

APPENDIX A

CONSOLIDATED BUDGETS FOR SELECTED UNITS

- Consolidated Budget for Operations by Unit, 2013/14
- Summary of 2013/14 General Funds Allocations (Excludes Formula Units)

Consolidated Budget for Operations by Selected Units, 2013/14

Academic Units

- Graduate School of Business
- School of Earth Sciences
- Graduate 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, 2013/14

[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	209.2	197.9	11.3	(11.3)	(0.0)
School of Earth Sciences	61.2	57.6	3.7	(3.5)	0.2
Graduate School of Education	57.1	56.8	0.3	(0.6)	(0.3)
School of Engineering	377.3	358.3	19.0	(12.1)	6.8
School of Humanities and Sciences ¹	445.6	430.1	15.5	(30.8)	(15.3)
School of Law	78.4	74.3	4.1	(4.0)	0.1
School of Medicine ¹	1,589.9	1,517.1	72.8	(23.1)	49.7
Vice Provost and Dean of Research	198.3	205.5	(7.2)	5.0	(2.1)
Vice Provost for Undergraduate Education ¹	43.4	43.3	0.1		0.1
Vice Provost for Graduate Education	3.6	7.1	(3.5)	(0.2)	(3.7)
Hoover Institution	51.4	49.2	2.2	(3.2)	(1.0)
Stanford University Libraries ¹	108.6	111.0	(2.4)	1.0	(1.5)
SLAC	462.4	462.8	(0.4)		(0.4)
Total Academic Units	3,686.4	3,571.0	115.4	(82.9)	32.6
Administrative Units					
Business Affairs	198.7	203.8	(5.1)	(4.4)	(9.5)
Development	60.4	60.4			0.0
General Counsel & Public Safety	32.3	33.9	(1.6)		(1.6)
Land, Buildings and Real Estate	278.3	269.0	9.3	(11.2)	(1.9)
President and Provost Office	78.8	78.7	0.1	0.5	0.6
Public Affairs	10.1	10.2	(0.2)		(0.2)
Stanford Alumni Association	40.1	40.4	(0.3)	0.1	(0.2)
Stanford Management Company	27.1	27.1			0.0
Student Affairs ¹	57.5	58.6	(1.1)		(1.1)
Undergraduate Admission and Financial Aid	168.7	170.1	(1.4)	(0.1)	(1.5)
Major Auxiliary Units					
Athletics (Operations and Financial Aid)	107.8	107.9	(0.1)	1.7	1.7
Residential & Dining Enterprises	188.1	189.4	(1.3)		(1.3)
Total Administrative & Auxiliary Units	1,247.8	1,249.4	(1.6)	(13.4)	(15.0)
Internal Transaction Adjustment ²	(344.8)	(310.3)	(34.5)	43.6	9.1
Indirect Cost Adjustment ³	(235.4)	(235.4)			0.0
Grand Total from Units	4,354.0	4,274.7	79.3	(52.7)	26.7
Central Accounts ⁴	308.4	120.0	188.4	(87.3)	101.1
Central Adjustment ⁵	116.2	70.6	45.6		45.6
Total Consolidated Budget	4,778.6	4,465.3	313.2	(140.0)	173.3

Notes:

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

² 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 \$9.1 million balance in internal activity due to payments from Plant funds.

³ 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 \$235.4 million received by the schools is taken out in the "Indirect Cost Adjustment" line.

⁴ 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.

⁵ Additional central adjustments for revenue and expenses are made to bring the sum of the unit projections in line with the overall projection. The net \$45.6 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 2013/14 BASE GENERAL FUNDS ALLOCATIONS (EXCLUDES FORMULA UNITS)

[IN THOUSANDS OF DOLLARS]

