

# APPENDIX A

## CONSOLIDATED BUDGETS FOR SELECTED UNITS

- Consolidated Budget for Operations by Unit, 2016/17
- Summary of 2016/17 General Funds Allocations (Excludes Formula Units)

### Consolidated Budget for Operations by Selected Units, 2016/17

#### Academic Units

- Graduate School of Business
- School of Earth, Energy & Environmental 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
- Vice Provost for Teaching and Learning
- Hoover Institution
- Stanford University Libraries

#### Auxiliary Units

- Athletics
- Residential & Dining Enterprises

## CONSOLIDATED BUDGET FOR OPERATIONS BY UNIT, 2016/17

[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>	244.3	251.1	(6.8)	(7.4)	(14.2)
School of Earth, Energy & Environmental Sciences	64.3	68.4	(4.2)	0.2	(4.0)
Graduate School of Education	75.0	74.1	1.0	(0.8)	0.2
School of Engineering	407.0	408.6	(1.6)		(1.6)
School of Humanities and Sciences <sup>1</sup>	514.8	497.2	17.5	(14.8)	2.7
School of Law	93.5	86.3	7.2	(6.6)	0.6
School of Medicine <sup>1</sup>	2,286.1	2,145.0	141.1	(0.8)	140.4
Vice Provost and Dean of Research	223.6	233.7	(10.1)	(1.2)	(11.3)
Vice Provost for Undergraduate Education <sup>1</sup>	46.9	49.0	(2.0)		(2.0)
Vice Provost for Graduate Education	6.9	11.1	(4.3)	(0.3)	(4.5)
Vice Provost for Teaching and Learning	19.1	19.5	(0.4)		(0.4)
Hoover Institution	65.7	68.0	(2.3)		(2.3)
Stanford University Libraries <sup>1</sup>	87.2	87.0	0.2		0.2
SLAC	594.5	594.5	0.1		0.1
<b>Total Academic Units</b>	<b>4,729.0</b>	<b>4,593.5</b>	<b>135.5</b>	<b>(31.6)</b>	<b>103.9</b>
<b>Administrative Units</b>					
Business Affairs	224.5	226.7	(2.3)	(1.4)	(3.6)
Development	82.8	83.1	(0.3)		(0.3)
General Counsel & Public Safety	37.5	37.9	(0.4)		(0.4)
General Counsel	13.7	14.3	(0.6)		(0.6)
Public Safety	23.8	23.6	0.2		0.2
Land, Buildings and Real Estate	312.5	303.6	8.9	(10.0)	(1.1)
President and Provost Office	100.6	101.6	(1.0)	0.5	(0.5)
Public Affairs	13.7	13.7			
Stanford Alumni Association	40.2	40.8	(0.6)		(0.6)
Stanford Management Company	40.6	40.6			
Student Affairs <sup>1</sup>	70.7	71.2	(0.6)		(0.6)
Undergraduate Admission and Financial Aid	184.7	184.6	0.1		0.1
University Human Resources	13.4	14.0	(0.6)		(0.6)
<b>Major Auxiliary Units</b>					
Athletics (Operations and Financial Aid)	125.3	127.0	(1.8)		(1.8)
Residential & Dining Enterprises	259.4	260.6	(1.2)	(1.5)	(2.7)
<b>Total Administrative &amp; Auxiliary Units</b>	<b>1,505.8</b>	<b>1,505.6</b>	<b>0.2</b>	<b>(12.3)</b>	<b>(12.0)</b>
Internal Transaction Adjustment <sup>2</sup>	(404.9)	(487.8)	82.9	54.0	136.9
Indirect Cost Adjustment <sup>3</sup>	(262.3)	(262.3)			
<b>Grand Total from Units</b>	<b>5,567.6</b>	<b>5,349.0</b>	<b>218.6</b>	<b>10.1</b>	<b>228.7</b>
Central Accounts <sup>4</sup>	278.1	142.3	135.9	(158.1)	(22.3)
Central Adjustment <sup>5</sup>	35.0	102.8	(67.8)	(17.6)	(85.4)
<b>Total Consolidated Budget</b>	<b>5,880.7</b>	<b>5,594.1</b>	<b>286.6</b>	<b>(165.7)</b>	<b>121.0</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.

<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 \$262.3 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; centrally funded tuition allowance; miscellaneous university expenses; Presidential and Provostial discretionary funds; and the general funds surplus.

<sup>5</sup> Additional central adjustments for revenues, expenses and asset transfers are made to bring the sum of the unit projections in line with the overall projection. The \$35.0 million of net revenue and \$17.6 million of net asset transfer are based on historical experience and reflect the expectation that the university will receive additional unrestricted and/or restricted income and reinvest unspent payout and/or fund balances to endowment principal that cannot be specifically identified by units at this time.

