

STANFORD UNIVERSITY
BUDGET PLAN
2006/07

This Budget Plan was approved by the Stanford University Board of Trustees June 15, 2006. Distribution of this document is made in the interest of greater understanding of the University's Budget and the processes through which it is annually determined.

This publication can also be found at:
<http://www.stanford.edu/dept/pres-provost/budget/plans/plan07.html>



APPENDIX A

CONSOLIDATED BUDGETS FOR SELECTED 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 FOR UNDERGRADUATE
EDUCATION
- VICE PROVOST AND DEAN OF RESEARCH
AND GRADUATE POLICY
- HOOVER INSTITUTION
- STANFORD UNIVERSITY LIBRARIES AND
ACADEMIC INFORMATION RESOURCES
- VICE PROVOST FOR STUDENT AFFAIRS
- ATHLETICS
- RESIDENTIAL & DINING ENTERPRISES

GRADUATE SCHOOL OF BUSINESS (INCLUDES SCHWAB)
2006/07 CONSOLIDATED FORECAST

(IN THOUSANDS OF DOLLARS)

2004/05 Actuals	2005/06 Projection	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	2006/07 Total
Revenues								
30,283	33,328	34,121						34,121
72,010	77,071		28,517	18,500	34,167	475	2,795	84,454
4,296	4,708		618				4,238	4,856
22		56,842	(12,216)	(19,047)	(24,309)		(770)	500
106,611	115,107	90,963	16,919	(547)	9,858	475	6,263	123,931
Expenses								
26,254	29,851	27,727	3,954			13	534	31,694
20,850	23,809	21,143	2,745	218				24,640
16,494	18,253	17,779	2,172	97			180	20,228
27,765	31,860	18,246	4,819	162	7,956	462	1,326	32,971
14,576	14,110	6,068	2,575	110	1,557		4,223	14,533
105,939	117,883	90,963	16,265	587	9,513	475	6,263	124,066
672	(2,776)		654	(1,134)	345			(135)
Revenues less Expenses								
Transfers From (to) Endowment								
2,567	3,863			(74)				(74)
Principal, Plant & Student Loan								
3,239	1,087		654	(1208)	345			(209)
Surplus / (Deficit)								
40,234	43,473		30,141	13,025	1,394			44,560
43,473	44,560		30,795	11,817	1,739			44,351

NOTES:

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- This schedule does not include endowment principal, student loan funds, and plant funds.

SCHOOL OF EARTH SCIENCES
2006/07 CONSOLIDATED FORECAST
 (IN THOUSANDS OF DOLLARS)

2004/05 Actuals	2005/06 Projection	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	2006/07 Total
Revenues								
4,747	5,050	5,579						5,579
General Funds Allocation								
38,510	34,240		5,226	2,058	18,572	13,738		39,594
215	1,297		(252)			1,424	116	1,288
644	629	10,820	703	110	(12,069)	14		(422)
44,116	41,216	16,399	5,677	2,168	6,503	15,176	116	46,039
Expenses								
12,007	12,498	6,756	2,521	331	165	3,835	47	13,655
2,868	3,238	3,060	383	15		295	4	3,757
5,701	6,068	3,786	1,322	155	53	2,088	18	7,422
21,193	14,832	1,999	1,462	1,551	4,424	8,801	38	18,275
1,555	1,407	869	231	108	64	157	11	1,440
43,324	38,043	16,470	5,919	2,160	4,706	15,176	118	44,549
792	3,173	(71)	(242)	8	1,797		(2)	1,490
Revenues less Expenses								
Transfers From (to) Endowment								
(906)	(4,242)			(200)	(2,531)			(2,731)
Principal, Plant & Student Loan								
(114)	(1,069)	(71)	(242)	(192)	(734)		(2)	(1,241)
Surplus / (Deficit)								
26,144	26,030	71	6,638	6,945	11,305		2	24,961
26,030	24,961		6,396	6,753	10,571			23,720
Beginning Operating Equity								
Ending Operating Equity								

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SCHOOL OF EDUCATION
2006/07 CONSOLIDATED FORECAST
 (IN THOUSANDS OF DOLLARS)

