

## APPENDIX A

# CONSOLIDATED BUDGETS FOR SELECTED UNITS

- Consolidated Budget for Operations by Unit, 2012/13
- Summary of 2012/13 General Funds Allocations (Excludes Formula Units)

### **Consolidated Budget for Operations by Selected Units, 2012/13**

#### **Academic 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 and Dean of Research
- Vice Provost for Undergraduate Education
- Vice Provost for Graduate Education
- Hoover Institution
- Stanford University Libraries and Academic Information Resources

#### **Auxiliary Units**

- Athletics
- Residential & Dining Enterprises

## CONSOLIDATED BUDGET FOR OPERATIONS BY UNIT, 2012/13

[IN MILLIONS OF DOLLARS]

	TOTAL REVENUES AND TRANSFERS	TOTAL EXPENSES	RESULT OF CURRENT OPERATIONS	TRANSFERS (TO)/FROM ASSETS	CHANGE IN EXPENDABLE FUND BALANCE
<b>Academic Units:</b>					
Graduate School of Business <sup>1</sup>	190.2	186.4	3.8		3.8
School of Earth Sciences	58.5	55.1	3.4	(3.5)	(0.1)
School of Education	53.6	54.2	(0.5)	(0.4)	(0.9)
School of Engineering	352.9	344.5	8.4	(3.6)	4.7
School of Humanities and Sciences <sup>1</sup>	430.3	413.7	16.7	(23.6)	(7.0)
School of Law	72.9	69.0	3.9	(3.8)	0.1
School of Medicine <sup>1</sup>	1,497.9	1,459.6	38.3	(17.1)	21.2
Vice Provost Dean of Research	190.0	195.9	(5.9)	4.8	(1.1)
Vice Provost for Undergraduate Education <sup>1</sup>	45.0	43.5	1.5	(1.5)	
Vice Provost for Graduate Education	7.0	7.0			
Hoover Institution	47.5	45.3	2.2	(2.8)	(0.5)
Stanford University Libraries <sup>1</sup>	105.9	109.5	(3.6)	1.0	(2.6)
SLAC	384.5	384.0	0.4		0.4
<b>Total Academic Units</b>	<b>3,436.4</b>	<b>3,367.8</b>	<b>68.6</b>	<b>(50.6)</b>	<b>17.9</b>
<b>Administrative Units</b>					
Business Affairs & Information Technology	190.4	191.6	(1.2)	(3.2)	(4.4)
Office of Development	57.0	57.0			
General Counsel & Public Safety	31.1	30.4	0.7		0.7
Land, Buildings and Real Estate	245.9	234.2	11.6	(9.3)	2.4
President and Provost Office	66.9	66.7	0.2	0.5	0.7
Public Affairs	9.7	9.7	(0.1)		(0.1)
Stanford Alumni Association	40.1	40.3	(0.2)		(0.2)
Stanford Management Company	27.8	27.8			
Student Affairs <sup>1</sup>	55.4	57.6	(2.2)		(2.2)
Undergraduate Admission and Financial Aid	164.2	160.5	3.7	(1.5)	2.2
<b>Major Auxiliary Units</b>					
Athletics (Operations and Financial Aid)	97.4	97.4	(0.0)		
Residential & Dining Enterprises	168.1	169.8	(1.7)		(1.7)
<b>Total Administrative &amp; Auxiliary Units</b>	<b>1,153.8</b>	<b>1,143.0</b>	<b>10.8</b>	<b>(13.4)</b>	<b>(2.6)</b>
Internal Transaction Adjustment <sup>2</sup>	(327.7)	(272.5)	(55.2)		(55.2)
Indirect Cost Adjustment <sup>3</sup>	(226.8)	(226.8)			
<b>Grand Total from Units</b>	<b>4,035.7</b>	<b>4,011.5</b>	<b>24.2</b>	<b>(64.0)</b>	<b>(39.8)</b>
Central Accounts <sup>4</sup>	252.1	84.8	167.3	(63.5)	103.8
Central Adjustment <sup>5</sup>	155.6		155.6		155.6
<b>Total Consolidated Budget</b>	<b>4,443.4</b>	<b>4,096.3</b>	<b>347.1</b>	<b>(127.5)</b>	<b>219.6</b>

Notes:

<sup>1</sup> The budgets for these units include auxiliary operations, which are separately identified in the units' consolidated forecast in Appendix A.

<sup>2</sup> 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 \$55.2 million balance in internal activity due to payments from Plant funds.

<sup>3</sup> 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 \$226.8 million received by the schools is taken out in the "Indirect Cost Adjustment" line.

<sup>4</sup> 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.

<sup>5</sup> The \$155.6 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.

