

APPENDIX A

CONSOLIDATED BUDGETS FOR SELECTED UNITS

- CONSOLIDATED BUDGET FOR OPERATIONS
BY UNIT, 2007/08
- 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 GRADUATE
EDUCATION
- VICE PROVOST FOR UNDERGRADUATE
EDUCATION
- VICE PROVOST AND DEAN OF RESEARCH
- STANFORD UNIVERSITY LIBRARIES AND
ACADEMIC INFORMATION RESOURCES
- ATHLETICS
- RESIDENTIAL & DINING ENTERPRISES

CONSOLIDATED BUDGET FOR OPERATIONS BY UNIT, 2007/08

[IN MILLIONS OF DOLLARS]

	Total Revenues and Transfers	Total Expenses	Result of Current Operations	Transfers (to)/from Assets	Change in Expendable Fund Balance
Academic Units:					
Graduate School of Business ^{1,2}	137.0	139.9	(2.9)	1.3	(1.6)
School of Earth Sciences	47.5	45.4	2.1	(2.9)	(0.8)
School of Education	35.9	34.9	1.0	(0.5)	0.5
School of Engineering	265.6	257.2	8.4	(5.0)	3.4
Hoover Institution	43.3	39.7	3.6		3.6
School of Humanities and Sciences ¹	356.4	338.1	18.3	(6.6)	11.7
School of Law	56.5	52.7	3.8	(4.2)	(0.4)
School of Medicine ^{1,2}	1,137.2	1,096.9	40.3	(47.0)	(6.7)
Dean of Research	157.7	160.3	(2.6)	0.8	(1.8)
Vice Provost for Undergraduate Education ¹	37.2	38.4	(1.2)		(1.2)
Vice Provost for Graduate Education	1.7	4.3	(2.6)		(2.6)
SLAC	338.1	338.1			
Stanford University Libraries ¹	92.6	95.7	(3.1)	0.5	(2.6)
Total Academic Units	2,706.7.9	2,641.6	65.1	(63.6)	1.5
Total Administrative & Auxiliary (details on page 46)	955.9	944.2	11.7	(10.0)	1.7
Internal Transaction Adjustment ³	(256.9)	(244.2)	(12.7)	12.7	
Indirect Cost Adjustment ⁴	(185.9)	(185.9)			
Grand Total from Units	3,219.7	3,155.7	64.1	(60.9)	3.3
Central Accounts ⁵	190.0	110.1	79.9	(64.3)	15.6
Central Adjustment ⁶	40.0		40.0		40.0
Total Consolidated Budget	3,449.8	3,265.8	184.0	(125.2)	58.8

Notes:

¹ The budget lines for the School of Medicine, Graduate School of Business, Humanities and Sciences (H&S), VPUE and Libraries include auxiliary revenues and expenses. These auxiliary operations include Medical School, Blood Center, the Schwab Center of the GSB, HireWire Press and University Press in Libraries, Bing Overseas Studies in VPUE, and Stanford in Washington and Bing Nursery School in H&S. These items are separately identified in the Administrative & Auxiliary Activities table on page 46 and in the Schools' Consolidated Forecasts in Appendix A.

² This budget reflects a direct allocation of tuition revenue in those units operating under a formula funding arrangement.

³ 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 \$12.7 million balance in internal activity due to payments from Plant funds.

⁴ 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 \$185.9 million received by the schools is taken out in the "Indirect Cost Adjustment" line.

⁵ 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.

⁶ The \$40.0 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.

GRADUATE SCHOOL OF BUSINESS (INCLUDES SCHWAB)
2007/08 CONSOLIDATED PLAN

[IN THOUSANDS OF DOLLARS]

