquisitions	8,140		3,122	115	11,377
<b>Total Expenditures</b>	<b>29,967</b>		<b>4,193</b>	<b>165</b>	<b>34,325</b>
<b>Excess of Revenue over Expenditures</b>					
Beginning Operating Equity		100	3,900		4,000
Ending Operating Equity		100	3,900		4,000

## 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.

**Vice Provost for Student Affairs**  
**1998/99 Consolidated Forecast**  
(dollars in thousands)

	Operating Budget	Designated	Restricted	Grants & Contracts	Total
<b>Revenues and Transfers</b>					
General Funds Allocation	32,860				32,860
Restricted Revenues and Transfers between Units	1,407	10,862	24,098	15,469	51,836
Transfers (to)/from Endowment					
Transfers (to)/from Plant					
Transfers (to)/from Student Loan			(200)		(200)
<b>Total Revenues and Transfers</b>	<b>34,267</b>	<b>10,862</b>	<b>23,898</b>	<b>15,469</b>	<b>84,496</b>
<b>Expenditures</b>					
Academic Salaries	24				24
Staff Salaries	9,263	170	77	277	9,787
Total Benefits	2,283	37	19	60	2,399
Graduate Aid	209	7,045	232	8,840	16,326
Undergraduate Aid	16,834	1,926	23,418	6,129	48,307
Non-Salary Expenditures	5,654	1,000	360	163	7,177
<b>Total Expenditures</b>	<b>34,267</b>	<b>10,178</b>	<b>24,106</b>	<b>15,469</b>	<b>84,020</b>
<b>Excess of Revenue over Expenditures</b>		<b>684</b>	<b>(208)</b>		<b>476</b>
<b>Beginning Operating Equity</b>		<b>4,226</b>	<b>3,844</b>		<b>8,070</b>
<b>Ending Operating Equity</b>		<b>4,910</b>	<b>3,636</b>		<b>8,546</b>

## 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.
- The Grants and Contracts numbers for this unit consist primarily of financial aid sponsored by the government.

**Auxiliary Enterprises Projected Budgets, 1998/99**  
(dollars in thousands)

<b>Housing and Dining Services</b>		<b>Athletics</b>		<b>Stanford University Press</b>	
Income		Income		Income	
Student Housing	45,690	Intercollegiate	11,517	Net Sales	5,128
Dining Services	19,662	Unrestricted	5,888	Cost of Sales	(2,615)
Conference Services	2,959	Golf Course	4,510	Other Income	425
Interest Income	227	Faculty-Staff Recreation	885	University Subsidy	458
Transfer to Plant Reserves		Restricted Funds	4,236	Sub-Total Income	3,396
Sub-Total Income	68,538	Summer Camps	225		
		Sub-Total Income	27,261		
Expenses		Expense		Expense	
Student Housing	42,004	Compensation and Benefits	13,430	Editorial	652
Dining Services	19,213	Sport Programs and Athlete Support	4,809	Production & Design	232
Conference Services	2,420	Home Game Management	992	Marketing	840
Facilities Expenses	5,493	External Relations and Marketing	2,188	Sales Services	4
Sub-Total Expenses	69,130	Golf Course	1,072	Distribution (CUP)	692
		Operations and Maintenance	2,025	Accounting	197
		University Overhead	1,142	Office & General	516
		Other Non-Salary	1,603	University Overhead	263
		Sub-Total Expenses	27,261	Sub-Total Expenses	3,396
Operating Gain/(Loss)	(592)	Operating Gain/(Loss)	0	Operating Gain/(Loss)	0

Financial Aid	
Income	8.5
Expense	9.0
Net Financial Aid Gain (Loss)	(0.5)