## SUMMARY OF 2012/13 GENERAL FUNDS ALLOCATIONS (EXCLUDES FORMULA UNITS)

[IN THOUSANDS OF DOLLARS]

	2011/12 BASE GF ALLOCATION	PRICE & SALARY INFLATION	BASE GF ALLOCATIONS	2012/13 BASE GF ALLOCATIONS	2011/12 TO 2012/13 CHANGE	PERCENT CHANGE
School of Earth Sciences	7,068	215	688	7,971	903	12.8%
School of Education	13,694	412	719	14,825	1,131	8.3%
School of Engineering	61,760	1,841	2,159	65,759	3,999	6.5%
School of Humanities & Sciences	150,384	4,568	5,589	160,540	10,156	6.8%
School of Law	22,610	668	1,233	24,511	1,901	8.4%
Vice Provost and Dean of Research	34,518	966	919	36,403	1,885	5.5%
Vice Provost for Graduate Education	6,607	221	2	6,831	224	3.4%
Vice Provost for Undergraduate Education	19,632	544	345	20,521	889	4.5%
Stanford University Libraries	43,864	1,158	1,534	46,556	2,693	6.1%
<b>Total - Academic<sup>1</sup></b>	<b>360,136</b>	<b>10,593</b>	<b>13,188</b>	<b>383,917</b>	<b>23,781</b>	<b>6.6%</b>
Admission and Financial Aid Operations	9,195	259	213	9,666	472	5.1%
Student Affairs	26,139	842	759	27,739	1,601	6.1%
Office of the President & Provost	11,769	347	41	12,158	389	3.3%
Office of Public Affairs	5,846	170	549	6,565	719	12.3%
Business Affairs and Information Technology <sup>2</sup>	103,420	2,930	1,581	107,931	4,511	4.4%
Office of Development and Alumni Association	42,316	1,196	2,793	46,305	3,989	9.4%
Land, Buildings and Real Estate <sup>2,3</sup>	15,391	306	79	15,775	384	2.5%
Other Administrative Units <sup>4</sup>	22,587	571	175	23,333	746	3.3%
Central Obligations <sup>2,5</sup>	22,846	778	1,009	24,633	1,787	7.8%
<b>Total - Administrative</b>	<b>259,509</b>	<b>7,399</b>	<b>7,198</b>	<b>274,106</b>	<b>14,598</b>	<b>5.6%</b>
UG Financial Aid	12,250	368	11,450	24,068	11,818	96.5%
O&M and Utilities <sup>3</sup>	72,233	2,857	3,946	79,036	6,803	9.4%
Debt Service	34,534	(505)		34,029	(505)	-1.5%
University 1-time Reserve	20,000			20,000		
<b>Total - Other</b>	<b>139,017</b>	<b>2,719</b>	<b>15,396</b>	<b>157,133</b>	<b>18,116</b>	<b>13.0%</b>
<b>Total Non-Formula Allocations</b>	<b>758,662</b>	<b>20,712</b>	<b>35,783</b>	<b>815,156</b>	<b>56,494</b>	<b>7.4%</b>
Unallocated Surplus	40,595			43,148	2,553	6.3%
Capital Facilities Fund	61,686			67,019	5,333	8.6%
<b>Total Non-Formula General Funds</b>	<b>860,943</b>	<b>20,712</b>	<b>35,783</b>	<b>925,323</b>	<b>64,381</b>	<b>7.5%</b>

Notes:

<sup>1</sup> For this table, the TA tuition allowance expense budgeted centrally and distributed annually on a one-time basis has been redistributed to the Academic units according to their individual allocations.

<sup>2</sup> For this table, property insurance, general insurance, and fire contract allocations have been moved to Central Obligations.

<sup>3</sup> For this table, Operations and Maintenance (O&M) and Utilities allocations have been moved to Other.

<sup>4</sup> Other Administrative Units includes general funds allocations for General Counsel, Hoover, SLAC National Laboratory, Athletics, Stanford University Press, and the Stanford Faculty Club.

<sup>5</sup> Central Obligations include RA tuition allowance and miscellaneous university expenses. In addition, for this table, property insurance, general insurance, and fire contract allocations have been included in this line.

**GRADUATE SCHOOL OF BUSINESS****2012/13 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2010/11 ACTUALS	2011/12 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2012/13 TOTAL
<b>Revenues</b>								
45,899	51,273	52,929						52,929
General Funds Allocation								
115,833	130,946	1,195	38,576	24,000	64,219	1,671	3,197	132,858
Restricted Revenues								
5,138	4,362						4,455	4,455
Internal Revenue								
(322)		81,755	(12,485)	(29,685)	(39,234)		(351)	
Operating Transfers								
<b>166,548</b>	<b>186,582</b>	<b>135,879</b>	<b>26,091</b>	<b>(5,685)</b>	<b>24,985</b>	<b>1,671</b>	<b>7,301</b>	<b>190,242</b>
<b>Expenses</b>								
38,615	41,412	41,627	4,876			29		46,532
Academic Salaries								
29,740	31,932	28,842	4,274			342	859	34,317
Staff Salaries								
23,200	24,619	23,233	2,891	185		117	271	26,698
Benefits & Other Compensation								
41,993	56,323	34,145	6,982	1,659	16,330	1,156	1,080	61,352
Non-Salary Expenses								
17,767	18,040	8,032	4,075	279		27	5,090	17,502
Internal Expenses								
<b>151,315</b>	<b>172,328</b>	<b>135,879</b>	<b>23,098</b>	<b>2,123</b>	<b>16,330</b>	<b>1,671</b>	<b>7,301</b>	<b>186,401</b>
Total Expenses								
<b>15,233</b>	<b>14,254</b>	<b>0</b>	<b>2,994</b>	<b>(7,808)</b>	<b>8,655</b>	<b>0</b>	<b>0</b>	<b>3,841</b>
Operating Results								
(31,723)	(10,052)							
Transfers From (to) Endowment & Other Assets								
Transfers From (to) Plant								
<b>(16,490)</b>	<b>4,202</b>	<b>0</b>	<b>2,994</b>	<b>(7,808)</b>	<b>8,655</b>	<b>0</b>	<b>0</b>	<b>3,841</b>
Surplus / (Deficit)								
82,152	65,662	1,383	16,694	40,554	11,233			69,864
Beginning Fund Balances								
65,662	69,864	1,383	19,687	32,746	19,888			73,704
Ending Fund Balances								

