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# 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
- Vice Provost for Undergraduate Education
- 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 and Academic Information Resources
- Vice Provost for Student Affairs

### **Auxiliary Enterprises**

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

**School of Earth Sciences**  
**1999/00 Consolidated Forecast**  
(dollars in thousands)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contract	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	2,592					2,592
Restricted Revenues		3,751	788	8,010	6,683	19,232
Transfers within Current Funds	4,824		(260)	(4,164)		400
Transfers (to)/from Endowment						
Transfers (to)/from Plant/Student Loan						
<b>Total Revenues and Transfers</b>	<b>7,416</b>	<b>3,751</b>	<b>528</b>	<b>3,846</b>	<b>6,683</b>	<b>22,224</b>
<b>Expenditures</b>						
Academic Salaries	3,362	1,335	69	103	1,743	6,612
Staff Salaries	1,191	636	37	69	849	2,782
Total Benefits	1,069	314	17	35	327	1,762
<b>Total Non-Salary Expenditures</b>	<b>1,794</b>	<b>1,828</b>	<b>722</b>	<b>2,695</b>	<b>3,764</b>	<b>10,803</b>
<b>Total Expenditures</b>	<b>7,416</b>	<b>4,113</b>	<b>845</b>	<b>2,902</b>	<b>6,683</b>	<b>21,959</b>
<b>Excess of Revenue over Expenditures</b>		<b>(362)</b>	<b>(317)</b>	<b>944</b>		<b>265</b>
<b>Beginning Operating Equity</b>		<b>5,495</b>	<b>2,414</b>	<b>5,663</b>		<b>13,572</b>
<b>Ending Operating Equity</b>		<b>5,133</b>	<b>2,097</b>	<b>6,607</b>		<b>13,837</b>

## Notes:

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**School of Education**  
**1999/00 Consolidated Forecast**  
(dollars in thousands)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contract	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	7,914					7,914
Restricted Revenues		175	806	1,915	10,432	13,328
Transfers within Current Funds	1,595	435	(235)	(1,795)		
Transfers (to)/from Endowment						
Transfers (to)/from Plant/Student Loan						
<b>Total Revenues and Transfers</b>	<b>9,509</b>	<b>610</b>	<b>571</b>	<b>120</b>	<b>10,432</b>	<b>21,242</b>
<b>Expenditures</b>						
Academic Salaries	4,413	61	95	13	1,678	6,260
Staff Salaries	1,565	96	35		1,820	3,516
Total Benefits	1,383	39	9	1	667	2,099
<b>Total Non-Salary Expenditures</b>	<b>2,149</b>	<b>256</b>	<b>165</b>	<b>92</b>	<b>6,266</b>	<b>8,929</b>
<b>Total Expenditures</b>	<b>9,509</b>	<b>453</b>	<b>304</b>	<b>106</b>	<b>10,432</b>	<b>20,804</b>
<b>Excess of Revenue over Expenditures</b>	<b>157</b>	<b>157</b>	<b>267</b>	<b>14</b>		<b>438</b>
<b>Beginning Operating Equity</b>		<b>2,549</b>	<b>2,993</b>	<b>386</b>		<b>5,927</b>
<b>Special Investments</b>		<b>(400)</b>				<b>(400)</b>
<b>Ending Operating Equity</b>		<b>2,306</b>	<b>3,260</b>	<b>400</b>		<b>5,965</b>

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**School of Engineering**  
**1999/00 Consolidated Forecast**  
(dollars in thousands)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contract	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	33,735					33,735
Restricted Revenues		20,337	20,295	11,778	83,110	135,520
Transfers within Current Funds	11,649	1,531	250	(5,580)		7,850
Transfers (to)/from Endowment		(158)	(300)	(167)		(625)
Transfers (to)/from Plant/Student Loan		(4,350)	(1,000)	(138)		(5,488)
<b>Total Revenues and Transfers</b>	<b>45,384</b>	<b>17,360</b>	<b>19,245</b>	<b>5,893</b>	<b>83,110</b>	<b>170,992</b>
<b>Expenditures</b>						
Academic Salaries	27,204	1,868	3,411	347	21,061	53,891
Staff Salaries	6,812	3,937	1,029	117	9,831	21,726
Total Benefit	6,663	1,180	567	53	3,982	12,445
<b>Total Non-Salary Expenditures</b>	<b>4,705</b>	<b>5,872</b>	<b>11,300</b>	<b>3,116</b>	<b>48,236</b>	<b>73,229</b>
<b>Total Expenditures</b>	<b>45,384</b>	<b>12,857</b>	<b>16,307</b>	<b>3,633</b>	<b>83,110</b>	<b>161,291</b>
<b>Excess of Revenue over Expenditures</b>		<b>4,503</b>	<b>2,938</b>	<b>2,260</b>		<b>9,701</b>
<b>Beginning Operating Equity</b>		<b>47,306</b>	<b>38,568</b>	<b>11,646</b>		<b>97,520</b>
<b>Ending Operating Equity</b>		<b>51,809</b>	<b>41,506</b>	<b>13,906</b>		<b>107,221</b>