2005/06 Actuals	2006/07 Projection	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	2007/08 Total
Revenues								
31,271	34,914	35,869						35,869
91,005	90,706		33,441	18,098	41,810	908	2,619	96,875
5,250	4,173						4,298	4,298
959		66,760	(13,013)	(20,640)	(32,726)		(381)	
128,484	129,793	102,629	20,428	(2,542)	9,084	908	6,536	137,042
Expenses								
28,608	31,688	30,337	4,394			54		34,785
23,992	27,995	25,618	3,395	81		110	601	29,804
18,240	19,857	18,704	2,348	24		51	181	21,309
29,892	35,190	21,692	5,567	278	9,374	675	1,325	38,912
15,308	14,563	6,278	3,477	125	732	17	4,429	15,060
116,040	129,293	102,629	19,182	508	10,107	907	6,536	139,870
12,444	500		1,246	(3,051)	(1,023)			(2,827)
Transfers From (to) Endowment & Other Assets								
3,719	(1,886)			1,282				1,282
106	(4,050)							
16,268	(5,936)		1,246	(1,769)	(1,023)			(1,545)
46,489	62,757		34,252	20,617	2,451			57,321
62,757	57,321		35,498	18,849	1,429			55,776

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 include endowment principal, student loan funds, and plant funds.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged against Non-salary Expenses for infrastructure and general administrative costs of research.

SCHOOL OF EARTH SCIENCES
2007/08 CONSOLIDATED PLAN
 [IN THOUSANDS OF DOLLARS]

2005/06 Actuals	2006/07 Projection		Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	2007/08 Total
Revenues									
5,337	5,938	General Funds Allocation	4,707						4,707
49,705	41,114	Restricted Revenues		5,267	1,100	20,570	13,604		40,541
446	(92)	Internal Revenue		(137)		(45)		61	(122)
1,560	1,277	Operating Transfers	13,146	1,235	1,836	(13,868)			2,349
57,049	48,236	Total Revenues	17,853	6,365	2,936	6,657	13,604	61	47,475
Expenses									
12,770	13,157	Academic Salaries	6,347	2,682	499	222	3,976	11	13,737
3,546	3,944	Staff Salaries	4,140	485	17	42	213	2	4,899
5,835	5,906	Benefits & Other Compensation	3,492	1,137	162	97	1,559	4	6,452
30,271	20,616	Non-Salary Expenses	3,115	1,632	459	5,617	7,752	36	18,612
1,583	1,612	Internal Expenses	1,078	208	138	111	104	22	1,660
54,005	45,236	Total Expenses	18,172	6,146	1,274	6,089	13,604	75	45,360
3,044	3,001	Operating Results	(320)	219	1,662	567		(14)	2,115
Transfers From (to) Endowment &									
(4,747)	(2,210)	Other Assets				(2,100)			(2,100)
(155)		Transfers From (to) Plant				(750)			(750)
(1,858)	791	Surplus / (Deficit)	(320)	219	1,662	(2,283)		(14)	(735)
25,993	24,135	Beginning Fund Balances	320	6,833	7,066	10,693		15	24,926
24,135	24,926	Ending Fund Balances		7,051	8,728	8,410		1	24,190

NOTES:

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- 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 15.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged against Non-salary Expenses for infrastructure and general administrative costs of research.

SCHOOL OF EDUCATION
2007/08 CONSOLIDATED PLAN
 [IN THOUSANDS OF DOLLARS]

2005/06 Actuals	2006/07 Projection		Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	2007/08 Total
Revenues								
13,175	12,539	General Funds Allocation	13,601					13,601
18,859	20,183	Restricted Revenues		160	2,259	6,558	11,743	20,720
93	113	Internal Revenue		118				118
886	1,840	Operating Transfers	4,549	967	468	(4,526)		1,458
33,012	34,676	Total Revenues	18,151	1,245	2,727	2,032	11,743	35,897
Expenses								
9,999	10,166	Academic Salaries	7,398	205	722	27	2,820	11,171
5,145	5,299	Staff Salaries	2,954	170	714	60	1,928	5,826
5,427	5,334	Benefits & Other Compensation	3,503	169	495	37	1,550	5,755
9,998	10,435	Non-Salary Expenses	3,420	452	1,745	226	5,194	11,037
1,189	1,072	Internal Expenses	463	62	297	8	251	1,080
31,759	32,306	Total Expenses	17,737	1,058	3,973	357	11,743	34,868
1,253	2,370	Operating Results	413	188	(1,246)	1,674		1,029
Transfers From (to) Endowment & Other Assets								
523	(924)					(866)		(866)
(865)	400	Transfers From (to) Plant		400				400
911	1,846	Surplus / (Deficit)	413	588	(1,246)	808		563
17,206	18,117	Beginning Fund Balances	2,674	4,959	8,907	3,423		19,963
18,117	19,963	Ending Fund Balances	3,087	5,547	7,661	4,232		20,527