## Notes:

- 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 as a Non-Salary Expense for infrastructure and general administrative costs of research.

## SCHOOL OF EARTH SCIENCES

### 2012/13 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2010/11 ACTUALS	2011/12 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2012/13 TOTAL
<b>Revenues</b>								
8,005	6,791	9,378						9,378
General Funds Allocation								
44,451	45,315		6,000	1,564	25,993	12,815		46,371
(56)	(141)		(141)					(141)
Internal Revenue								
4,122	5,518	20,922	1,704	2,736	(23,806)	1,350		2,906
Operating Transfers								
<b>56,521</b>	<b>57,484</b>	<b>30,300</b>	<b>7,563</b>	<b>4,300</b>	<b>2,187</b>	<b>14,165</b>		<b>58,514</b>
<b>Expenses</b>								
19,108	20,368	12,551	2,583	1,109	214	5,072		21,530
Academic Salaries								
5,013	5,369	4,780	461	185	51	171		5,648
Staff Salaries								
9,362	10,858	7,455	1,153	597	188	2,034		11,428
Benefits & Other Compensation								
13,763	15,220	4,282	1,614	1,343	476	6,698		14,412
Non-Salary Expenses								
2,010	2,131	1,232	347	331	31	190		2,131
Internal Expenses								
<b>49,256</b>	<b>53,946</b>	<b>30,300</b>	<b>6,159</b>	<b>3,565</b>	<b>959</b>	<b>14,165</b>		<b>55,149</b>
<b>Total Expenses</b>								
<b>7,266</b>	<b>3,538</b>	<b>0</b>	<b>1,404</b>	<b>734</b>	<b>1,227</b>	<b>0</b>		<b>3,365</b>
<b>Operating Results</b>								
(2,790)	(2,500)				(2,500)			(2,500)
Transfers From (to) Endowment & Other Assets								
	(1,000)			(1,000)				(1,000)
Transfers From (to) Plant								
<b>4,476</b>	<b>38</b>	<b>0</b>	<b>1,404</b>	<b>(266)</b>	<b>(1,273)</b>	<b>0</b>		<b>(135)</b>
<b>Surplus / (Deficit)</b>								
42,304	46,780	620	13,403	17,156	15,639			46,817
Beginning Fund Balances								
46,780	46,817	620	14,807	16,891	14,366			46,683
Ending Fund Balances								

#### Notes:

- 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 83.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged as a Non-Salary Expense for infrastructure and general administrative costs of research.

### SCHOOL OF EDUCATION 2012/13 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2010/11 ACTUALS	2011/12 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2012/13 TOTAL
<b>Revenues</b>								
13,843	15,413	15,618						15,618
General Funds Allocation								
29,191	37,933		3,610	6,155	9,390	16,907		36,062
44	(316)		(289)					(289)
Internal Revenue								
5,330	2,308	10,001	1,445	(2,114)	(7,077)			2,255
Operating Transfers								
<b>48,408</b>	<b>55,337</b>	<b>25,619</b>	<b>4,766</b>	<b>4,041</b>	<b>2,313</b>	<b>16,907</b>		<b>53,645</b>
<b>Expenses</b>								
11,627	15,596	9,819	901	241	181	4,243		15,385
Academic Salaries								
8,721	11,116	5,063	1,528	871	646	3,361		11,470
Staff Salaries								
7,014	9,796	5,240	1,028	364	290	2,841		9,762
Benefits & Other Compensation								
13,743	16,314	4,965	1,348	2,499	761	6,335		15,908
Non-Salary Expenses								
1,053	1,730	484	193	643	185	128		1,633
Internal Expenses								
<b>42,158</b>	<b>54,552</b>	<b>25,571</b>	<b>4,998</b>	<b>4,619</b>	<b>2,063</b>	<b>16,907</b>		<b>54,157</b>
Total Expenses								
<b>6,250</b>	<b>785</b>	<b>48</b>	<b>(232)</b>	<b>(578)</b>	<b>250</b>	<b>0</b>		<b>(512)</b>
Operating Results								
(1,547)	(680)			750	(1,180)			(430)
Transfers From (to) Endowment & Other Assets								
Transfers From (to) Plant								
<b>4,703</b>	<b>105</b>	<b>48</b>	<b>(232)</b>	<b>172</b>	<b>(930)</b>	<b>0</b>		<b>(942)</b>
Surplus / (Deficit)								
33,529	38,232	841	18,039	13,151	6,307			38,338
Beginning Fund Balances								
38,232	38,338	890	17,806	13,323	5,377			37,396
Ending Fund Balances								