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**School of Humanities & Sciences (Includes Overseas Studies Program)**

**1999/00 Consolidated Forecast**

(dollars in thousands)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contract	Auxiliary Income/Exp	Total
<b>Revenues and Transfers</b>							
General Funds Allocation	81,888						81,888
Restricted Revenues		2,463	10,253	40,379	42,491	3,380	98,965
Transfers within Current Funds	43,344	2,601	(1,701)	(28,580)		(96)	15,568
Transfers (to)/from Endowment							
Transfers (to)/from Plant/Student Loan		(250)	(250)				(500)
<b>Total Revenues and Transfers</b>	<b>125,232</b>	<b>4,814</b>	<b>8,302</b>	<b>11,799</b>	<b>42,491</b>	<b>3,284</b>	<b>195,921</b>
<b>Expenditures</b>							
Academic Salaries	52,554	1,494	1,107	1,055	8,647		64,857
Staff Salaries	12,989	180	788	552	5,361	1,092	20,963
Total Benefits	14,846	432	309	315	2,527	264	18,693
Total Non-Salary Expenditures	44,843	4,718	4,985	4,741	25,955	1,928	87,171
<b>Total Expenditures</b>	<b>125,232</b>	<b>6,823</b>	<b>7,189</b>	<b>6,663</b>	<b>42,491</b>	<b>3,284</b>	<b>191,684</b>
<b>Excess of Revenue over Expenditures</b>		<b>(2,010)</b>	<b>1,113</b>	<b>5,136</b>			<b>4,238</b>
<b>Beginning Operating Equity</b>		<b>17,896</b>	<b>32,442</b>	<b>30,547</b>			<b>80,884</b>
<b>Ending Operating Equity</b>		<b>15,886</b>	<b>33,555</b>	<b>35,683</b>			<b>85,122</b>

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**Vice-Provost for Undergraduate Education**  
**1999/00 Consolidated Forecast**  
(dollars in thousands)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contract	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	6,661					6,661
Restricted Revenues			3,779	1,224	31	5,034
Transfers within Current Funds	8,176	(184)	(4,157)	(2,283)		1,552
Transfers (to)/from Endowment				1,055		1,055
Transfers (to)/from Plant/Student Loan						
<b>Total Revenues and Transfers</b>	<b>14,837</b>	<b>(184)</b>	<b>(378)</b>	<b>(4)</b>	<b>31</b>	<b>14,302</b>
<b>Expenditures</b>						
Academic Salaries	6,513					6,513
Staff Salaries	1,661				25	1,686
Total Benefits	1,679		100		6	1,785
Total Non-Salary Expenditures	4,984					4,984
<b>Total Expenditures</b>	<b>14,837</b>		<b>100</b>		<b>31</b>	<b>14,968</b>
<b>Excess of Revenue over Expenditures</b>		<b>(184)</b>	<b>(478)</b>	<b>(4)</b>		<b>(666)</b>
<b>Beginning Operating Equity (beginning balance 9/1/99)</b>		<b>550</b>	<b>1,100</b>	<b>650</b>		<b>2,300</b>
<b>Ending Operating Equity (ending balance 8/31/99)</b>		<b>366</b>	<b>622</b>	<b>646</b>		<b>1,634</b>