2004/05 Actuals	2005/06 Projection	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	2006/07 Total
Revenues								
10,491	14,400	13,320	828					14,148
19,978	19,950		333	2,600	4,805	12,219		19,957
82	60		56				5	61
458	(1,669)	3,244	25	(490)	(3,971)			(1,192)
31,009	32,741	16,564	1,242	2,110	834	12,219	5	32,974
Expenses								
9,540	9,914	6,849	133	519	9	2,957		10,467
4,935	5,194	2,665	227	496	35	2,003	4	5,430
5,109	5,315	3,428	97	366	19	1,702	1	5,613
8,439	11,053	3,361	771	1,080	229	5,154		10,595
1,100	1,152	460	59	230	4	403		1,156
29,123	32,628	16,763	1,287	2,691	296	12,219	5	33,261
1,886	113	(199)	(45)	(581)	538			(287)
Transfers From (to) Endowment								
685	(369)		400					400
2,571	(256)	(199)	355	(581)	538			113
15,738	18,309	1,943	4,584	8,810	2,716			18,053
18,309	18,053	1,744	4,939	8,229	3,254			18,166

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SCHOOL OF ENGINEERING
2006/07 CONSOLIDATED FORECAST
 (IN THOUSANDS OF DOLLARS)

2004/05 Actuals	2005/06 Projection	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	2006/07 Total
Revenues								
53,226	53,742	52,351						52,351
182,142	179,406		23,733	15,305	25,655	110,792		175,485
5,103	3,473		2,355				1,246	3,601
5,905	2,430	21,784	894	(7,838)	(8,747)			6,093
246,376	239,051	74,135	26,982	7,467	16,908	110,792	1,246	237,530
Expenses								
72,753	73,868	29,491	7,162	5,275	1,479	36,109		79,516
21,449	22,485	11,364	5,688	820	207	4,503	802	23,384
36,403	41,611	17,196	4,695	2,580	537	18,393	256	43,657
81,281	77,434	2,682	8,589	5,490	6,718	49,635	115	73,229
11,189	9,803	3,402	1,888	1,854	439	2,152	73	9,808
223,075	225,201	64,135	28,022	16,019	9,380	110,792	1,246	229,594
23,301	13,850	10,000	(1,040)	(8,552)	7,528			7,936
Transfers From (to) Endowment								
(4,293)	(24,819)	(10,000)	(5,233)	(8,614)	(31)			(23,878)
19,008	(10,969)		(6,273)	(17,166)	7,497			(15,942)
129,974	148,982	626	45,165	53,536	38,674		12	138,013
148,982	138,013	626	38,892	36,370	46,171		12	122,071

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SCHOOL OF HUMANITIES AND SCIENCES
2006/07 CONSOLIDATED FORECAST
 (IN THOUSANDS OF DOLLARS)

2004/05 Actuals	2005/06 Projection	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	2006/07 Total
Revenues								
133,033	122,943	136,612						136,612
General Funds Allocation								
165,348	180,239	5	2,202	9,168	90,859	82,431	3,215	187,880
9,178	9,680	408	103	(67)	(205)		9,929	10,168
(3,803)	7,534	55,907	20,226	26	(66,760)		563	9,962
303,756	320,396	192,932	22,531	9,127	23,894	82,431	13,707	344,622
Expenses								
103,995	107,312	80,060	7,049	2,020	4,000	21,855	384	115,368
30,081	33,105	22,620	1,299	585	968	3,510	2,824	31,806
49,844	51,188	39,229	2,876	1,232	2,649	8,422	1,007	55,415
109,960	109,874	34,244	6,759	4,299	9,154	45,587	9,220	109,263
13,190	15,003	11,220	838	933	1,416	3,057	272	17,736
307,070	316,482	187,373	18,821	9,069	18,187	82,431	13,707	329,588
(3,314)	3,914	5,559	3,710	58	5,707			15,034
Revenues less Expenses								
Transfers From (to) Endowment								
(218)	(5,880)	(5,559)	(7)	(293)	(544)			(6,403)
(3,532)	(1,966)		3,703	(235)	5,163			8,631
140,285	136,753	5,608	40,669	38,492	50,429	14	(425)	134,787
136,753	134,787	5,608	44,372	38,257	55,592	14	(425)	143,418

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SCHOOL OF LAW
2006/07 CONSOLIDATED FORECAST
 (IN THOUSANDS OF DOLLARS)