## Notes:

- 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 83.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged as a Non-Salary Expense for infrastructure and general administrative costs of research.

**SCHOOL OF ENGINEERING**  
**2012/13 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2010/11 ACTUALS	2011/12 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2012/13 TOTAL
<b>Revenues</b>								
61,163	65,187	69,446						69,446
General Funds Allocation								
237,355	250,076		52,020	22,000	46,269	141,384		261,673
574	641		(950)				1,400	450
Internal Revenue								
28,519	21,831	34,895	1,711	2,548	(22,148)	4,296		21,301
Operating Transfer								
<b>327,611</b>	<b>337,735</b>	<b>104,341</b>	<b>52,781</b>	<b>24,548</b>	<b>24,121</b>	<b>145,680</b>	<b>1,400</b>	<b>352,870</b>
<b>Expenses</b>								
90,990	102,189	38,810	12,314	7,024	2,651	44,957		105,757
Academic Salaries								
28,329	32,663	17,751	8,156	2,301	978	4,813	927	34,925
Staff Salaries								
47,171	53,283	24,574	6,884	3,473	1,179	19,399	288	55,797
Benefits & Other Compensation								
122,445	125,122	18,512	16,483	7,353	16,796	73,200	160	132,503
Non-Salary Expenses								
13,352	14,696	4,694	3,714	3,001	779	3,311	20	15,517
Internal Expenses								
<b>302,286</b>	<b>327,953</b>	<b>104,341</b>	<b>47,551</b>	<b>23,152</b>	<b>22,382</b>	<b>145,680</b>	<b>1,395</b>	<b>344,500</b>
Total Expenses								
<b>25,325</b>	<b>9,782</b>	<b>0</b>	<b>5,230</b>	<b>1,396</b>	<b>1,739</b>	<b>0</b>	<b>5</b>	<b>8,370</b>
Operating Results								
(7,842)	(3,861)		(135)	(144)	(3,370)			(3,649)
Transfers From (to) Endowment & Other Assets								
	(1,225)							
Transfers From (to) Plant								
<b>17,483</b>	<b>4,696</b>	<b>0</b>	<b>5,095</b>	<b>1,252</b>	<b>(1,631)</b>	<b>0</b>	<b>5</b>	<b>4,721</b>
Surplus / (Deficit)								
202,357	219,598		102,918	71,502	49,852		23	224,294
Beginning Fund Balances								
219,598	224,294		108,013	72,754	48,221		28	229,015
Ending Fund Balances								

NOTES:

- 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 83.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged as a Non-Salary Expense for infrastructure and general administrative costs of research.

## SCHOOL OF HUMANITIES AND SCIENCES 2012/13 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

	2010/11 ACTUALS	2011/12 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2012/13 TOTAL
<b>Revenues</b>									
151,093	156,445	166,612	166,612						166,612
General Funds Allocation									
219,842	225,682	3,786	3,786	10,666	134,419	81,401	4,392	234,665	
5,454	5,277	363	363				5,072	5,434	
Internal Revenue									
28,267	22,452	38,844	38,844	2,720	(121,761)	1,607	560	23,622	
Operating Transfers									
<b>404,656</b>	<b>409,856</b>	<b>268,265</b>	<b>42,992</b>	<b>13,386</b>	<b>12,658</b>	<b>83,009</b>	<b>10,024</b>	<b>430,334</b>	
<b>Expenses</b>									
132,800	141,228	110,750	14,660	1,863	1,501	22,389	116	151,280	
Academic Salaries									
41,815	42,993	35,682	1,448	519	225	3,765	3,916	45,554	
Staff Salaries									
64,064	67,398	54,505	5,847	1,339	517	8,847	1,250	72,305	
Benefits & Other Compensation									
120,488	125,523	56,157	11,823	6,412	4,878	45,467	4,434	129,171	
Non-Salary Expenses									
14,628	14,907	9,606	1,110	1,425	470	2,541	194	15,346	
Internal Expenses									
<b>373,796</b>	<b>392,049</b>	<b>266,699</b>	<b>34,889</b>	<b>11,558</b>	<b>7,590</b>	<b>83,009</b>	<b>9,910</b>	<b>413,655</b>	
<b>Total Expenses</b>									
<b>30,860</b>	<b>17,807</b>	<b>1,566</b>	<b>8,103</b>	<b>1,828</b>	<b>5,067</b>	<b>0</b>	<b>114</b>	<b>16,679</b>	
<b>Operating Results</b>									
(10,860)	(17,454)	(4,028)	(18,050)	947	(2,500)			(23,631)	
Transfers From (to) Endowment & Other Assets									
Transfers From (to) Plant									
<b>20,000</b>	<b>353</b>	<b>(2,462)</b>	<b>(9,947)</b>	<b>2,775</b>	<b>2,567</b>	<b>0</b>	<b>114</b>	<b>(6,952)</b>	
<b>Surplus / (Deficit)</b>									
264,366	284,366	5,561	149,896	60,876	68,038		347	284,718	
Beginning Fund Balances									
284,366	284,718	3,099	139,949	63,651	70,605		461	277,766	
Ending Fund Balances									