## SUMMARY OF 2016/17 BASE GENERAL FUNDS ALLOCATIONS (EXCLUDES FORMULA UNITS)

[IN THOUSANDS OF DOLLARS]

	2015/16 GF ALLOCATION	PRICE & SALARY INFLATION	PROGRAMMATIC ADDITIONS	2016/17 GF ALLOCATION	2015/16 TO 2016/17 CHANGE	PERCENT CHANGE
School of Earth, Energy, and Environmental Sciences	9,685	274	100	10,058	374	3.9%
Graduate School of Education	17,203	461	325	17,990	786	4.6%
School of Engineering	76,066	2,042	760	78,868	2,802	3.7%
School of Humanities & Sciences	176,836	4,729	996	182,561	5,725	3.2%
School of Law	29,611	781	713	31,105	1,493	5.0%
Vice Provost and Dean of Research	43,569	810	1,465	45,844	2,275	5.2%
Vice Provost for Graduate Education	7,588	288		7,876	288	3.8%
Vice Provost for Undergraduate Education	20,925	420	110	21,454	530	2.5%
Vice Provost for Teaching and Learning	8,058	170	1,588	9,816	1,758	21.8%
Stanford University Libraries	50,356	1,260	111	51,727	1,372	2.7%
<b>Total - Academic<sup>1</sup></b>	<b>439,896</b>	<b>11,234</b>	<b>6,168</b>	<b>457,298</b>	<b>17,402</b>	<b>4.0%</b>
Admission and Financial Aid Operations	10,671	220		10,891	220	2.1%
Student Affairs	34,738	912	237	35,887	1,149	3.3%
Office of the President & Provost	14,231	312	4,056	18,599	4,368	30.7%
Office of Public Affairs	8,504	194	246	8,944	440	5.2%
Business Affairs <sup>2</sup>	118,440	2,555	1,766	122,761	4,321	3.6%
University Human Resources	11,264	252		11,516	252	2.2%
Office of Development	42,946	939	1,507	45,391	2,446	5.7%
Alumni Association	11,158	126		11,284	126	1.1%
Land, Buildings and Real Estate <sup>3</sup>	16,271	(196)	275	16,350	79	0.5%
Other Units <sup>4</sup>	27,526	508	277	28,311	785	2.9%
Central Obligations <sup>5</sup>	39,330	2,332	1,348	43,010	3,680	9.4%
<b>Total - Administrative</b>	<b>335,079</b>	<b>8,153</b>	<b>9,713</b>	<b>352,945</b>	<b>17,866</b>	<b>5.3%</b>
Undergraduate Financial Aid	23,383	(3,261)		20,122	(3,261)	-13.9%
O&M and Utilities	107,103	(2,480)	2,212	106,836	(268)	-0.2%
Debt Service	35,888	211		36,099	211	0.6%
Capital Facilities Fund <sup>6</sup>	75,383		(75,383)		(75,383)	-100.0%
University Reserves	30,000			30,000		0.0%
<b>Total - Other Allocations</b>	<b>271,758</b>	<b>(5,530)</b>	<b>(73,171)</b>	<b>193,057</b>	<b>(78,701)</b>	<b>-29.0%</b>
<b>Total Non-Formula Allocations</b>	<b>1,046,733</b>	<b>13,857</b>	<b>(57,290)</b>	<b>1,003,300</b>	<b>(43,433)</b>	<b>-4.1%</b>
Unallocated Surplus	29,228			12,212	(17,016)	-58.2%
<b>Total Non-Formula General Funds</b>	<b>1,075,961</b>	<b>13,857</b>	<b>(57,290)</b>	<b>1,015,512</b>	<b>(60,449)</b>	<b>-5.6%</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 and general insurance allocations have been moved from Business Affairs to Central Obligations.

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

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

<sup>5</sup> Central Obligations include RA tuition allowance and miscellaneous university expenses, and property insurance, general insurance, fire contract, and Stanford Research Computing Center allocations.

<sup>6</sup> No allocations will be made to the Capital Facilities Fund to offset the shortfall in the Expendable Fund Pool (EFP) payout in 2016/17.

**GRADUATE SCHOOL OF BUSINESS****2016/17 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2014/15 ACTUALS	2015/16 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2016/17 TOTAL
<b>Revenues</b>								
58,937	61,547	64,765	300					65,065
157,903	170,979	15	59,445	29,334	79,014	1,319	6,161	175,289
5,830	5,332	1,738	478				3,117	5,332
(729)	(1,339)	150,029	(41,000)	(32,251)	(77,849)		(269)	(1,339)
<b>221,940</b>	<b>236,519</b>	<b>216,546</b>	<b>19,224</b>	<b>(2,916)</b>	<b>1,165</b>	<b>1,319</b>	<b>9,009</b>	<b>244,347</b>
<b>Expenses</b>								
54,072	59,011	51,986	8,939			323		61,249
42,504	45,324	43,056	4,690	69		19	1,352	49,187
32,691	35,876	32,465	4,382	388		192	459	37,886
69,370	73,077	70,776	6,168	101		782	1,928	79,755
20,446	19,686	11,013	6,217	527		2	5,270	23,028
<b>219,083</b>	<b>232,974</b>	<b>209,296</b>	<b>30,396</b>	<b>1,084</b>	<b>0</b>	<b>1,319</b>	<b>9,009</b>	<b>251,105</b>
<b>2,857</b>	<b>3,545</b>	<b>7,250</b>	<b>(11,173)</b>	<b>(4,000)</b>	<b>1,165</b>	<b>0</b>	<b>0</b>	<b>(6,757)</b>
(13,880)	(2,333)			1,000	(1,165)			(165)
(4,192)	(2,000)	(7,250)						(7,250)
<b>(15,216)</b>	<b>(788)</b>	<b>0</b>	<b>(11,173)</b>	<b>(3,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(14,173)</b>
91,359	76,143	1,000	41,355	29,000	4,000			75,355
76,143	75,355	1,000	30,183	26,000	4,000			61,183

## Notes:

- This schedule does not include endowment principal, student loan funds, or 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.
- This schedule includes an allocation of tuition revenue and central administrative costs, consistent with Stanford's policy for units operating under a formula agreement.