	2012/13 GF ALLOCATION	PRICE & SALARY INFLATION	PROGRAMMATIC ADDITIONS	2013/14 GF ALLOCATION	2012/13 TO 2013/14 CHANGE	PERCENT CHANGE
School of Earth Sciences	7,973	272	198	8,443	470	5.9%
Graduate School of Education	14,815	505	308	15,629	813	5.5%
School of Engineering	66,015	2,234	1,100	69,349	3,334	5.1%
School of Humanities & Sciences	155,365	5,316	1,350	162,031	6,666	4.3%
School of Law	24,503	841	745	26,089	1,587	6.5%
Vice Provost and Dean of Research	36,517	1,195	750	38,462	1,945	5.3%
Vice Provost for Graduate Education	6,830	242		7,072	242	3.5%
Vice Provost for Undergraduate Education	20,503	666	290	21,459	956	4.7%
Stanford University Libraries	46,510	1,545	852	48,908	2,397	5.2%
Total - Academic¹	379,031	12,817	5,594	397,442	18,410	4.9%
Admission and Financial Aid Operations	9,655	325		9,980	325	3.4%
Student Affairs	27,703	1,027	556	29,287	1,584	5.7%
Office of the President & Provost	12,149	408	332	12,889	740	6.1%
Office of Public Affairs	6,557	221	175	6,952	396	6.0%
Business Affairs and Information Technology ²	107,596	3,522	2,628	113,746	6,150	5.7%
Office of Development	36,725	1,263	600	38,588	1,863	5.1%
Alumni Association	9,700	283	50	10,033	333	3.4%
Land, Buildings and Real Estate ³	15,701	339	815	16,855	1,154	7.3%
Other Administrative Units ⁴	23,514	718	968	25,200	1,686	7.2%
Central Obligations ⁵	29,630	(270)	4,967	34,327	4,697	15.9%
Total - Administrative	278,930	7,837	11,091	297,857	18,927	6.8%
Undergraduate Financial Aid	24,068	842	6,500	31,410	7,342	30.5%
O&M and Utilities	78,860	6,123	4,576	89,559	10,699	13.6%
Debt Service	34,029	(1,702)		32,328	(1,702)	-5.0%
University Reserve	20,000		10,000	30,000	10,000	50.0%
Total - Other Allocations	156,957	5,264	21,076	183,296	26,340	16.8%
Total Non-Formula Allocations	814,918	25,917	37,760	878,595	63,677	7.8%
Unallocated Surplus	43,387			25,544	(17,842)	-41.1%
Capital Facilities Fund ⁶	27,473			72,406	44,933	163.5%
Total Non-Formula General Funds	885,778	25,917	37,760	976,545	90,767	10.2%

Notes:

¹ 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.

² For this table, property and general insurance allocations have been moved from Business Affairs to Central Obligations.

³ For this table, Operations and Maintenance (O&M) and Utilities allocations have been moved from Land, Buildings and Real Estate to Other Allocations.

⁴ Other Administrative Units include general funds allocations for General Counsel, Hoover, SLAC National Laboratory, Athletics, Stanford University Press, and the Stanford Faculty Club. However, the fire contract allocation has been moved from this line to Central Obligations.

⁵ Central Obligations include RA tuition allowance and miscellaneous university expenses. In addition, for this table, property insurance, general insurance, fire contract, and Stanford Research Computing Facility allocations have been included in this line, while TA tuition allowance allocations have been moved to academic units.

⁶ The Capital Facilities Fund (CFF) allocation in 2012/13 was reduced by \$39.5 million as the CFF was called upon to backstop payout to general funds from the Expendable Funds Pool (EFP). This backstop happens in any year in which the previous-year EFP earnings are less than 5.5%, which was the case in 2011/12.

GRADUATE SCHOOL OF BUSINESS
2013/14 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2011/12 ACTUALS	2012/13 PROJECTION		OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2013/14 TOTAL
Revenues									
51,184	52,263	General Funds Allocation	55,645						55,645
135,533	142,488	Restricted Revenues	712	43,939	31,000	69,594	1,244	3,221	149,711
6,831	3,738	Internal Revenue	1,704	367				1,767	3,838
213	428	Operating Transfers	94,317	(15,271)	(27,896)	(51,150)			
193,762	198,917	Total Revenues	152,378	29,035	3,104	18,445	1,244	4,988	209,193
Expenses									
41,813	45,165	Academic Salaries	41,551	6,093			103		47,747
32,118	37,229	Staff Salaries	32,383	4,887			274	970	38,514
24,554	27,022	Benefits & Other Compensation	24,411	3,464	185		145	316	28,522
48,954	61,039	Non-Salary Expenses	34,215	10,175	2,350	18,340	719	1,091	66,889
20,327	16,343	Internal Expenses	8,504	4,727	611	105	2	2,282	16,231
167,765	186,798	Total Expenses	141,063	29,346	3,146	18,445	1,244	4,659	197,903
25,997	12,120	Operating Results	11,315	(312)	(43)	0	0	329	11,290
(12,669)		Transfers From (to) Endowment & Other Assets							
	(4,358)	Transfers From (to) Plant	(11,000)					(329)	(11,329)
13,328	7,761	Surplus / (Deficit)	315	(312)	(43)	0	0	0	(39)
65,662	78,990	Beginning Fund Balances	2,116	25,479	47,156	12,000			86,751
78,990	86,751	Ending Fund Balances	2,431	25,167	47,114	12,000			86,712