**Notes:**

- 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 83.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged as a Non-Salary Expense for infrastructure and general administrative costs of research.



**SCHOOL OF LAW**  
**2012/13 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2010/11 ACTUALS	2011/12 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2012/13 TOTAL
<b>Revenues</b>								
22,118	26,893	26,397						26,397
General Funds Allocation								
43,087	45,815		3,820	10,660	32,179	1,000		47,659
(141)	(148)		(153)					(153)
Internal Revenue								
(468)	(1,000)	38,604	(2,760)	(9,290)	(27,564)			(1,010)
Operating Transfers								
<b>64,597</b>	<b>71,560</b>	<b>65,001</b>	<b>907</b>	<b>1,370</b>	<b>4,615</b>	<b>1,000</b>		<b>72,893</b>
<b>Total Revenues</b>								
<b>Expenses</b>								
19,634	21,540	22,110	125	105	360	250		22,950
Academic Salaries								
10,519	11,659	11,780	25	100	127	131		12,163
Staff Salaries								
9,973	10,849	10,891	77	115	147	116		11,347
Benefits & Other Compensation								
18,175	18,444	17,320	565	228	650	498		19,261
Non-Salary Expenses								
1,894	3,135	2,900	105	104	195	5		3,308
Internal Expenses								
<b>60,194</b>	<b>65,627</b>	<b>65,001</b>	<b>897</b>	<b>652</b>	<b>1,479</b>	<b>1,000</b>		<b>69,029</b>
<b>Total Expenses</b>								
<b>4,403</b>	<b>5,933</b>	<b>0</b>	<b>10</b>	<b>718</b>	<b>3,136</b>	<b>0</b>		<b>3,864</b>
<b>Operating Results</b>								
(2,941)	(4,000)				(2,600)			(2,600)
Transfers From (to) Endowment & Other Assets								
	(1,500)			(700)	(500)			(1,200)
Transfers From (to) Plant								
<b>1,461</b>	<b>433</b>	<b>0</b>	<b>10</b>	<b>18</b>	<b>36</b>	<b>0</b>		<b>64</b>
<b>Surplus / (Deficit)</b>								
20,120	21,581	116	2,120	17,461	2,317			22,014
Beginning Fund Balances								
21,581	22,014	116	2,130	17,479	2,353			22,078
Ending Fund Balances								

Notes:

- 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 83.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged as a Non-Salary Expense for infrastructure and general administrative costs of research.

### SCHOOL OF MEDICINE 2012/13 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2010/11 ACTUALS	2011/12 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	DESIGNATED CLINIC	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2012/13 TOTAL
<b>Revenues</b>									
106,454	108,906	109,505							109,505
General Funds Allocation									
1,293,218	1,300,358		96,888	467,589	71,500	121,397	513,754	52,864	1,323,992
Restricted Revenues									
59,305	63,328		34,036	50	495			31,471	66,052
Internal Revenue									
4,748	(2,905)	109,921	4,288	(64,689)	(5,934)	(40,019)		(5,192)	(1,624)
Operating Transfers									
<b>1,463,724</b>	<b>1,469,688</b>	<b>219,426</b>	<b>135,212</b>	<b>402,950</b>	<b>66,061</b>	<b>81,378</b>	<b>513,754</b>	<b>79,143</b>	<b>1,497,925</b>
<b>Total Revenues</b>									
<b>Expenses</b>									
374,100	400,044	18,673	28,141	185,351	19,317	18,394	137,472	8,510	415,858
Academic Salaries									
155,381	162,620	54,960	15,269	32,566	6,905	4,885	25,998	27,171	167,753
Staff Salaries									
249,111	256,954	27,490	17,943	145,693	8,379	8,972	48,672	11,623	268,771
Benefits & Other Compensation									
483,003	503,669	83,161	50,899	17,919	24,119	21,788	281,011	29,018	507,916
Non-Salary Expenses									
102,060	96,041	35,143	6,442	21,421	9,398	3,387	20,601	2,908	99,299
Internal Expenses									
<b>1,363,656</b>	<b>1,419,329</b>	<b>219,426</b>	<b>118,693</b>	<b>402,950</b>	<b>68,118</b>	<b>57,426</b>	<b>513,754</b>	<b>79,229</b>	<b>1,459,597</b>
Total Expenses									
<b>100,068</b>	<b>50,359</b>	<b>0</b>	<b>16,518</b>	<b>0</b>	<b>(2,056)</b>	<b>23,952</b>	<b>0</b>	<b>(86)</b>	<b>38,328</b>
<b>Operating Results</b>									
(27,831)	(6,638)		(7,284)		3,700				(3,584)
Transfers From (to) Endowment & Other Assets									
(22,535)	(24,810)		(13,562)						(13,562)
Transfers From (to) Plant									
<b>49,702</b>	<b>18,911</b>	<b>0</b>	<b>(4,328)</b>	<b>0</b>	<b>1,644</b>	<b>23,952</b>	<b>0</b>	<b>(86)</b>	<b>21,182</b>
<b>Surplus / (Deficit)</b>									
523,054	572,756	71	240,128	22,603	175,597	155,436		(2,169)	591,667
Beginning Fund Balances									
572,756	591,667	71	235,800	22,603	177,241	179,388		(2,255)	612,848
Ending Fund Balances									