## SCHOOL OF EARTH, ENERGY & ENVIRONMENTAL SCIENCES

### 2016/17 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2014/15 ACTUALS	2015/16 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2016/17 TOTAL
<b>Revenues</b>								
11,066	12,607	10,705	725					11,430
General Funds Allocation								
51,400	49,180		7,700	2,400	26,314	12,765		49,179
(175)	(175)		(195)					(195)
Internal Revenue								
7,108	3,409	28,508	385	2,281	(28,111)	815		3,878
Operating Transfers								
<b>69,399</b>	<b>65,021</b>	<b>39,213</b>	<b>8,615</b>	<b>4,681</b>	<b>(1,797)</b>	<b>13,580</b>	<b>0</b>	<b>64,292</b>
<b>Expenses</b>								
25,282	25,648	15,204	4,552	1,389	478	4,972		26,596
Academic Salaries								
7,094	8,380	8,501	538	13		53		9,105
Staff Salaries								
12,875	13,562	9,280	1,582	1,033	392	1,891		14,178
Benefits & Other Compensation								
16,030	16,428	4,658	3,348	1,267	168	6,478		15,919
Non-Salary Expenses								
2,849	2,648	1,595	407	448	12	185		2,648
Internal Expenses								
<b>64,131</b>	<b>66,666</b>	<b>39,238</b>	<b>10,427</b>	<b>4,150</b>	<b>1,050</b>	<b>13,580</b>	<b>0</b>	<b>68,446</b>
<b>Total Expenses</b>								
<b>5,268</b>	<b>(1,645)</b>	<b>(25)</b>	<b>(1,812)</b>	<b>531</b>	<b>(2,847)</b>	<b>0</b>	<b>0</b>	<b>(4,153)</b>
<b>Operating Results</b>								
12	1,200			(900)	1,100			200
Transfers From (to) Endowment & Other Assets								
	(1,000)							0
Transfers From (to) Plant								
<b>5,280</b>	<b>(1,445)</b>	<b>(25)</b>	<b>(1,812)</b>	<b>(369)</b>	<b>(1,747)</b>	<b>0</b>	<b>0</b>	<b>(3,953)</b>
<b>Surplus / (Deficit)</b>								
54,928	60,208	52	18,429	20,693	19,589			58,763
Beginning Fund Balances								
60,208	58,763	27	16,617	20,324	17,841			54,809
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, or 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 93.
- 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 2016/17 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2014/15 ACTUALS	2015/16 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2016/17 TOTAL
<b>Revenues</b>								
17,718	19,417	19,129	481					19,609
General Funds Allocation								
48,888	52,390		4,931	9,050	12,721	27,244		53,946
(87)	(352)		(394)					(394)
Internal Revenue								
2,277	2,681	10,357	3,241	(2,720)	(9,010)			1,869
Operating Transfers								
<b>68,795</b>	<b>74,136</b>	<b>29,485</b>	<b>8,259</b>	<b>6,330</b>	<b>3,711</b>	<b>27,244</b>	<b>0</b>	<b>75,029</b>
<b>Expenses</b>								
16,745	18,430	10,907	1,101	933	249	6,144		19,334
Academic Salaries								
16,316	17,023	6,678	2,013	1,835	697	6,367		17,590
Staff Salaries								
10,994	12,373	6,197	1,069	834	358	4,493		12,951
Benefits & Other Compensation								
20,899	22,410	5,173	2,845	3,320	964	10,162		22,465
Non-Salary Expenses								
2,286	1,718	530	403	525	187	78		1,722
Internal Expenses								
<b>67,240</b>	<b>71,953</b>	<b>29,485</b>	<b>7,431</b>	<b>7,447</b>	<b>2,455</b>	<b>27,244</b>	<b>0</b>	<b>74,061</b>
<b>Total Expenses</b>								
<b>1,555</b>	<b>2,182</b>	<b>0</b>	<b>828</b>	<b>(1,117)</b>	<b>1,256</b>	<b>0</b>	<b>0</b>	<b>968</b>
<b>Operating Results</b>								
1,428	(800)			500	(1,300)			(800)
Transfers From (to) Endowment & Other Assets								
Transfers From (to) Plant								
<b>2,983</b>	<b>1,382</b>	<b>0</b>	<b>828</b>	<b>(617)</b>	<b>(44)</b>	<b>0</b>	<b>0</b>	<b>168</b>
<b>Surplus / (Deficit)</b>								
42,037	45,020	1,151	23,747	15,928	5,575			46,402
Beginning Fund Balances								
45,020	46,402	1,152	24,575	15,312	5,531			46,570
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, or 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 93.
- 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**  
**2016/17 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2014/15 ACTUALS	2015/16 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2016/17 TOTAL
<b>Revenues</b>								
82,098	83,268	88,484	430					88,914
General Funds Allocation								
285,870	291,675		54,326	32,000	59,200	137,801		283,327
611	(666)		(3,527)				4,948	1,421
Internal Revenue								
34,405	37,904	53,601	(948)	3,310	(30,654)	7,990		33,298
Operating Transfers								
<b>402,984</b>	<b>412,182</b>	<b>142,085</b>	<b>50,282</b>	<b>35,310</b>	<b>28,546</b>	<b>145,790</b>	<b>4,948</b>	<b>406,961</b>
<b>Expenses</b>								
113,887	124,121	52,913	17,066	9,937	3,571	46,636	1,436	131,559
Academic Salaries								
38,863	39,736	23,512	10,057	1,525	865	4,394	1,698	42,050
Staff Salaries								
60,831	65,199	36,456	8,771	4,574	1,800	17,746	955	70,301
Benefits & Other Compensation								
150,923	146,310	23,389	20,920	9,346	18,830	73,739	805	147,029
Non-Salary Expenses								
17,952	17,603	5,814	3,901	3,683	877	3,275	66	17,616
Internal Expenses								
<b>382,455</b>	<b>392,969</b>	<b>142,085</b>	<b>60,715</b>	<b>29,064</b>	<b>25,943</b>	<b>145,790</b>	<b>4,959</b>	<b>408,556</b>
Total Expenses								
<b>20,530</b>	<b>19,213</b>	<b>0</b>	<b>(10,433)</b>	<b>6,246</b>	<b>2,603</b>	<b>0</b>	<b>(11)</b>	<b>(1,595)</b>
<b>Operating Results</b>								
(2,912)	(5,214)	Transfers From (to) Endowment & Other Assets						
(10,367)	(428)	Transfers From (to) Plant						
<b>7,251</b>	<b>13,570</b>	<b>0</b>	<b>(10,433)</b>	<b>6,246</b>	<b>2,603</b>	<b>0</b>	<b>(11)</b>	<b>(1,595)</b>
<b>Surplus / (Deficit)</b>								
261,637	268,888	581	130,768	99,353	51,744		11	282,458
Beginning Fund Balances								
268,888	282,458	581	120,335	105,599	54,348			280,863
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, or 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 93.
- 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 2016/17 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2014/15 ACTUALS	2015/16 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2016/17 TOTAL
<b>Revenues</b>								
183,235	186,123	187,138						187,138
General Funds Allocation								
260,651	277,977	78	7,617	20,136	160,349	86,484	5,191	279,856
1,941	2,023	103	472				1,497	2,072
42,528	41,621	152,391	36,472	(230)	(146,415)	2,647	841	45,707
<b>488,355</b>	<b>507,744</b>	<b>339,710</b>	<b>44,561</b>	<b>19,906</b>	<b>13,934</b>	<b>89,131</b>	<b>7,530</b>	<b>514,772</b>
<b>Expenses</b>								
166,475	178,485	133,445	19,057	2,785	1,838	27,160	192	184,477
53,337	56,858	46,999	1,714	966	152	4,719	4,013	58,564
82,023	87,379	67,601	8,046	2,000	713	10,452	1,398	90,209
149,889	142,518	74,820	14,999	6,883	2,610	44,488	1,521	145,320
17,684	18,673	12,974	1,184	1,560	372	2,313	270	18,673
<b>469,408</b>	<b>483,914</b>	<b>335,839</b>	<b>45,000</b>	<b>14,193</b>	<b>5,685</b>	<b>89,131</b>	<b>7,394</b>	<b>497,242</b>
<b>18,947</b>	<b>23,831</b>	<b>3,872</b>	<b>(440)</b>	<b>5,713</b>	<b>8,249</b>	<b>0</b>	<b>136</b>	<b>17,530</b>
<b>Operating Results</b>								
(3,934)	(15,362)	(3,988)	2,850	1,579	(5,254)			(4,812)
(3,340)	2,322		(10,000)					(10,000)
<b>11,672</b>	<b>10,790</b>	<b>(116)</b>	<b>(7,590)</b>	<b>7,292</b>	<b>2,995</b>	<b>0</b>	<b>136</b>	<b>2,718</b>
255,186	266,858	3,230	125,336	78,995	69,933		154	277,648
266,858	277,648	3,114	117,746	86,287	72,928		290	280,365