NOTES:

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SCHOOL OF ENGINEERING
2007/08 CONSOLIDATED PLAN
 [IN THOUSANDS OF DOLLARS]

2005/06 Actuals	2006/07 Projection		Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	2007/08 Total
Revenues									
53,262	56,000	General Funds Allocation	58,910						58,910
193,192	183,908	Restricted Revenues		26,503	17,510	30,685	118,437		193,135
3,995	2,597	Internal Revenue		2,397	638			1,030	4,065
13,758	9,490	Operating Transfers	19,724	(248)	56	(10,027)			9,505
264,207	251,995	Total Revenues	78,634	28,653	18,203	20,658	118,437	1,030	265,615
Expenses									
77,503	82,069	Academic Salaries	33,357	7,341	5,761	1,625	38,512		86,596
23,325	24,111	Staff Salaries	12,128	6,286	852	337	5,021	500	25,124
39,186	41,982	Benefits & Other Compensation	19,331	4,472	2,778	643	17,753	150	45,127
89,643	87,951	Non-Salary Expenses	9,914	8,545	5,780	10,462	55,005	380	90,086
11,704	10,728	Internal Expenses	3,905	1,791	2,078	380	2,145		10,298
241,360	246,841	Total Expenses	78,634	28,434	17,248	13,448	118,437	1,030	257,231
22,847	5,154	Operating Results		218	955	7,210			8,383
Transfers From (to) Endowment & Other Assets									
(15,475)	(3,253)	Transfers From (to) Endowment & Other Assets			(25)				(25)
(97)	(8,604)	Transfers From (to) Plant		(5,000)					(5,000)
7,275	(6,703)	Surplus / (Deficit)		(4,782)	930	7,210			3,358
146,626	153,901	Beginning Fund Balances	463	58,459	44,608	43,683		(16)	147,197
153,901	147,197	Ending Fund Balances	463	53,677	45,538	50,893		(16)	150,556

NOTES:

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SCHOOL OF HUMANITIES AND SCIENCES
2007/08 CONSOLIDATED PLAN
 [IN THOUSANDS OF DOLLARS]

2005/06 Actuals	2006/07 Projection	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	2007/08 Total
Revenues								
126,738	137,862	148,006						148,006
General Funds Allocation								
168,948	179,016	12	2,643	9,616	107,896	69,822	3,493	193,482
9,147	6,423	28	466	17	(1)		6,095	6,605
21,972	6,282	69,581	26,198	(1,105)	(87,017)		638	8,295
326,805	329,583	217,627	29,307	8,528	20,878	69,822	10,226	356,388
Expenses								
105,583	112,505	87,578	10,146	2,096	4,005	18,762	411	122,999
33,358	33,781	27,892	973	732	510	3,379	3,185	36,670
50,620	53,781	41,423	3,094	1,364	2,188	7,638	1,124	56,833
110,306	98,383	40,371	8,634	5,273	5,746	37,759	5,225	103,007
15,169	18,381	13,241	1,030	988	815	2,284	281	18,639
315,037	316,830	210,506	23,878	10,453	13,264	69,822	10,226	338,148
11,768	12,753	7,121	5,430	(1,925)	7,614			18,240
Transfers From (to) Endowment & Other Assets								
713	659				800			800
(2,148)	(7,449)	(7,449)						(7,449)
10,332	5,963	(5,909)	5,430	(1,925)	8,414			11,591
132,059	142,391	4,970	47,115	35,100	61,169			148,354
142,391	148,354	4,643	52,544	33,175	69,583			159,945

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- 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 15.
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SCHOOL OF LAW
2007/08 CONSOLIDATED PLAN
 [IN THOUSANDS OF DOLLARS]