## Notes:

- 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 as a Non-Salary Expense for infrastructure and general administrative costs of research.

## VICE PROVOST AND DEAN OF RESEARCH

### 2012/13 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

	2010/11 ACTUALS	2011/12 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2012/13 TOTAL
<b>Revenues</b>									
General Funds Allocation	35,477	37,044	37,447	575					38,022
Restricted Revenues	146,492	147,406	1,004	6,654	23,961	22,903	92,595	914	148,032
Internal Revenue	4,949	4,438	1,741	120				2,624	4,485
Operating Transfers	(18)	1,030	22,311	5,448	(6,341)	(14,809)	(7,397)	255	(533)
<b>Total Revenues</b>	<b>186,901</b>	<b>189,918</b>	<b>62,504</b>	<b>12,797</b>	<b>17,620</b>	<b>8,094</b>	<b>85,198</b>	<b>3,793</b>	<b>190,006</b>
<b>Expenses</b>									
Academic Salaries	37,818	37,634	5,862	2,166	4,542	4,221	21,106	1,683	39,580
Staff Salaries	34,230	37,091	28,786	2,179	2,277	1,582	4,584	275	39,683
Benefits & Other Compensation	24,085	24,523	11,322	1,443	2,110	1,884	8,899	607	26,265
Non-Salary Expenses	80,187	76,002	12,536	5,633	7,817	4,131	48,596	1,038	79,750
Internal Expenses	9,860	10,119	3,997	1,080	2,159	1,260	2,013	134	10,643
<b>Total Expenses</b>	<b>186,180</b>	<b>185,369</b>	<b>62,504</b>	<b>12,500</b>	<b>18,904</b>	<b>13,078</b>	<b>85,198</b>	<b>3,738</b>	<b>195,921</b>
<b>721</b>	<b>4,549</b>	<b>4,549</b>	<b>0</b>	<b>297</b>	<b>(1,283)</b>	<b>(4,985)</b>	<b>0</b>	<b>55</b>	<b>(5,916)</b>
4,048	1,431			2,200	2,784			4,984	
	(285)		(149)						(149)
<b>4,770</b>	<b>5,695</b>	<b>5,695</b>	<b>0</b>	<b>148</b>	<b>917</b>	<b>(2,200)</b>	<b>0</b>	<b>55</b>	<b>(1,081)</b>
114,480	119,250		2,927	50,726	45,277	26,085		(69)	124,945
119,250	124,945		2,927	50,874	46,193	23,884		(13)	123,865

**Notes:**

- 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 83.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged as a Non-Salary Expense for infrastructure and general administrative costs of research.

### VICE PROVOST FOR UNDERGRADUATE EDUCATION 2012/13 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2010/11 ACTUALS	2011/12 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2012/13 TOTAL
<b>Revenues</b>								
14,811	20,631	21,557						21,557
General Funds Allocation								
29,777	31,448	665	1,323	905	26,460		3,277	32,630
(60)	(64)		(66)					(66)
(4,820)	(8,686)	18,004	(833)		(25,995)		(264)	(9,088)
<b>39,708</b>	<b>43,330</b>	<b>40,225</b>	<b>424</b>	<b>905</b>	<b>464</b>		<b>3,014</b>	<b>45,033</b>
<b>Expenses</b>								
5,840	6,729	7,438						7,438
Academic Salaries								
10,347	11,431	13,715						13,715
Staff Salaries								
5,446	6,171	6,661						6,661
Benefits & Other Compensation								
11,571	14,228	10,577	109				3,186	13,872
Non-Salary Expenses								
1,492	1,805	1,835						1,835
Internal Expenses								
<b>34,695</b>	<b>40,364</b>	<b>40,225</b>	<b>109</b>	<b>0</b>	<b>0</b>		<b>3,186</b>	<b>43,520</b>
<b>5,013</b>	<b>2,966</b>	<b>0</b>	<b>315</b>	<b>905</b>	<b>464</b>		<b>(173)</b>	<b>1,512</b>
<b>Operating Results</b>								
(4,847)	(2,966)				(1,512)			(1,512)
Transfers From (to) Endowment & Other Assets								
Transfers From (to) Plant								
<b>166</b>	<b>0</b>	<b>0</b>	<b>315</b>	<b>905</b>	<b>(1,048)</b>		<b>(173)</b>	<b>0</b>
<b>Surplus / (Deficit)</b>								
21,967	22,133	667	8,237	3,796	9,417		15	22,133
Beginning Fund Balances								
22,133	22,133	667	8,552	4,701	8,369		(157)	22,133
Ending Fund Balances								