**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, or 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 93.
- 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**  
**2016/17 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2014/15 ACTUALS	2015/16 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2016/17 TOTAL
<b>Revenues</b>								
30,274	31,819	33,785						33,785
General Funds Allocation								
58,636	59,842		4,430	12,302	41,394	2,718		60,844
(73)	(201)		(202)					(202)
Internal Revenue								
(254)	(928)	47,034	(3,006)	(9,308)	(35,654)			(934)
Operating Transfers								
<b>88,583</b>	<b>90,532</b>	<b>80,819</b>	<b>1,222</b>	<b>2,994</b>	<b>5,740</b>	<b>2,718</b>	<b>0</b>	<b>93,493</b>
<b>Total Revenues</b>								
<b>Expenses</b>								
28,784	31,678	32,436	127	234	119	398		33,314
Academic Salaries								
12,383	13,670	13,596	21		109	344		14,070
Staff Salaries								
13,839	14,543	14,736	57	108	83	222		15,205
Benefits & Other Compensation								
20,435	19,597	16,941	745	213	531	1,747		20,178
Non-Salary Expenses								
3,416	3,504	3,110	156	96	136	7		3,505
Internal Expenses								
<b>78,858</b>	<b>82,992</b>	<b>80,819</b>	<b>1,106</b>	<b>651</b>	<b>978</b>	<b>2,718</b>	<b>0</b>	<b>86,272</b>
<b>Total Expenses</b>								
<b>9,725</b>	<b>7,540</b>	<b>0</b>	<b>116</b>	<b>2,343</b>	<b>4,762</b>	<b>0</b>	<b>0</b>	<b>7,221</b>
<b>Operating Results</b>								
(8,945)	(6,500)			(1,600)	(3,500)			(5,100)
Transfers From (to) Endowment & Other Assets								
(750)	(500)			(500)	(1,000)			(1,500)
Transfers From (to) Plant								
<b>30</b>	<b>540</b>	<b>0</b>	<b>116</b>	<b>243</b>	<b>262</b>	<b>0</b>	<b>0</b>	<b>621</b>
<b>Surplus / (Deficit)</b>								
24,145	24,175	672	1,588	21,921	533			24,715
Beginning Fund Balances								
24,175	24,715	672	1,704	22,164	795			25,336
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, or 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 93.
- 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 2016/17 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2014/15 ACTUALS	2015/16 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	DESIGNATED CLINIC	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2016/17 TOTAL
<b>Revenues</b>									
88,250	110,123	116,498							116,498
			General Funds Allocation						
1,802,311	2,012,348		139,783	983,288	117,869	170,530	665,834	1,426	2,078,729
90,746	89,914		45,915					39,166	85,081
643	5,448	188,967	138,561	(267,902)	897	(50,523)	(4,336)	156	5,821
<b>1,981,950</b>	<b>2,217,832</b>	<b>305,464</b>	<b>324,259</b>	<b>715,386</b>	<b>118,766</b>	<b>120,007</b>	<b>661,498</b>	<b>40,748</b>	<b>2,286,129</b>
<b>Expenses</b>									
494,612	567,802	27,973	44,164	326,042	30,098	23,135	169,596	6,804	627,813
202,911	216,439	69,005	27,984	46,228	19,015	12,299	43,789	10,438	228,757
367,868	426,554	37,873	35,546	298,461	16,185	13,131	63,080	5,477	469,751
564,565	627,276	103,143	67,015	27,734	52,693	32,930	356,612	16,829	656,955
151,601	160,270	67,471	19,873	16,921	18,429	9,108	28,421	1,507	161,730
<b>1,781,558</b>	<b>1,998,340</b>	<b>305,464</b>	<b>194,582</b>	<b>715,386</b>	<b>136,419</b>	<b>90,602</b>	<b>661,498</b>	<b>41,054</b>	<b>2,145,006</b>
<b>200,393</b>	<b>219,492</b>		<b>129,677</b>		<b>(17,653)</b>	<b>29,405</b>		<b>(306)</b>	<b>141,123</b>
(29,481)	(35,344)		16,458						16,458
(18,406)	(9,738)		(16,974)			(250)			(17,224)
<b>152,506</b>	<b>174,410</b>		<b>129,161</b>		<b>(17,653)</b>	<b>29,155</b>		<b>(306)</b>	<b>140,357</b>
843,772	996,278	360	627,192	35,063	325,828	181,804		441	1,170,688
996,278	1,170,688	360	756,354	35,063	308,175	210,959		135	1,311,045