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
2013/14 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2011/12 ACTUALS	2012/13 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2013/14 TOTAL
Revenues								
6,662	8,775	9,100						9,100
General Funds Allocation								
46,593	46,298		6,500	1,750	26,978	12,283		47,512
(53)	(130)		(130)					(130)
Internal Revenue								
6,395	3,883	23,568	929	2,991	(24,096)	1,350		4,742
59,599	58,826	32,667	7,299	4,741	2,882	13,633		61,223
Expenses								
20,697	21,703	13,433	2,447	1,130	314	5,000		22,325
Academic Salaries								
5,503	5,861	5,678	447	110		215		6,450
Staff Salaries								
10,409	11,643	8,007	1,260	498	260	2,124		12,148
Benefits & Other Compensation								
16,796	14,554	4,407	1,787	1,545	627	6,100		14,466
Non-Salary Expenses								
2,260	2,133	1,173	356	360	93	194		2,177
Internal Expenses								
55,665	55,892	32,698	6,297	3,643	1,294	13,633		57,566
Total Expenses								
3,934	2,934	(31)	1,002	1,098	1,589	0		3,657
Operating Results								
(2,494)	(2,500)				(2,500)			(2,500)
Transfers From (to) Endowment & Other Assets								
	(1,000)			(1,000)				(1,000)
Transfers From (to) Plant								
1,440	(566)	(31)	1,002	98	(911)	0		157
Surplus / (Deficit)								
46,780	48,219	302	14,717	17,438	15,194			47,653
Beginning Fund Balances								
48,219	47,653	271	15,719	17,536	14,282			47,810
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 85.
- 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.

GRADUATE SCHOOL OF EDUCATION 2013/14 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2011/12 ACTUALS	2012/13 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2013/14 TOTAL
Revenues								
13,650	15,818	16,141						16,141
General Funds Allocation								
39,214	39,039		3,532	7,015	10,294	19,189		40,031
(44)	(272)		(283)					(283)
4,004	1,897	10,624	803	(2,609)	(7,612)			1,205
56,824	56,482	26,765	4,052	4,406	2,682	19,189		57,095
Expenses								
15,448	15,879	10,140	641	407	268	4,269		15,725
11,618	12,126	5,646	1,199	1,024	666	3,820		12,354
9,250	9,713	5,590	736	481	355	2,627		9,788
17,784	17,316	5,029	1,182	1,877	974	8,449		17,511
1,400	1,356	393	346	477	151	24		1,393
55,500	56,389	26,798	4,105	4,265	2,415	19,189		56,772
1,324	93	(33)	(52)	140	268	0		323
Operating Results								
(1,669)	(238)			500	(1,122)			(622)
Transfers From (to) Endowment & Other Assets								
	(875)							
(344)	(1,020)	(33)	(52)	640	(854)	0		(299)
Surplus / (Deficit)								
38,473	38,129	1,479	16,938	14,040	4,606			37,109
38,129	37,109	1,446	16,885	14,680	3,752			36,810