2005/06 Actuals	2006/07 Projection	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	2007/08 Total
Revenues							
15,748	17,354	17,905					17,905
General Funds Allocation							
36,205	34,580		3,916	9,152	25,349	150	38,567
(126)	(100)		(103)				(103)
888	(400)	32,150	(3,000)	(4,000)	(25,000)		150
52,715	51,434	50,055	813	5,152	349	150	56,519
Expenses							
12,906	15,950	16,832		852			17,684
7,712	9,500	10,332	10	31			10,374
6,988	8,770	8,817	55	328			9,200
13,350	12,400	12,994	618	412			14,024
1,181	1,300	1,027	103	299	10		1,439
42,137	47,920	50,001	786	1,922	10		52,720
10,578	3,514	54	27	3,230	338	150	3,798
Transfers From (to) Endowment & Other Assets							
(9,805)	(4,900)				(4,200)		(4,200)
Transfers From (to) Plant							
575	(1,386)	54	27	3,230	(3,862)	150	(402)
20,571	21,146	(48)	3,853	15,462	343	150	19,760
21,146	19,760	6	3,880	18,692	(3,519)	300	19,359

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- This schedule does not reflect an allocation of tuition revenue or central administrative costs. This is consistent with Stamford'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 15.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged against Non-salary Expenses for infrastructure and general administrative costs of research.

SCHOOL OF MEDICINE
2007/08 CONSOLIDATED PLAN
 [IN THOUSANDS OF DOLLARS]

2005/06 Actuals	2006/07 Projection	Operating Budget	Designated Funds	Designated Clinics	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	2007/08 Total
Revenues									
78,529	84,056	87,959							87,959
General Funds Allocation									
876,442	945,262	137	70,794	302,778	89,065	92,126	413,233	35,112	1,003,245
36,844	35,994		21,574					15,276	36,850
7,242	10,003	77,214	11,877	(21,262)	(20,468)	(38,470)		282	9,174
999,058	1,075,315	165,310	104,245	281,516	68,597	53,656	413,233	50,670	1,137,228
Expenses									
266,639	284,832	15,261	19,745	126,110	14,211	14,444	114,232	5,576	309,579
115,568	122,792	43,518	12,542	28,018	4,037	3,182	26,217	16,966	134,481
173,945	180,333	22,161	14,172	100,524	5,728	5,633	41,595	7,250	197,063
327,350	374,809	55,349	42,455	10,460	23,249	17,046	215,909	19,368	383,837
66,163	68,318	29,021	3,670	16,403	4,032	1,986	15,280	1,528	71,920
949,666	1,031,084	165,310	92,584	281,516	51,257	42,291	413,233	50,689	1,096,880
49,392	44,231		11,661		17,340	11,365		(19)	40,348
Transfers From (to) Endowment & Other Assets									
(6,234)	(22,419)		(21,689)						(21,689)
11,456	(31,788)		(23,850)		(1,000)	(500)			(23,350)
54,614	(9,975)		(33,878)		16,340	10,865		(19)	(6,692)
372,730	427,344	64	177,462	5,030	154,426	80,369		18	417,369
427,344	417,369	64	143,584	5,030	170,766	91,234		(1)	410,677

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 include endowment principal, student loan funds, and plant funds.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged against Non-salary Expenses for infrastructure and general administrative costs of research.

**VICE PROVOST FOR GRADUATE EDUCATION
2007/08 CONSOLIDATED PLAN**

[IN THOUSANDS OF DOLLARS]

2005/06 Actuals	2006/07 Projection	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	2007/08 Total
Revenues								
	General Funds Allocation	1,200						1,200
	Restricted Revenues				19,661			19,661
	Internal Revenue							
	Operating Transfers	3,081			(22,243)			(19,162)
	Total Revenues	4,281			(2,583)			1,699
Expenses								
	Academic Salaries	707						707
	Staff Salaries	399						399
	Benefits & Other Compensation	430						430
	Non-Salary Expenses	2,724						2,724
	Internal Expenses	62						62
	Total Expenses	4,321						4,321
	Operating Results	(40)			(2,583)			(2,623)
Transfers From (to) Endowment & Other Assets								
	Transfers From (to) Plant							
	Surplus / (Deficit)	(40)			(2,583)			(2,623)
	Beginning Fund Balances			57	16,399			16,456
	Ending Fund Balances	(40)		57	13,816			13,833

NOTES:

- 2007/08 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 15.