Notes:

- This schedule does not include endowment principal, student loan funds, or 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.
- This schedule includes an allocation of tuition revenue and central administrative costs, consistent with Stanford's policy for units operating under a formula agreement.

**VICE PROVOST AND DEAN OF RESEARCH**  
**2016/17 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2014/15 ACTUALS	2015/16 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2016/17 TOTAL
<b>Revenues</b>								
46,985	48,749	47,344						47,344
General Funds Allocation								
167,427	153,849	2,900	9,376	28,513	33,111	79,010		152,911
8,256	8,300	1,734	557	680	11		5,318	8,300
8,656	11,217	25,000		(1,000)	(9,000)			15,000
<b>231,323</b>	<b>222,114</b>	<b>76,978</b>	<b>9,933</b>	<b>28,193</b>	<b>24,122</b>	<b>79,010</b>	<b>5,318</b>	<b>223,554</b>
<b>Expenses</b>								
44,240	43,014	11,801	3,637	4,917	3,519	18,055	2,022	43,952
45,025	48,827	37,411	3,937	2,215	2,177	3,898	500	50,138
29,761	30,227	16,059	2,612	2,218	1,884	7,546	741	31,059
84,602	99,798	21,253	16,820	8,847	3,246	47,055	2,145	99,366
12,169	8,940	3,484	203	1,981	987	2,457	29	9,140
<b>215,798</b>	<b>230,805</b>	<b>90,008</b>	<b>27,210</b>	<b>20,177</b>	<b>11,813</b>	<b>79,010</b>	<b>5,437</b>	<b>233,655</b>
<b>15,526</b>	<b>(8,691)</b>	<b>(13,030)</b>	<b>(17,277)</b>	<b>8,016</b>	<b>12,309</b>	<b>0</b>	<b>(119)</b>	<b>(10,101)</b>
<b>Operating Results</b>								
9,916	6,884	20,300	(4,800)		(9,500)			6,000
(1,350)	(1,800)	(7,200)						(7,200)
<b>24,092</b>	<b>(3,607)</b>	<b>70</b>	<b>(22,077)</b>	<b>8,016</b>	<b>2,809</b>	<b>0</b>	<b>(119)</b>	<b>(11,301)</b>
<b>Surplus / (Deficit)</b>								
162,959	187,051	(2,435)	73,827	67,224	43,828	658	342	183,444
187,051	183,444	(2,366)	51,750	75,240	46,637	658	223	172,143

Notes:

- This schedule does not include endowment principal, student loan funds, or 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.
- The general funds allocation shown in this schedule includes one-time allocations and therefore will not match the base figure shown in the table on page 93.