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 85.
- 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
2013/14 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2011/12 ACTUALS	2012/13 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2013/14 TOTAL
Revenues								
57,497	69,765	75,909						75,909
General Funds Allocation								
261,930	270,516		55,020	22,000	49,500	152,202		278,722
651	392		(1,008)				1,400	392
Internal Revenue								
31,611	21,922	32,899	4,745	3,903	(24,777)	5,500		22,270
Operating Transfers								
351,690	362,595	108,808	58,757	25,903	24,723	157,702	1,400	377,294
Total Revenues								
Expenses								
98,742	101,072	39,429	12,714	6,653	2,316	44,609		105,721
Academic Salaries								
30,624	33,595	18,795	7,491	1,162	798	5,219	908	34,373
Staff Salaries								
50,803	54,873	27,019	6,589	3,395	1,160	19,876	286	58,326
Benefits & Other Compensation								
134,326	138,647	17,512	19,085	6,729	17,023	83,378	100	143,825
Non-Salary Expenses								
15,037	15,610	4,500	3,606	2,376	968	4,620	15	16,086
Internal Expenses								
329,532	343,797	107,255	49,485	20,315	22,265	157,702	1,309	358,331
Total Expenses								
22,158	18,798	1,553	9,272	5,588	2,458	0	91	18,962
Operating Results								
(8,937)	(7,552)		(75)		(6,225)			(6,300)
Transfers From (to) Endowment & Other Assets								
(461)		(1,553)		(2,000)	(2,285)			(5,838)
Transfers From (to) Plant								
13,221	10,785	0	9,197	3,588	(6,052)	0	91	6,825
Surplus / (Deficit)								
219,598	232,789	301	118,613	81,433	43,231		51	243,574
Beginning Fund Balances								
232,789	243,574	301	127,810	85,021	37,179		141	250,399
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 85.
- 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 2013/14 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2011/12 ACTUALS	2012/13 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2013/14 TOTAL
Revenues								
146,592	160,516	168,391	410					168,801
225,559	235,767	77	3,812	12,211	141,090	78,759	4,479	240,428
5,222	5,276	1	393				5,012	5,407
34,527	29,211	118,500	34,947	2,070	(126,714)	1,607	575	30,985
411,900	430,770	286,970	39,562	14,281	14,377	80,366	10,066	445,621
Expenses								
139,018	150,588	114,517	15,568	1,986	1,699	22,113	100	155,982
43,379	46,509	38,061	1,481	503	219	3,789	4,097	48,151
66,968	71,733	56,424	6,505	1,253	642	8,740	1,330	74,893
128,767	131,686	63,015	12,446	6,291	4,994	43,580	4,507	134,833
15,677	15,960	11,022	1,040	1,312	536	2,144	214	16,268
393,809	416,476	283,039	37,040	11,344	8,090	80,366	10,248	430,127
18,091	14,295	3,931	2,522	2,937	6,286	0	(182)	15,494
(17,363)	(4,269)	(3,906)		1,137	(2,500)			(5,269)
	(18,050)		(25,500)					(25,500)
728	(8,024)	25	(22,978)	4,074	3,786	0	(182)	(15,274)
284,366	285,094	6,689	138,867	64,153	67,313		29	277,070
285,094	277,070	6,714	115,890	68,227	71,099		(152)	261,796

Notes:

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- 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 85.
- 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
2013/14 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2011/12 ACTUALS	2012/13 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2013/14 TOTAL
Revenues								
23,957	27,350	28,216						28,216
47,123	48,934		4,110	11,040	34,650	1,654		51,454
(136)	(160)		(150)					(150)
1,754	(1,020)	41,352	(2,670)	(9,720)	(30,102)			(1,140)
72,698	75,104	69,568	1,290	1,320	4,548	1,654		78,380
Expenses								
22,358	25,790	26,610	80	110	320	450		27,570
11,038	11,868	12,050	33	120	90	148		12,441
10,126	11,287	11,511	53	140	123	176		12,003
17,644	17,759	16,295	658	338	555	870		18,716
3,151	3,421	3,102	205	100	128	10		3,545
64,317	70,126	69,568	1,029	808	1,216	1,654		74,275
8,381	4,978	0	261	512	3,332	0		4,105
(8,026)	(4,500)				(3,250)			(3,250)
(400)			(250)	(500)				(750)
355	78	0	11	12	82	0		105
21,581	21,944	437	2,036	18,186	1,363			22,022
21,944	22,022	437	2,047	18,198	1,445			22,127