2004/05 Actuals	2005/06 Projection		Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	2006/07 Total
Revenues								
14,539	15,728	General Funds Allocation	17,447					17,447
27,048	32,888	Restricted Revenues	285	4,391	7,562	22,408	90	34,736
1		Internal Revenues						
1,291	(20)	Operating Transfers	24,330	(2,030)	(2,600)	(19,420)		280
42,879	48,596	Total Revenues	42,062	2,361	4,962	2,988	90	52,463
Expenses								
11,729	13,365	Academic Salaries	14,207	182	317	21	21	14,748
6,779	7,650	Staff Salaries	7,170	301	572	42	21	8,106
6,165	7,423	Benefits and Other Compensation	7,562	251	399	20	13	8,245
12,350	13,772	Non-Salary Expenses	12,156	1,356	786	223	35	14,556
1,232	950	Internal Expenses	751		232	26		1,009
38,255	43,160	Total Expenses	41,846	2,090	2,306	332	90	46,664
4,624	5,436	Revenues less Expenses	216	271	2,656	2,656		5,799
Transfers From (to) Endowment								
(2,243)	(7,500)	Principal, Plant & Student Loan		(1,515)	(2,900)	(2,810)		(7,225)
2,381	(2,064)	Surplus / (Deficit)	216	(1,244)	(244)	(154)		(1,426)
18,316	20,697	Beginning Operating Equity	18	4,522	11,521	2,572		18,633
20,697	18,633	Ending Operating Equity	234	3,278	11,277	2,418		17,207

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SCHOOL OF MEDICINE
2006/07 CONSOLIDATED FORECAST
 (IN THOUSANDS OF DOLLARS)

2004/05 Actuals	2005/06 Projection	Operating Budget	Designated Funds	Designated Clinics	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	2006/07 Total
Revenues									
81,455	79,282	79,712							79,712
831,742	872,714		51,233	290,014	85,203	86,832	386,328	31,820	931,430
31,329	41,987		29,082					16,999	46,081
2,444	2,335	71,291	(9,002)	(10,072)	(20,418)	(31,389)			410
946,970	996,318	151,003	71,313	279,942	64,785	55,443	386,328	48,819	1,057,633
Expenses									
249,001	269,498	14,285	18,815	122,667	11,338	13,441	109,756	5,237	295,539
104,988	116,406	35,856	10,999	22,800	3,994	2,421	24,832	16,031	116,933
158,018	190,380	21,028	15,623	102,545	5,178	5,514	42,907	7,626	200,421
310,267	347,656	59,947	33,762	15,332	15,720	21,035	201,186	18,861	365,843
64,508	56,517	19,887	4,274	16,598	4,274	7,343	7,647	1,400	61,423
886,782	980,457	151,003	83,473	279,942	40,504	49,754	386,328	49,155	1,040,159
60,188	15,861		(12,160)		24,281	5,689		(336)	17,474
Revenues less Expenses									
Transfers From (to) Endowment									
(38,229)	(12,218)		(9,810)		(12,000)	(2,045)			(23,855)
21,959	3,643		(27,186)		12,281	3,644		(336)	(6,381)
350,652	372,611		139,314	3,955	147,024	88,613		2,313	376,254
372,611	376,254		112,128	3,955	159,305	92,257		1,977	369,873

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VICE PROVOST FOR UNDERGRADUATE EDUCATION
2006/07 CONSOLIDATED FORECAST
 (IN THOUSANDS OF DOLLARS)

2004/05 Actuals	2005/06 Projection	Revenues	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Auxiliary & Service Center	2006/07 Total
10,771	13,811	General Funds Allocation	19,297					19,297
11,719	13,800	Restricted Revenues	157	902	298	15,663	2,157	19,177
(3)	(72)	Internal Revenues		(72)		(10)		(82)
	(6,748)	Operating Transfers	12,115	(209)	225	(18,472)	(250)	(6,591)
22,487	20,791	Total Revenues	31,569	621	523	(2,819)	1,907	31,801
		Expenses						
5,426	6,242	Academic Salaries	6,901					6,901
5,734	6,287	Staff Salaries	9,201					9,201
4,397	4,386	Benefits and Other Compensation	5,686	25				5,711
3,645	4,286	Non-Salary Expenses	8,733	302	468	27	1,907	11,437
1,311	1,060	Internal Expenses	1,095		5	2		1,102
20,513	22,261	Total Expenses	31,616	327	473	29	1,907	34,352
1,974	(1,470)	Revenues less Expenses	(47)	294	50	(2,848)		(2,551)
		Transfers From (to) Endowment						
2,423	(4,994)	Principal, Plant & Student Loan	(50)					(50)
4,397	(6,464)	Surplus / (Deficit)	(97)	294	50	(2,848)		(2,601)
10,597	14,994	Beginning Operating Equity	2,516	1,794	226	3,994		8,530
14,994	8,530	Ending Operating Equity	2,419	2,088	276	1,146		5,929