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**School of Law**  
**1999/00 Consolidated Forecast**  
(dollars in thousands)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contract	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	10,348					10,348
Restricted Revenues		1,091	8,850	11,700	200	21,841
Transfers within Current Funds	16,491	(491)	(6,000)	(10,000)		
Transfers (to)/from Endowment						
Transfers (to)/from Plant/Student Loan			(500)			(500)
<b>Total Revenues and Transfers</b>	<b>26,839</b>	<b>600</b>	<b>2,350</b>	<b>1,700</b>	<b>200</b>	<b>31,689</b>
<b>Expenditures</b>						
Academic Salaries	8,550	50	350		20	8,970
Staff Salaries	5,000	150	350	20	65	5,585
Total Benefits	3,489	51	180	5	22	3,747
Total Non-Salary Expenditures	9,800	349	981	175	93	11,398
<b>Total Expenditures</b>	<b>26,839</b>	<b>600</b>	<b>1,861</b>	<b>200</b>	<b>200</b>	<b>29,700</b>
<b>Excess of Revenue over Expenditures</b>						
			489	1,500		1,989
<b>Beginning Operating Equity</b>		300	7,500	2,500		10,300
<b>Ending Operating Equity</b>		300	7,989	4,000		12,289

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**Vice Provost and Dean of Research and Graduate Policy  
1999/00 Consolidated Forecast  
(dollars in thousands)**

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contract	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	7,418					7,418
Restricted Revenues		23,539	12,316	4,590	84,439	124,884
Transfers within Current Funds		(7,890)	(10,700)	385		(18,205)
Transfers (to)/from Endowment Principal						
Transfers (to)/from Plant						
Transfers (to)/from Student Loan						
<b>Total Revenues and Transfers</b>	<b>7,418</b>	<b>15,649</b>	<b>1,616</b>	<b>4,975</b>	<b>84,439</b>	<b>114,097</b>
<b>Expenditures</b>						
Academic Salaries	1,306	1,100	625	1,094	6,861	10,986
Staff Salaries	2,968	3,934	549	632	9,534	17,617
Total Benefits	1,091	1,189	257	292	3,092	5,921
Total Non-Salary Expenditures	2,053	6,296	3,736	3,345	64,952	80,382
<b>Total Expenditures</b>	<b>7,418</b>	<b>12,519</b>	<b>5,167</b>	<b>5,363</b>	<b>84,439</b>	<b>114,906</b>
<b>Excess of Revenue over Expenditures</b>		<b>3,130</b>	<b>(3,551)</b>	<b>(388)</b>		<b>(809)</b>
<b>Beginning Operating Equity</b>		<b>15,827</b>	<b>15,583</b>	<b>9,350</b>		<b>40,760</b>
<b>Ending Operating Equity</b>		<b>18,957</b>	<b>12,032</b>	<b>8,962</b>		<b>39,951</b>

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**Graduate School of Business (with Schwab)**  
**1999/00 Consolidated Forecast**  
(dollars in thousands)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contract	Auxiliary Schwab	Total
<b>Revenues and Transfers</b>							
General Funds Allocation	23,875						23,875
Restricted Revenues		13,272	12,100	15,908	455	4,742	46,477
Transfers within Current Funds	33,530	(5,254)	(12,100)	(15,908)		(268)	
Transfers (to)/from Endowment							
Transfers (to)/from Plant/Student Loan		(4,200)	(1,000)				(5,200)
<b>Total Revenues and Transfers</b>	<b>57,405</b>	<b>3,818</b>	<b>(1,000)</b>		<b>455</b>	<b>4,473</b>	<b>65,151</b>
<b>Expenditures</b>							
Academic Salaries	16,524	1,581			255		18,360
Staff Salaries	10,452	756				225	11,434
Total Benefits	6,600	602			66	57	7,325
Total Non-Salary Expenditures	23,828	5,457			134	2,754	32,173
Debt Service <optional>						1,437	1,437
<b>Total Expenditures</b>	<b>57,404</b>	<b>8,396</b>			<b>455</b>	<b>4,473</b>	<b>70,728</b>
<b>Excess of Revenue over Expenditures</b>		<b>(4,578)</b>	<b>(1,000)</b>				<b>(5,577)</b>
<b>Beginning Operating Equity</b>		<b>8,389</b>	<b>13,098</b>	<b>1,549</b>	<b>431</b>		<b>23,467</b>
<b>Ending Operating Equity</b>		<b>3,811</b>	<b>12,098</b>	<b>1,549</b>	<b>431</b>		<b>17,890</b>