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 85.
- 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 2013/14 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2011/12 ACTUALS	2012/13 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	DESIGNATED CLINIC	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2013/14 TOTAL
Revenues									
92,628	102,042	101,955							101,955
			108,375	547,624	77,441	133,173	487,360	57,768	1,411,742
1,304,624	1,350,594		38,062	50	510			33,868	72,489
66,534	68,750			(86,418)	(1,362)	(37,734)		(5,422)	3,732
8,568	11,899	108,826	25,841						
1,472,354	1,533,285	210,781	172,278	461,257	76,590	95,439	487,360	86,214	1,589,919
Expenses									
397,274	420,831	18,569	33,626	203,415	21,858	28,008	130,157	9,561	445,194
157,614	163,203	52,274	17,196	33,686	6,954	5,215	25,866	27,280	168,471
266,261	279,413	26,495	22,525	177,681	9,850	12,344	46,634	12,079	307,607
468,075	488,608	74,143	44,436	21,135	27,180	18,667	263,725	34,223	483,510
113,807	110,064	39,300	9,436	25,340	10,151	4,700	20,978	2,411	112,315
1,403,032	1,462,119	210,781	127,217	461,257	75,993	68,935	487,360	85,554	1,517,098
69,322	71,167	0	45,061	0	597	26,504	0	659	72,821
(9,928)	(21,195)		(10,137)						(10,137)
(18,612)	(10,180)		(12,970)						(12,970)
40,782	39,792	0	21,953	0	597	26,504	0	659	49,714
572,756	613,538	312	277,894	23,725	189,340	163,756	0	(1,333)	653,330
613,538	653,330	312	299,847	23,725	189,937	190,260	0	(674)	703,044

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
2013/14 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2011/12 ACTUALS	2012/13 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2013/14 TOTAL	
Revenues									
36,758	38,461	40,595	600					41,195	
General Funds Allocation									
151,332	146,813	1,929	7,080	23,429	24,011	94,886	405	151,741	
Restricted Revenues									
6,424	6,810	3,342	344	40			3,471	7,196	
Internal Revenue									
2,259	(1,451)	18,221	9,955	(8,006)	(12,754)	(9,342)	100	(1,826)	
Operating Transfers									
196,773	190,634	64,086	17,979	15,463	11,257	85,545	3,975	198,306	
Expenses									
38,899	39,410	7,051	2,773	5,520	4,853	20,729	1,744	42,670	
Academic Salaries									
37,071	39,750	28,902	2,754	2,536	2,270	4,249	190	40,901	
Staff Salaries									
24,826	26,239	11,953	1,887	2,510	2,017	8,494	605	27,466	
Benefits & Other Compensation									
78,045	81,638	13,289	7,816	7,708	3,962	49,545	1,091	83,411	
Non-Salary Expenses									
11,357	8,900	2,993	1,595	2,340	1,402	2,526	194	11,050	
Internal Expenses									
190,196	195,937	64,188	16,825	20,613	14,504	85,545	3,823	205,498	
Total Expenses									
6,576	(5,303)	(102)	1,154	(5,149)	(3,246)	0	152	(7,192)	
Operating Results									
8,100	3,772	Transfers From (to) Endowment & Other Assets							5,042
Transfers From (to) Plant									
14,676	(1,531)	(102)	1,154	(1,899)	(1,454)	0	152	(2,149)	
Surplus / (Deficit)									
118,550	133,226	2,696	60,163	47,147	22,022	(51)	(237)	131,695	
Beginning Fund Balances									
133,226	131,695	2,594	61,317	45,248	20,568	(51)	(85)	129,546	
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 85.
- 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**2013/14 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2011/12 ACTUALS	2012/13 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2013/14 TOTAL
Revenues								
14,198	21,415	22,449						22,449
			General Funds Allocation					
31,863	32,315	747	847	833	27,498		3,267	33,191
(52)	(70)		(68)					(68)
			Internal Revenue					
(2,171)	(10,874)	16,919	(150)	(10)	(28,727)		(248)	(12,216)
			Operating Transfers					
43,837	42,786	40,114	629	823	(1,229)		3,019	43,357
Expenses								
6,189	6,426	7,229						7,229
			Academic Salaries					
11,409	12,508	13,493						13,493
			Staff Salaries					
5,833	6,226	6,388						6,388
			Benefits & Other Compensation					
14,697	13,822	11,757	45				3,117	14,919
			Non-Salary Expenses					
1,711	1,506	1,248						1,248
			Internal Expenses					
39,839	40,490	40,114	45	0	0		3,117	43,276
			Total Expenses					
3,998	2,296	0	584	823	(1,229)		(98)	80
			Operating Results					
(3,309)			Transfers From (to) Endowment & Other Assets					
	(2,844)		Transfers From (to) Plant					
689	(548)	0	584	823	(1,229)		(98)	80
			Surplus / (Deficit)					
22,133	22,822	(1,334)	7,515	3,866	12,213		14	22,274
			Beginning Fund Balances					
22,822	22,274	(1,334)	8,099	4,689	10,984		(85)	22,354
			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 85.