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VICE PROVOST AND DEAN OF RESEARCH AND GRADUATE POLICY
2006/07 CONSOLIDATED FORECAST
 (IN THOUSANDS OF DOLLARS)

2004/05 Actuals	2005/06 Projection	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	2006/07 Total
Revenues								
27,866	28,866	33,299						33,299
General Funds Allocation								
167,928	152,382	(2)	5,039	12,265	29,254	84,101		130,657
1,921	1,685	871	(15)				964	1,820
(1,310)	(1,818)	11,667	1,216	(3,755)	(17,246)			(8,118)
Operating Transfers								
196,405	181,115	45,835	6,240	8,510	12,008	84,101	964	157,658
Expenses								
Academic Salaries								
27,028	27,656	4,925	1,444	1,980	1,259	15,247	402	25,257
Staff Salaries								
21,515	23,327	19,162	1,385	1,286	258	4,005	85	26,181
Benefits and Other Compensation								
16,492	17,834	7,110	1,024	1,318	558	7,532	165	17,707
Non-Salary Expenses								
111,096	97,790	12,923	3,361	6,416	2,181	55,980	303	81,164
Internal Expenses								
9,176	6,909	3,747	296	788	293	1,337	28	6,489
185,307	173,516	47,867	7,510	11,788	4,549	84,101	983	156,798
Total Expenses								
11,098	7,599	(2,032)	(1,270)	(3,278)	7,459		(19)	860
Revenues less Expenses								
Transfers From (to) Endowment								
1,056	(2,396)	(34)	(350)	1,635	(2,274)			(1,023)
Principal, Plant & Student Loan								
12,154	5,203	(2,066)	(1,620)	(1,643)	5,185		(19)	(163)
Surplus / (Deficit)								
72,165	84,319	6,429	26,373	22,139	34,509		72	89,522
Beginning Operating Equity								
84,319	89,522	4,363	24,753	20,496	39,694		53	89,359
Ending Operating Equity								

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HOOVER INSTITUTION
2006/07 CONSOLIDATED FORECAST
 (IN THOUSANDS OF DOLLARS)

2004/05 Actuals	2005/06 Projection		Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	2006/07 Total
Revenues								
1,364	737	General Funds Allocation	778					778
34,135	33,315	Restricted Revenues	100	490	19,868	16,966	16	37,440
23	29	Internal Revenues		30				30
(65)	2	Operating Transfers	37,764	(3,269)	(18,370)	(16,125)		
35,457	34,083	Total Revenues	38,642	(2,749)	1,498	841	16	38,248
Expenses								
9,720	10,034	Academic Salaries	10,824				12	10,836
6,033	6,430	Staff Salaries	6,686				1	6,687
5,470	5,257	Benefits and Other Compensation	5,844				4	5,848
12,263	14,768	Non-Salary Expenses	14,222	12			2	14,236
1,135	1,038	Internal Expenses	1,066					1,066
34,621	37,527	Total Expenses	38,642	12			19	38,673
836	(3,444)	Revenues less Expenses		(2,761)	1,498	841	(3)	(425)
Transfers From (to) Endowment								
(3,051)	1	Principal, Plant & Student Loan						
(2,215)	(3,443)	Surplus / (Deficit)		(2,761)	1,498	841	(3)	(425)
13,499	11,284	Beginning Operating Equity	1		6,778	933	6	7,841
11,284	7,841	Ending Operating Equity	1	(2,761)	8,276	1,774	3	7,416

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STANFORD UNIVERSITY LIBRARIES AND ACADEMIC INFORMATION RESOURCES
2006/07 CONSOLIDATED FORECAST

(IN THOUSANDS OF DOLLARS)