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**School of Medicine**  
**1999/00 Consolidated Forecast**  
(dollars in thousands)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contract	Auxiliary Activities	Total
<b>Revenues and Transfers</b>							
General Funds Allocation	63,959						63,959
Restricted Revenues		155,669	24,763	41,788	227,783	12,815	462,818
Transfers within Current Funds	32,292	(90,000)	(6,280)	(20,801)		84,789	
Transfers (to)/from Endowment		5,495	(1,500)				3,995
Transfers (to)/from Plant/Student Loan		(53,396)	(429)	(48)			(53,873)
<b>Total Revenues and Transfers</b>	<b>96,251</b>	<b>17,768</b>	<b>16,554</b>	<b>20,939</b>	<b>227,783</b>	<b>97,604</b>	<b>476,899</b>
<b>Expenditures</b>							
Academic Salaries	11,187	24,209	2,360	4,594	28,474	59,311	130,135
Staff Salaries	20,884	8,156	4,457	1,250	45,843	13,787	94,377
Total Benefits	7,449	6,950	1,530	1,466	16,218	17,996	51,609
Total Non-Salary Expenditures	24,981	23,001	10,705	7,381	135,734	5,797	207,599
Library Acquisitions	1,072		11	995			2,078
Utilities	9,736	379	263	91	508	382	11,359
O&M	17,228	327	175	48	995	330	19,103
Debt Service	3,714	435			12		4,161
<b>Total Expenditures</b>	<b>96,251</b>	<b>63,457</b>	<b>19,501</b>	<b>15,825</b>	<b>227,783</b>	<b>97,604</b>	<b>520,421</b>
<b>Excess of Revenue over Expenditures</b>		<b>(45,689)</b>	<b>(2,947)</b>	<b>5,114</b>			<b>(43,522)</b>
<b>Beginning Operating Equity</b>		<b>98,104</b>	<b>78,118</b>	<b>62,856</b>			<b>239,078</b>
<b>Ending Operating Equity</b>		<b>52,415</b>	<b>75,171</b>	<b>67,970</b>			<b>195,556</b>

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**Hoover Institution**  
**1999/00 Consolidated Forecast**  
(dollars in thousands)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contract	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	4,048					4,048
Restricted Revenues		460	8,286	12,155	120	21,021
Transfers within Current Funds	20,571	(130)	(8,286)	(12,155)		
Transfers (to)/from Endowment						
Transfers (to)/from Plant/Student Loan						
<b>Total Revenues and Transfers</b>	<b>24,619</b>	<b>330</b>			<b>120</b>	<b>25,069</b>
<b>Expenditures</b>						
Academic Salaries	4,845					4,845
Staff Salaries	7,498				20	7,518
Total Benefits	3,040					3,040
Total Non-Salary Expenditures	8,006	330			100	8,436
Library Acquisitions	1,230					1,230
<b>Total Expenditures</b>	<b>24,619</b>	<b>330</b>			<b>120</b>	<b>25,069</b>
<b>Excess of Revenue over Expenditures</b>						
Beginning Operating Equity			17,224	21		17,245
Ending Operating Equity			17,224	21		17,245

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**Stanford University Libraries and Academic Information Resources**  
**1999/00 Consolidated Forecast**  
(dollars in thousands)

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contract	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	28,622					28,622
Restricted Revenues		8,584	747	5,700		15,030
Transfers within Current Funds	2,283	894	(147)	(1,461)		1,569
Transfers (to)/from Endowment						
Transfers (to)/from Plant/Student Loan						
<b>Total Revenues and Transfers</b>	<b>30,905</b>	<b>9,478</b>	<b>600</b>	<b>4,239</b>		<b>45,222</b>
<b>Expenditures</b>						
Academic Salaries						
Staff Salaries	17,283	4,230				21,513
Total Benefits	4,450	1,090				5,540
Total Non-Salary Expenditures	945	4,158	550	374		6,027
Library Acquisitions	8,227		50	3,865		12,142
<b>Total Expenditures</b>	<b>30,905</b>	<b>9,478</b>	<b>600</b>	<b>4,239</b>		<b>45,222</b>
<b>Excess of Revenue over Expenditures</b>						
Beginning Operating Equity		100	2,700	1,200		4,000
Ending Operating Equity		100	2,700	1,200		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.
- 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.