VICE PROVOST FOR GRADUATE EDUCATION
2013/14 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2011/13 ACTUALS	2012/13 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2013/14 TOTAL
Revenues								
6,349	6,830	7,072						7,072
General Funds Allocation								
25,181	26,345				27,166			27,166
Restricted Revenues								
15	23		12					12
Internal Revenue								
(22,017)	(24,545)	(3,011)	3,418	(26)	(31,015)			(30,634)
Operating Transfers								
9,528	8,653	4,061	3,430	(26)	(3,848)			3,617
Total Revenues								
Expenses								
231	298	354						354
Academic Salaries								
1,341	1,664	1,598	64	23				1,685
Staff Salaries								
445	548	568	22	7				598
Benefits & Other Compensation								
2,907	3,801	1,053	2,207	256	546			4,061
Non-Salary Expenses								
426	470	115	30	30	270			445
Internal Expenses								
5,349	6,781	3,688	2,323	316	816			7,143
Total Expenses								
4,179	1,872	373	1,107	(342)	(4,664)			(3,525)
Operating Results								
(505)	(272)				(220)			(220)
Transfers From (to) Endowment & Other Assets								
								0
Transfers From (to) Plant								
3,674	1,600	373	1,107	(342)	(4,884)			(3,746)
Surplus / (Deficit)								
46,155	49,829	1,399	15,907	3,804	30,319			51,429
Beginning Fund Balances								
49,829	51,429	1,772	17,014	3,463	25,435			47,684
Ending Fund Balances								

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 85.

HOOVER INSTITUTION 2013/14 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2011/12 ACTUALS	2012/13 PROJECTION		OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2013/14 TOTAL
		Revenues							
801	816	General Funds Allocation	850						850
44,698	47,286	Restricted Revenues		444	23,894	24,926	1,283		50,548
42		Internal Revenue							0
63		Operating Transfers	47,030	(444)	(21,510)	(25,076)			0
45,603	48,102	Total Revenues	47,880	0	2,384	(150)	1,283	0	51,397
		Expenses							
14,349	14,666	Academic Salaries	14,815				712		15,527
8,274	8,754	Staff Salaries	9,253				88		9,340
7,173	7,566	Benefits & Other Compensation	7,842				249		8,091
13,608	13,762	Non-Salary Expenses	14,225				172		14,396
1,614	1,765	Internal Expenses	1,746				63		1,809
45,017	46,513	Total Expenses	47,880	0	0	0	1,283	0	49,163
586	1,590	Operating Results	0	0	2,384	(150)	0	0	2,234
(2,222)	(2,500)	Transfers From (to) Endowment & Other Assets			(3,200)				(3,200)
	(1,300)	Transfers From (to) Plant							0
(1,636)	(2,210)	Surplus / (Deficit)	0	0	(816)	(150)	0	0	(966)
40,202	38,566	Beginning Fund Balances	17	1,117	33,693	1,529	0	0	36,356
38,566	36,356	Ending Fund Balances	17	1,117	32,877	1,379	0	0	35,390

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 85.