## 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 83.

**VICE PROVOST FOR GRADUATE EDUCATION**  
**2012/13 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2010/11 ACTUALS	2011/12 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2012/13 TOTAL
<b>Revenues</b>								
5,539	6,599	6,823						6,823
23,628	25,214			478	26,132			26,609
11	8		2					2
(23,146)	(23,978)	(3,999)	4,333	204	(26,939)			(26,402)
<b>6,033</b>	<b>7,843</b>	<b>2,823</b>	<b>4,335</b>	<b>682</b>	<b>(808)</b>			<b>7,032</b>
<b>Expenses</b>								
181	161	361						361
1,171	1,414	1,616	66	26				1,707
406	446	539	23	8				570
2,452	3,031	806	2,164	444	458			3,872
375	443	171	26	55	270			522
<b>4,585</b>	<b>5,495</b>	<b>3,492</b>	<b>2,278</b>	<b>534</b>	<b>728</b>			<b>7,031</b>
<b>1,449</b>	<b>2,348</b>	<b>(669)</b>	<b>2,056</b>	<b>148</b>	<b>(1,536)</b>			<b>0</b>
(428)	(25)							
<b>1,021</b>	<b>2,323</b>	<b>(669)</b>	<b>2,056</b>	<b>148</b>	<b>(1,536)</b>			<b>0</b>
45,134	46,155	1,710	15,613	2,289	28,866			48,478
46,155	48,478	1,041	17,669	2,437	27,330			48,478

Notes:

- 2008/09 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 83.

## HOOVER INSTITUTION 2012/13 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2010/11 ACTUALS	2011/12 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2012/13 TOTAL
<b>Revenues</b>								
764	805	831						831
General Funds Allocation								
45,972	45,833	15	350	21,156	23,933	1,225		46,679
47	30							
Internal Revenue								
(36)		43,191	(350)	(18,931)	(23,910)			
Operating Transfers								
<b>46,747</b>	<b>46,668</b>	<b>44,037</b>	<b>0</b>	<b>2,225</b>	<b>23</b>	<b>1,225</b>		<b>47,510</b>
<b>Expenses</b>								
12,610	13,870	13,947				517		14,465
Academic Salaries								
7,927	8,245	8,415				109		8,524
Staff Salaries								
6,700	7,041	7,212				193		7,406
Benefits & Other Compensation								
13,928	13,170	13,051				340		13,391
Non-Salary Expenses								
1,457	1,395	1,418				65		1,483
Internal Expenses								
<b>42,622</b>	<b>43,722</b>	<b>44,043</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,225</b>		<b>45,268</b>
<b>Total Expenses</b>								
<b>4,124</b>	<b>2,946</b>	<b>(6)</b>	<b>0</b>	<b>2,225</b>	<b>23</b>	<b>0</b>		<b>2,242</b>
<b>Operating Results</b>								
(2,669)	(3,500)			(2,775)				(2,775)
Transfers From (to) Endowment & Other Assets								
	(500)							
Transfers From (to) Plant								
<b>1,455</b>	<b>(1,054)</b>	<b>(6)</b>	<b>0</b>	<b>(550)</b>	<b>23</b>	<b>0</b>		<b>(533)</b>
<b>Surplus / (Deficit)</b>								
38,747	40,202	6	1,123	36,026	1,993			39,148
Beginning Fund Balances								
40,202	39,148		1,123	35,476	2,017			38,615
Ending Fund Balances								

### Notes

- 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 83.