### VICE PROVOST FOR UNDERGRADUATE EDUCATION 2016/17 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2014/15 ACTUALS	2015/16 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2016/17 TOTAL
<b>Revenues</b>								
15,830	20,853	23,373						23,373
General Funds Allocation								
38,581	38,432	722	780	2,595	30,439		3,689	38,224
(32)	(64)		(60)					(60)
Internal Revenue								
(8,075)	(11,180)	21,391	(167)	(2,990)	(32,645)		(187)	(14,598)
Operating Transfers								
<b>46,305</b>	<b>48,041</b>	<b>45,486</b>	<b>553</b>	<b>(396)</b>	<b>(2,206)</b>	<b>0</b>	<b>3,502</b>	<b>46,939</b>
<b>Expenses</b>								
7,479	7,898	8,038						8,038
Academic Salaries								
13,118	13,593	13,929						13,929
Staff Salaries								
6,802	6,998	7,209						7,209
Benefits & Other Compensation								
15,939	18,287	14,450					3,502	17,952
Non-Salary Expenses								
1,890	1,637	1,859						1,859
Internal Expenses								
<b>45,228</b>	<b>48,413</b>	<b>45,486</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,502</b>	<b>48,988</b>
Total Expenses								
<b>1,077</b>	<b>(372)</b>	<b>0</b>	<b>553</b>	<b>(396)</b>	<b>(2,206)</b>	<b>0</b>	<b>0</b>	<b>(2,049)</b>
Operating Results								
(938)								
Transfers From (to) Endowment & Other Assets								
Transfers From (to) Plant								
<b>139</b>	<b>(372)</b>	<b>0</b>	<b>553</b>	<b>(396)</b>	<b>(2,206)</b>	<b>0</b>	<b>0</b>	<b>(2,049)</b>
Surplus / (Deficit)								
20,136	20,275	810	5,658	4,271	8,958		206	19,903
Beginning Fund Balances								
20,275	19,903	810	6,211	3,876	6,752		206	17,855
Ending Fund Balances								

## Notes:

- This schedule does not include endowment principal, student loan funds, or 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 93.

## VICE PROVOST FOR GRADUATE EDUCATION

### 2016/17 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2014/15 ACTUALS	2015/16 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2016/17 TOTAL	
<b>Revenues</b>									
7,714	7,588	7,876						7,876	
General Funds Allocation									
29,896	32,388			60	32,505			32,566	
15	10		1					1	
Internal Revenue									
(28,947)	(30,565)	(4,369)	3,950	(95)	(33,068)			(33,583)	
Operating Transfers									
<b>8,679</b>	<b>9,421</b>	<b>3,507</b>	<b>3,951</b>	<b>(35)</b>	<b>(563)</b>	<b>0</b>	<b>0</b>	<b>6,860</b>	
<b>Total Revenues</b>									
<b>Expenses</b>									
284	242	430						430	
Academic Salaries									
2,317	2,619	2,676	112	18				2,805	
Staff Salaries									
783	841	948	10	6				963	
Benefits & Other Compensation									
5,310	5,735	1,104	3,971	442	649			6,166	
Non-Salary Expenses									
549	619	278	40	47	410			775	
Internal Expenses									
<b>9,244</b>	<b>10,055</b>	<b>5,436</b>	<b>4,133</b>	<b>512</b>	<b>1,059</b>	<b>0</b>	<b>0</b>	<b>11,140</b>	
<b>Total Expenses</b>									
<b>(566)</b>	<b>(634)</b>	<b>(1,929)</b>	<b>(182)</b>	<b>(548)</b>	<b>(1,621)</b>	<b>0</b>	<b>0</b>	<b>(4,280)</b>	
<b>Operating Results</b>									
477	(600)								(253)
Transfers From (to) Endowment & Other Assets									
Transfers From (to) Plant									
<b>(89)</b>	<b>(1,234)</b>	<b>(1,929)</b>	<b>(182)</b>	<b>(548)</b>	<b>(1,875)</b>	<b>0</b>	<b>0</b>	<b>(4,533)</b>	
<b>Surplus / (Deficit)</b>									
56,276	56,187	2,076	24,106	3,157	25,613			54,953	
Beginning Fund Balances									
56,187	54,953	148	23,924	2,609	23,738			50,420	
Ending Fund Balances									

**Notes:**

- This schedule does not include endowment principal, student loan funds, or plant funds.
- The general funds allocation shown in this schedule includes one-time allocations and therefore will not match the base figure shown in the table on page 93.