VICE PROVOST FOR UNDERGRADUATE EDUCATION
2007/08 CONSOLIDATED PLAN

[IN THOUSANDS OF DOLLARS]

2005/06 Actuals	2006/07 Projection	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Auxiliary & Service Center	2007/08 Total
Revenues							
11,924	20,374	20,824					20,824
General Funds Allocation							
14,303	22,615	390	1,778	523	20,346	2,540	25,576
(33)	(67)		(67)				(67)
Internal Revenue							
(1,793)	(7,431)	14,581	(210)	(1,469)	(21,909)	(181)	(9,188)
Operating Transfers							
24,401	35,491	35,795	1,501	(946)	(1,563)	2,359	37,145
Total Revenues							
Expenses							
5,637	6,861	7,284					7,284
Academic Salaries							
6,375	10,183	10,891					10,891
Staff Salaries							
4,069	5,814	5,772					5,772
Benefits & Other Compensation							
2,998	12,089	10,439	192	70	72	2,359	13,132
Non-Salary Expenses							
1,417	1,291	1,304		6	6		1,315
Internal Expenses							
20,495	36,238	35,691	192	75	78	2,359	38,395
Total Expenses							
3,906	(747)	104	1,309	(1,022)	(1,641)		(1,249)
Operating Results							
Transfers From (to) Endowment &							
112	(56)						
Other Assets							
15							
Transfers From (to) Plant							
4,033	(802)	6,226	1,309	(1,022)	(1,641)		(1,249)
Surplus / (Deficit)							
15,033	19,065	3,137	4,739	1,810	8,570	7	18,263
Beginning Fund Balances							
19,065	18,263	3,240	6,048	788	6,930	7	17,014
Ending Fund Balances							

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- 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 15.

**VICE PROVOST AND DEAN OF RESEARCH
2007/08 CONSOLIDATED PLAN**

[IN THOUSANDS OF DOLLARS]

2005/06 Actuals	2006/07 Projection	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	2007/08 Total
Revenues								
28,775	29,992	34,454						34,454
151,638	150,030	424	5,167	21,384	16,606	82,136		125,717
1,792	1,842	893	111				999	2,003
(2,899)	(14,099)	20,908	1,999	(7,086)	(9,941)	(10,375)	24	(4,471)
179,306	167,765	56,678	7,278	14,298	6,665	71,761	1,023	157,703
Expenses								
26,767	26,925	5,898	2,289	3,281	1,657	15,188	385	28,699
23,447	27,283	23,225	1,235	1,873	584	4,576	85	31,578
16,559	18,490	9,522	1,145	1,858	850	7,167	139	20,681
86,938	82,739	15,442	2,695	8,194	2,465	41,330	393	70,519
7,125	9,116	2,989	367	1,489	530	3,490	5	8,870
160,836	164,554	57,076	7,732	16,694	6,087	71,751	1,006	160,346
18,470	3,211	(397)	(454)	(2,397)	578	10	17	(2,642)
Transfers From (to) Endowment & Other Assets								
2,420	(25,257)	(10)		440	692			1,122
(1,082)	(4,908)		(100)		(250)			(350)
19,809	(26,954)	(407)	(554)	(1,957)	1,021	10	17	(1,870)
402,567	422,376	3,325	322,948	26,980	24,393		56	377,702*
422,376	395,422*	2,917	322,394	25,023	25,414	10	73	375,832

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 15.
 - Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged against Non-salary Expenses for infrastructure and general administrative costs of research.
- * The reduction of the 2006/07 year end projection as it applies to the 2007/08 beginning balance is due to the transfer of money to VP Graduate Education.

HOOVER INSTITUTION
2007/08 CONSOLIDATED PLAN
 [IN THOUSANDS OF DOLLARS]