2004/05 Actuals	2005/06 Projection	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	2006/07 Total
Revenues								
39,315	42,208	44,025					28	44,053
35,514	40,507		3,064	664	10,483	1,174	28,835	44,220
274	(120)		(245)				20	(225)
2,256	2,568	10,444	(3,044)	(133)	(5,802)		1,232	2,697
77,359	85,163	54,469	(225)	531	4,681	1,174	30,115	90,745
Expenses								
6,155	5,826	5,702				175	2	5,879
28,713	32,627	18,790		54		500	14,887	34,231
11,267	13,395	8,301		17		215	5,378	13,911
27,170	29,945	20,747	21	879	3,734	284	7,634	33,299
4,871	5,258	929		76	299		2,214	3,518
78,176	87,051	54,469	21	1,026	4,033	1,174	30,115	90,838
(817)	(1,888)		(246)	(495)	648			(93)
Transfers From (to) Endowment								
(4,715)	926			27	724			751
(5,532)	(962)		(246)	(468)	1,372			658
9,535	4,003	22	713	970	1,336			3,041
4,003	3,041	22	467	502	2,708			3,699

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 13.

VICE PROVOST FOR STUDENT AFFAIRS
2006/07 CONSOLIDATED FORECAST
 (IN THOUSANDS OF DOLLARS)

2004/05 Actuals	2005/06 Projection		Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	2006/07 Total
		Revenues						
19,171	19,634	General Funds Allocation	20,743					20,743
7,787	7,656	Restricted Revenues		3,935	718	2,778	505	7,936
17	(128)	Internal Revenues		(120)				(120)
4,445	5,515	Operating Transfers	7,828	(1,188)	296	(1,491)		5,445
31,420	32,677	Total Revenues	28,571	2,627	1,014	1,287	505	34,004
		Expenses						
1,227	1,344	Academic Salaries	1,229		28	221	26	1,504
13,574	14,162	Staff Salaries	13,890	547	411	53	218	15,119
4,603	4,429	Benefits and Other Compensation	4,380	253	155	87	97	4,972
8,454	9,276	Non-Salary Expenses	7,858	1,842	294	193	155	10,342
2,367	2,298	Internal Expenses	1,585	109	141	51	9	1,895
30,225	31,509	Total Expenses	28,942	2,751	1,029	605	505	33,832
1,195	1,168	Revenues less Expenses	(371)	(124)	(15)	682		172
		Transfers From (to) Endowment						
(510)	(496)	Principal, Plant & Student Loan	(157)	(23)	(67)	(134)		(381)
685	672	Surplus / (Deficit)	(528)	(147)	(82)	548		(209)
12,061	12,746	Beginning Operating Equity	1,343	7,841	2,034	2,200		13,418
12,746	13,418	Ending Operating Equity	815	7,694	1,952	2,748		13,209

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.
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AUXILIARY ACTIVITIES
2006/07 CONSOLIDATED FORECAST

[DOLLARS IN THOUSANDS]

ATHLETICS

Operating	
Revenues	
Intercollegiate	18,180
Unrestricted Funds	10,640
Golf Course	5,400
General Funds	5,503
Restricted Funds	9,133
Faculty-Staff Recreation	1,536
Total Revenues	50,392
Expenses	
Compensation	23,850
Sport Programs	10,440
Facilities & Events	7,862
Administration & Services	7,186
Debt Services	1,041
University Overhead	1,705
Total Expenses	52,084
Operating Gain/(Loss)	(1,692)
Financial Aid	
Revenues	16,100
Expenses	15,700
Financial Aid Gain/(Loss)	400
Camps	
Revenues	5,200
Expenses	4,900
Camps Gain/(Loss)	300
Consolidated	
Total Revenues	71,692
Total Expenses	72,684
Consolidated Gain/(Loss)	(992)

RESIDENTIAL & DINING ENTERPRISES

Revenues	
Student Payments	91,343
Student Payments: Off Campus	2,741
SLAC Guest House	1,904
Conferences Housing & Dining	9,601
Other Operating Income	17,259
Interest Income	190
Total Revenue	123,038
Transfers	
Grad Housing Subsidy: Off Campus	1,630
Rent Loss Reimbursement	500
Debt Service Subsidy: Grad Housing	3,000
Miscellaneous Transfers	630
Transfer to Residential Education	(6,039)
Total Transfers	(279)
Total Revenue and Transfers	122,759
Expenses	
Salaries and Benefits	37,142
Food Costs	8,546
EM&S	10,149
Rentals & Leases: Off Campus	4,371
Utilities & Telephone	9,777
Repair & Maintenance	13,112
Debt Service	34,211
Distribution of G&A Expenses	6,800
Total Expenses	124,108
Operating Gain/(Loss)	(1,349)