### VICE PROVOST FOR TEACHING AND LEARNING 2016/17 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2014/15 ACTUALS	2015/16 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2016/17 TOTAL
<b>Revenues</b>								
4,742	9,338	10,531						10,531
979	1,454	917	541	2	185			1,645
156	5		5					5
8,556	9,259	7,536	(447)		(127)			6,962
<b>14,433</b>	<b>20,056</b>	<b>18,984</b>	<b>99</b>	<b>2</b>	<b>58</b>	<b>0</b>	<b>0</b>	<b>19,143</b>
<b>Expenses</b>								
801	861	888						888
6,956	9,625	10,080						10,080
2,426	3,318	3,476						3,476
1,694	5,874	4,585	6					4,591
150	514	481	32					514
<b>12,027</b>	<b>20,191</b>	<b>19,511</b>	<b>39</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,549</b>
<b>2,406</b>	<b>(136)</b>	<b>(526)</b>	<b>60</b>	<b>2</b>	<b>58</b>	<b>0</b>	<b>0</b>	<b>(406)</b>
<b>Operating Results</b>								
Transfers From (to) Endowment & Other Assets								
Transfers From (to) Plant								
<b>2,406</b>	<b>(136)</b>	<b>(526)</b>	<b>60</b>	<b>2</b>	<b>58</b>	<b>0</b>	<b>0</b>	<b>(406)</b>
<b>Surplus / (Deficit)</b>								
(44)	2,362	24	1,892	10	301			2,226
2,362	2,226	(503)	1,953	12	358			1,820

## Notes:

- This schedule does not include endowment principal, student loan funds, or plant funds.
- The general funds allocation shown in this schedule includes one-time allocations and therefore will not match the base figure shown in the table on page 93.

**HOOVER INSTITUTION**  
**2016/17 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2014/15 ACTUALS	2015/16 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2016/17 TOTAL
<b>Revenues</b>								
811	908	937						937
General Funds Allocation								
65,443	61,549		390	35,855	27,442	977		64,664
Restricted Revenues								
113								
Internal Revenue								
(36)	100	66,101	(390)	(37,961)	(27,650)			100
Operating Transfers								
<b>66,331</b>	<b>62,557</b>	<b>67,038</b>	<b>0</b>	<b>(2,106)</b>	<b>(208)</b>	<b>977</b>	<b>0</b>	<b>65,700</b>
<b>Expenses</b>								
18,986	20,420	21,356				477		21,833
Academic Salaries								
9,524	9,475	9,740				246		9,986
Staff Salaries								
9,440	10,102	10,514				213		10,727
Benefits & Other Compensation								
19,954	21,962	23,508				30		23,538
Non-Salary Expenses								
2,177	1,930	1,920				10		1,930
Internal Expenses								
<b>60,081</b>	<b>63,889</b>	<b>67,038</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>977</b>	<b>0</b>	<b>68,015</b>
<b>Total Expenses</b>								
<b>6,250</b>	<b>(1,332)</b>	<b>0</b>	<b>0</b>	<b>(2,106)</b>	<b>(208)</b>	<b>0</b>	<b>0</b>	<b>(2,314)</b>
<b>Operating Results</b>								
19,025								
Transfers From (to) Endowment & Other Assets								
(20,000)								
<b>25,275</b>	<b>(21,332)</b>	<b>0</b>	<b>0</b>	<b>(2,106)</b>	<b>(208)</b>	<b>0</b>	<b>0</b>	<b>(2,314)</b>
<b>Surplus / (Deficit)</b>								
41,488	66,763		1,309	43,108	1,014			45,431
Beginning Fund Balances								
66,763	45,431		1,309	41,002	806			43,117
Ending Fund Balances								

Notes

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

**STANFORD UNIVERSITY LIBRARIES**  
**2016/17 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2014/15 ACTUALS	2015/16 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2016/17 TOTAL
<b>Revenues</b>								
53,106	55,486	53,306					2,533	55,839
General Funds Allocation								
25,562	26,412		1,116	725	16,026	1,742	7,204	26,813
947	62		36					36
Internal Revenue								
3,328	3,953	16,538	(641)	(173)	(12,411)		1,236	4,548
Operating Transfers								
<b>82,943</b>	<b>85,913</b>	<b>69,843</b>	<b>511</b>	<b>552</b>	<b>3,615</b>	<b>1,742</b>	<b>10,973</b>	<b>87,236</b>
<b>Expenses</b>								
9,746	10,222	10,490	115	50		2	137	10,794
Academic Salaries								
23,793	25,602	21,085	255	390		700	3,800	26,229
Staff Salaries								
10,853	11,831	10,822	120	143		224	1,274	12,582
Benefits & Other Compensation								
32,493	34,379	24,834	8	200	4,000	817	3,820	33,679
Non-Salary Expenses								
3,777	3,695	2,612		63	320		732	3,726
Internal Expenses								
<b>80,662</b>	<b>85,729</b>	<b>69,843</b>	<b>498</b>	<b>845</b>	<b>4,320</b>	<b>1,742</b>	<b>9,762</b>	<b>87,011</b>
Total Expenses								
<b>2,280</b>	<b>184</b>	<b>0</b>	<b>12</b>	<b>(293)</b>	<b>(705)</b>	<b>0</b>	<b>1,211</b>	<b>225</b>
<b>Operating Results</b>								
(625)	304	Transfers From (to) Endowment & Other Assets						
		Transfers From (to) Plant						
<b>1,656</b>	<b>488</b>	<b>0</b>	<b>12</b>	<b>(293)</b>	<b>(705)</b>	<b>0</b>	<b>1,211</b>	<b>225</b>
<b>Surplus / (Deficit)</b>								
7,002	8,658		2,607	1,833	5,064		(358)	9,146
Beginning Fund Balances								
8,658	9,146		2,619	1,539	4,359		853	9,371
Ending Fund Balances								

Notes:

- This schedule does not include endowment principal, student loan funds, or 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.
- The general funds allocation shown in this schedule includes one-time allocations and therefore will not match the base figure shown in the table on page 93.