**Vice Provost for Student Affairs  
1999/00 Consolidated Forecast  
(dollars in thousands)**

	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contract	Total
<b>Revenues and Transfers</b>						
General Funds Allocation	31,860					31,860
Restricted Revenues		5,104	5,399	21,069	13,348	44,920
Transfers within Current Funds	4,685	(1,688)		(542)		2,455
Transfers (to)/from Endowment						
Transfers (to)/from Plant/Student Loan						
<b>Total Revenues and Transfers</b>	<b>36,545</b>	<b>3,416</b>	<b>5,399</b>	<b>20,527</b>	<b>13,348</b>	<b>79,235</b>
<b>Expenditures</b>						
Academic Salaries	27					27
Staff Salaries	9,590	216	67	100	167	10,140
Total Benefits	2,344	42	16	15	42	2,459
Total Undergraduate Aid	14,925	350	5,000	19,849	5,600	45,724
Total Graduate Aid	228	1,000	145	113	7,384	8,870
Total Non-Salary/Non-Aid Expenditures	9,431	826	197	311	155	10,920
<b>Total Expenditures</b>	<b>36,545</b>	<b>2,434</b>	<b>5,425</b>	<b>20,388</b>	<b>13,348</b>	<b>78,140</b>
<b>Excess of Revenue over Expenditures</b>		<b>982</b>	<b>(26)</b>	<b>139</b>		<b>1,095</b>
<b>Beginning Operating Equity</b>		<b>5,973</b>	<b>1,730</b>	<b>1,875</b>		<b>9,578</b>
<b>Ending Operating Equity</b>		<b>6,955</b>	<b>1,704</b>	<b>2,014</b>		<b>10,673</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.
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**Auxiliary Enterprises Projected Budgets, 1999/00**  
(dollars in thousands)

**Housing and Dining Services**

Income	
Student Housing	47,912
Dining Services	20,390
Conference Services	3,698
Interest Income	924
Transfer to Plant	(5,866)
<b>Sub-Total Income</b>	<b>67,058</b>
Expenses	
Student Housing	44,491
Dining Services	19,527
Conference Services	2,691
<b>Sub-Total Expenses</b>	<b>66,709</b>
<b>Operating Gain/(Loss)</b>	<b>349</b>

**Athletics**

Income	
Intercollegiate	13,319
Unrestricted Funds	3,335
Golf Course	4,592
General Funds	3,482
Restricted Funds	4,258
Faculty-Staff Recreation	950
Transfers	(326)
<b>Sub-Total Income</b>	<b>29,610</b>
Expenses	
Compensation	12,833
Sport Programs	6,011
Facilities & Events	3,688
Student Services	1,037
Administration	4,582
University Overhead	1,171
Other Non-Salary	289
<b>Sub-Total Expenses</b>	<b>29,610</b>
<b>Operating Gain/(Loss)</b>	<b>0</b>

**Financial Aid**

Income	
Restricted funds	9,702
Transfer from Operating Budget	326
<b>Sub-Total Income</b>	<b>10,028</b>
Expenses	10,028
<b>Operating Gain/(Loss)</b>	<b>0</b>

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**Auxiliary Enterprises Projected Budgets, 1999/00**  
(dollars in thousands)
**Stanford University Press**

Income	
Net Income	5,050
Cost of Sales	(2,374)
Other Income	400
University Subsidy	469
Strategic Initiatives	250
<b>Sub-Total Income</b>	<b>3,795</b>
Expenses	
Editorial	725
Production & Design	293
Marketing	875
Distribution	631
Accounting	198
Office & General	711
University Overhead	271
<b>Sub-Total Expenses</b>	<b>3,704</b>
<b>Operating Gain/(Loss)</b>	<b>91</b>

**Alumni Association**

Income	
Program Revenue	22,404
Advertising	480
Annual membership	240
General Funds	741
President's Funds	1,110
Life Membership Revenue	967
Transfer from Membership Fund	1,804
Less: Net Life Membership Revenue	(435)
Donations	781
Interest Income	369
Interdepartmental Charges	280
Miscellaneous Income	222
Transfer to Plant Reserves	(123)
<b>Sub-Total Income</b>	<b>28,841</b>
Expenses	
Salaries and Benefits	7,161
Part-time and Temporary Help	206
Participant and Staff Expenses	883
Outside Services	13,271
Materials and Supplies	7,282
Repairs and Maintenance	85
<b>Sub-Total Expenses</b>	<b>28,888</b>
<b>Operating Gain/(Loss)</b>	<b>(46)</b>