STANFORD UNIVERSITY LIBRARIES AND ACADEMIC INFORMATION RESOURCES
2013/14 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2011/12 ACTUALS	2012/13 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2013/14 TOTAL
Revenues								
46,337	55,213	55,074					521	55,595
General Funds Allocation								
49,854	51,097	750	1,500	725	14,325	453	34,340	52,093
Restricted Revenues								
263	29		4				8	12
Internal Revenue								
8,972	901	13,319	(1,934)	(162)	(10,614)		289	898
Operating Transfers								
105,425	107,240	69,143	(430)	563	3,711	453	35,157	108,598
Total Revenues								
Expenses								
8,642	8,431	7,392				34	184	7,609
Academic Salaries								
41,155	41,674	25,004		380		201	18,857	44,442
Staff Salaries								
15,894	15,826	10,824		120		71	5,981	16,995
Benefits & Other Compensation								
38,252	39,584	24,124		200	4,000	148	8,772	37,244
Non-Salary Expenses								
5,836	4,834	1,800		56	320		2,573	4,749
Internal Expenses								
109,779	110,349	69,143	0	756	4,320	453	36,367	111,040
Total Expenses								
(4,353)	(3,109)	0	(430)	(193)	(609)	0	(1,210)	(2,442)
Operating Results								
608	980	Transfers From (to) Endowment & Other Assets					980	980
(85)		Transfers From (to) Plant						
(3,745)	(2,214)	0	(430)	(193)	(609)	0	(230)	(1,462)
Surplus / (Deficit)								
18,950	15,205		4,450	2,027	5,195		1,319	12,991
Beginning Fund Balances								
15,205	12,991		4,020	1,835	4,585		1,089	11,529
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 85.
- 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

2013/14 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2011/12 ACTUALS	2012/13 PROJECTION	AUXILIARY	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	ENDOWMENT SCHOLARSHIP	ENDOWMENT OTHER	2013/14 TOTAL
Revenues							
31,659	31,541	38,501					38,501
18,137	18,843				19,517		19,517
18,438	12,776		9,250			3,800	13,050
10,379	11,553	14,117					14,117
7,950	8,113	8,437					8,437
6,874	5,890	4,934	1,875				6,809
7,223	7,195	876	6,510				7,386
503		14,954	(1,750)	(9,250)	1,570	(5,525)	
101,163	95,911	81,818	6,635	0	21,087	(1,725)	107,815
Expenses							
38,795	42,201	44,271	1,550				45,821
19,065	20,026				21,087		21,087
8,955	8,746	9,053					9,053
12,142	10,255	10,485					10,485
13,364	13,015	10,793	4,940				15,733
4,990	4,791	4,959					4,959
731	599	556					556
390	183	190					190
98,432	99,816	80,306	6,490	0	21,087	0	107,884
1,783	4,078					1,725	1,725
4,514	173	1,512	145	0	0	0	1,657
(2,897)	1,617	(7,940)	3,259	6,081		389	1,790
1,617	1,790	(6,428)	3,404	6,081		389	3,447

AUXILIARY ACTIVITIES

RESIDENTIAL & DINING ENTERPRISES

2013/14 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

	2011/12 ACTUALS	2012/13 PROJECTION	2013/14 PLAN
Revenues			
Student Payments	126,664	131,054	135,359
Student Payments: Off Campus	908	3,180	3,823
Stanford Guest House	3,897	4,021	4,055
Conferences Housing and Dining	13,725	13,453	14,121
Other Operating Income	25,054	25,875	25,431
Interest Income	184	102	187
Total Revenues	170,432	177,685	182,976
Transfers			
Grad Housing Subsidy: Off Campus	2,046	4,050	6,663
Debt Service & Rate Containment Subsidies	4,503	4,955	7,196
Miscellaneous Transfers	307	4,893	1,556
Transfers to ResEd, GLO and ResComp	(8,112)	(8,653)	(9,047)
Total Transfers	(1,256)	5,245	6,368
Total Revenues and Transfers	169,176	182,930	189,344
Expenses			
Salaries and Benefits	47,393	52,191	55,430
Food Cost	12,909	12,721	13,024
Expendable Material and Supplies	23,945	24,807	22,300
Rental and Leases: Off Campus	2,545	6,412	9,239
Utilities and Telephone	9,990	10,980	12,014
Repair and Maintenance	23,583	26,365	26,633
Debt Service	39,598	42,252	43,490
Distribution of G&A Expenses	6,820	7,202	7,214
Total Expenses	166,783	182,930	189,344
Auxiliary Operating Results	2,393	0	0
Use of Reserves to Fund Capital Projects	(209)	(5,776)	(1,278)
Consolidated Surplus/(Planned Deficit)	2,184	(5,776)	(1,278)
Beginning Fund Balance	20,233	22,417	16,641
Ending Fund Balance	22,417	16,641	15,363