## AUXILIARY ACTIVITIES

### ATHLETICS 2016/17 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2014/15 ACTUALS	2015/16 PROJECTION		AUXILIARY	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	ENDOWMENT SCHOLARSHIP	ENDOWMENT OTHER	2016/17 TOTAL
<b>Revenues</b>								
40,941	45,974	Intercollegiate	45,992					45,992
20,946	22,102	External Revenues - Scholarships				22,130		22,130
22,297	23,994	Restricted Revenues - Other			12,289		6,154	18,443
13,200	13,868	University Funds	14,416					14,416
9,569	8,670	Auxiliaries (e.g., Golf Course)	9,024					9,024
7,442	7,225	Other	5,152	1,850				7,002
8,365	7,712	Camps	836	7,150				7,986
(972)	355	Operating Transfers	17,602	(1,850)	(12,289)	2,991	(6,154)	300
<b>121,790</b>	<b>129,900</b>	<b>Total Revenues and Transfers</b>	<b>93,021</b>	<b>7,150</b>	<b>0</b>	<b>25,121</b>	<b>0</b>	<b>125,292</b>
<b>Expenses</b>								
54,630	59,282	Compensation	54,420	3,900				58,320
21,051	24,271	Scholarships				25,121		25,121
18,247	14,559	Facilities/Maintenance	12,757	100				12,857
11,785	11,285	Travel/Entertainment	11,116	200				11,316
9,874	12,494	General Services/Supplies	10,117	2,900				13,017
7,653	9,634	Other	5,724					5,724
587	520	Debt Service	535					535
644	154	Capital Expenditures	160					160
<b>124,471</b>	<b>132,198</b>	<b>Total Expenses</b>	<b>94,829</b>	<b>7,100</b>	<b>0</b>	<b>25,121</b>	<b>0</b>	<b>127,050</b>
6,139		Transfers (To)/From Assets						
<b>3,458</b>	<b>(2,298)</b>	<b>Surplus/(Deficit)</b>	<b>(1,808)</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,758)</b>
6,225	9,683	Beginning Fund Balances	(6,901)	3,221	8,423	0	2,643	7,386
9,683	7,386	Ending Fund Balances	(8,709)	3,271	8,423	0	2,643	5,628

## AUXILIARY ACTIVITIES

### RESIDENTIAL & DINING ENTERPRISES

#### 2016/17 Auxiliary Budget Plan\*

[IN THOUSANDS OF DOLLARS]

	2014/15 ACTUALS	2015/16 PROJECTION	2016/17 PLAN
<b>Revenues</b>			
Student Payments - Room & Board	148,088	153,290	159,637
Student Payments - R&B Off Campus	6,736	9,679	12,973
Conference Income	16,189	17,151	17,498
Catering and Executive Dining	16,491	17,249	17,700
Retail, Concessions, and Vending	10,428	10,635	11,604
Stanford Guest House	4,993	5,232	5,060
Other Operating Income	6,837	6,460	7,034
Interest Income	130	84	135
<b>Total Revenues</b>	<b>209,892</b>	<b>219,780</b>	<b>231,641</b>
<b>Transfers</b>			
Grad Housing Subsidy: Off Campus	10,270	16,384	21,046
Debt Service & Rate Containment Subsidies	7,591	7,664	17,368
Transfers (Net) related to Capital Projects	(3,519)	3,702	1,303
Transfers to ResEd, ResComp and GLO	(9,737)	(10,225)	(10,943)
<b>Total Transfers</b>	<b>4,605</b>	<b>17,525</b>	<b>28,774</b>
<b>Total Revenue and Transfers</b>	<b>214,497</b>	<b>237,305</b>	<b>260,415</b>
<b>Expenses</b>			
Salaries and Benefits	61,829	69,368	73,269
Food Cost	15,425	15,766	16,861
EM&S, Services, Commissions and Other	27,717	27,723	27,967
Rental and Leases Off Campus	15,331	23,347	30,122
Utilities and Telecommunication	13,029	13,558	13,851
Maintenance and Asset Renewal	24,410	28,881	29,981
Debt Service	46,906	50,216	59,470
G&A, Insurance and Taxes	7,982	8,446	8,894
<b>Total Expenses</b>	<b>212,629</b>	<b>237,305</b>	<b>260,415</b>
<b>Auxiliary Operating Results</b>	<b>1,868</b>	<b>0</b>	<b>0</b>
Change in Reserve and Endowment Funds	58	(4,625)	(2,731)
<b>Consolidated Results and Net Fund Transfers</b>	<b>1,926</b>	<b>(4,625)</b>	<b>(2,731)</b>
Beginning Fund Balance	21,648	23,574	18,949
Projected Ending Fund Balance	23,574	18,949	16,218

Notes:

\*The revenue, transfer, and expense amounts in this table represent the auxiliary operation of R&DE only

\*Fund Balance does not include endowment principal - \$4M Funds Functioning as Endowment (FFE)