2005/06 Actuals	2006/07 Projection		Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	2007/08 Total
Revenues							
722	780	General Funds Allocation	626				626
38,797	39,037	Restricted Revenues	208	499	22,515	19,437	42,660
21	7	Internal Revenue		7			7
(58)	(209)	Operating Transfers	38,841	(506)	(19,465)	(18,869)	
39,482	39,616	Total Revenues	39,675		3,050	568	43,293
Expenses							
9,757	9,870	Academic Salaries	10,492				10,492
6,293	6,565	Staff Salaries	7,231				7,231
5,355	5,367	Benefits & Other Compensation	6,088				6,088
12,239	14,267	Non-Salary Expenses	14,785				14,785
1,050	1,037	Internal Expenses	1,079				1,079
34,693	37,106	Total Expenses	39,675				39,675
4,789	2,509	Operating Results			(3,050)	(568)	3,618
Transfers From (to) Endowment & Other Assets							
749		Transfers From (to) Plant					
(739)							
4,799	2,509	Surplus / (Deficit)			(3,050)	(568)	3,618
11,289	16,088	Beginning Fund Balances	532	700	16,193	1,171	18,597
16,088	18,597	Ending Fund Balances	532	700	19,243	1,739	22,215

NOTES:

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STANFORD UNIVERSITY LIBRARIES AND ACADEMIC INFORMATION RESOURCES
2007/08 CONSOLIDATED PLAN

[IN THOUSANDS OF DOLLARS]

2005/06 Actuals	2006/07 Projection	Operating Budget	Designated Funds	Restricted Expendable	Restricted Endowment	Grants & Contracts	Auxiliary & Service Center	2007/08 Total
Revenues								
42,822	45,023	46,533						46,533
39,772	43,097		2,300	300	10,924	601	29,121	43,246
32	(80)		(45)					(45)
1,888	2,100	10,863	(2,214)	(137)	(6,255)		637	2,894
84,515	90,141	57,395	41	163	4,670	601	29,758	92,628
Expenses								
6,659	6,102	5,910	116			93	3	6,122
30,960	35,001	19,893	332			225	16,727	37,176
11,786	13,383	8,084	135			92	5,083	13,395
28,879	33,671	22,569	333	150	4,500	190	7,417	35,160
5,204	3,504	939		12	360		2,551	3,862
83,489	91,661	57,395	916	162	4,860	601	31,781	95,715
1,026	(1,519)		(875)	1	(190)		(2,023)	(3,087)
Transfers From (to) Endowment & Other Assets								
571	553						476	476
(100)								
Transfers From (to) Plant								
1,496	(967)		(875)	1	(190)		(1,547)	(2,611)
8,514	10,011		1,549	1,555	1,405		4,535	9,044
10,011	9,044		675	1,556	1,215		2,988	6,433

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 15.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged against Non-salary Expenses for infrastructure and general administrative costs of research.

AUXILIARY ACTIVITIES
2007/08 CONSOLIDATED PLAN

[IN THOUSANDS OF DOLLARS]

ATHLETICS

Operating	
Revenues	
Intercollegiate	20,183
Gifts/Endowments	13,696
University Funds	8,551
Auxiliaries	7,041
Other	4,983
Total Revenues	54,454
Expenses	
Compensation	28,264
Facilities/Maintenance	8,226
Travel/Entertainment	6,052
General Services	4,964
General Supplies	4,495
Other	2,100
Debt Service	978
Capital Expenditures	736
Total Expenses	55,816
Operating Gain/(Loss)	(1,361)
Financial Aid	
Revenues	16,360
Expenses	16,360
Financial Aid Gain/(Loss)	0
Camps	
Revenues	5,660
Expenses	5,440
Camps Gain/(Loss)	220

RESIDENTIAL & DINING ENTERPRISES

Revenues	
Student Payments	95,878
Student Payments: Off Campus	2,103
SLAC Guest House	2,120
Conferences Housing & Dining	10,804
Other Operating Income	13,266
Interest Income	1,122
Total Revenue	125,293
Transfers	
Grad Housing Subsidy: Off Campus	2,103
Rent Loss Reimbursement	
Debt Service Subsidy: Grad Housing	3,000
Miscellaneous Transfers	(705)
Transfer to VPSA	
Total Transfers	4,399
Total Revenue and Transfers	129,691
Expenses	
Salaries and Benefits	40,823
Food Costs	8,002
EM & S	9,284
Rentals & Leases: Off Campus	1,956
Utilities & Telephone	9,796
Repair & Maintenance	13,309
Debt Service	33,868
G & A/ Taxes / Insurance	14,172
Total Expenses	131,210
Operating Gain/(Loss)	(1,519)
Net Operating Gain/(Loss)	(1,519)