**STANFORD UNIVERSITY LIBRARIES AND ACADEMIC INFORMATION RESOURCES**  
**2012/13 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2010/11 ACTUALS	2011/12 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2012/13 TOTAL
<b>Revenues</b>								
45,071	47,458	48,702					508	49,210
48,628	49,793	750	1,500	725	13,924	179	32,975	50,052
249	116		64				15	79
5,058	7,130	12,390	(2,180)	(156)	(7,858)		4,393	6,588
<b>99,005</b>	<b>104,496</b>	<b>61,842</b>	<b>(616)</b>	<b>569</b>	<b>6,066</b>	<b>179</b>	<b>37,891</b>	<b>105,930</b>
<b>Expenses</b>								
8,103	8,249	8,142				29	119	8,290
38,059	39,638	20,021		380		105	19,262	39,769
14,940	15,206	9,483		120		38	6,253	15,894
35,753	41,301	23,378		200	7,000	7	11,069	41,654
5,327	4,583	818		56	560		2,506	3,940
<b>102,182</b>	<b>108,978</b>	<b>61,842</b>	<b>0</b>	<b>756</b>	<b>7,560</b>	<b>179</b>	<b>39,210</b>	<b>109,546</b>
<b>(3,178)</b>	<b>(4,481)</b>	<b>0</b>	<b>(616)</b>	<b>(187)</b>	<b>(1,494)</b>	<b>0</b>	<b>(1,319)</b>	<b>(3,616)</b>
517	980						980	980
	(250)							
<b>(2,661)</b>	<b>(3,751)</b>	<b>0</b>	<b>(616)</b>	<b>(187)</b>	<b>(1,494)</b>	<b>0</b>	<b>(339)</b>	<b>(2,636)</b>
21,610	18,950		3,243	2,299	7,238		2,418	15,198
18,950	15,198		2,627	2,112	5,744		2,079	12,562

Notes:

- 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 83.
- Grants and Contracts revenue includes Indirect Cost Recovery; this same amount is charged as a Non-Salary Expense for infrastructure and general administrative costs of research.

## AUXILIARY ACTIVITIES

### ATHLETICS

#### 2012/13 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2010/11 ACTUALS	2011/12 PROJECTION	AUXILIARY	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	ENDOWMENT SCHOLARSHIP	ENDOWMENT OTHER	2012/13 TOTAL
<b>Revenues</b>							
23,697	30,418	34,436					34,436
17,317	18,048				19,069		19,069
15,500	17,001			10,525		4,667	15,192
12,982	10,256	10,243					10,243
7,388	7,053	7,172					7,172
4,740	5,084	3,639	1,100				4,739
6,324	6,560	890	5,700				6,590
551		15,172	(1,100)	(10,525)	1,120	(4,667)	
<b>88,499</b>	<b>94,420</b>	<b>71,551</b>	<b>5,700</b>	<b>0</b>	<b>20,189</b>	<b>0</b>	<b>97,440</b>
<b>Expenses</b>							
37,407	39,956	39,995	1,500				41,495
18,393	19,692	110			20,189		20,299
8,366	8,857	9,167					9,167
9,580	8,448	8,744					8,744
12,347	11,868	7,425	4,200				11,625
4,873	4,884	4,945					4,945
817	527	442					442
426	699	723					723
<b>92,209</b>	<b>94,931</b>	<b>71,551</b>	<b>5,700</b>	<b>0</b>	<b>20,189</b>	<b>0</b>	<b>97,440</b>
3,434	1,463						
<b>(276)</b>	<b>952</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
(2,621)	(2,897)	(8,461)	2,608	3,699		209	(1,945)
(2,897)	(1,945)	(8,461)	2,608	3,699		209	(1,945)



## AUXILIARY ACTIVITIES

### RESIDENTIAL & DINING ENTERPRISES

#### 2012/13 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

	2010/11 ACTUALS	2011/12 PROJECTION	2012/13 PLAN
<b>Revenues</b>			
Student Payments	120,565	125,472	129,144
Student Payments: Off Campus	598	804	974
Stanford Guest House	3,581	3,830	3,868
Conferences Housing and Dining	12,406	12,366	12,942
Other Operating Income	20,066	22,467	21,769
Interest Income	192	100	102
<b>Total Revenues</b>	<b>157,408</b>	<b>165,039</b>	<b>168,799</b>
<b>Transfers</b>			
Grad Housing Subsidy: Off Campus	1,167	1,701	2,337
Debt Service Subsidies	4,499	4,815	5,261
Miscellaneous Transfers	(2,320)	5,982	2,035
Transfers to ResEd, GLO and ResComp	(7,179)	(8,112)	(8,588)
<b>Total Transfers</b>	<b>(3,833)</b>	<b>4,386</b>	<b>1,045</b>
<b>Total Revenues and Transfers</b>	<b>153,575</b>	<b>169,425</b>	<b>169,844</b>
<b>Expenses</b>			
Salaries and Benefits	43,407	47,282	50,795
Food Cost	11,245	12,204	12,314
Expendable Material and Supplies	18,085	21,918	18,834
Rental and Leases: Off Campus	1,462	2,183	2,826
Utilities and Telephone	9,647	10,033	11,412
Repair and Maintenance	17,501	26,345	21,948
Debt Service	38,756	41,879	44,048
Distribution of G&A Expenses	7,199	7,581	7,667
<b>Total Expenses</b>	<b>147,302</b>	<b>169,425</b>	<b>169,844</b>
<b>Auxiliary Operating Results</b>	<b>6,273</b>	<b>0</b>	<b>0</b>
Change in Reserve and Endowment Funds	145	(5,740)	(1,728)
<b>Consolidated Surplus/(Deficit)</b>	<b>6,418</b>	<b>(5,740)</b>	<b>(1,728)</b>
Beginning Fund Balance	13,815	20,233	14,493
Ending Fund Balance	20,233	14,493	12,765

