

APPENDIX A

CONSOLIDATED BUDGETS FOR SELECTED UNITS

- Consolidated Budget for Operations by Unit, 2017/18
- Summary of 2017/18 General Funds Allocations (Excludes Formula Units)

Consolidated Budget for Operations by Selected Units, 2017/18

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, 2017/18

[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	256.5	264.1	(7.6)	0.6	(7.0)
School of Earth, Energy & Environmental Sciences	65.4	71.7	(6.3)	1.8	(4.5)
Graduate School of Education	76.4	75.2	1.2	(1.2)	0.1
School of Engineering	399.4	398.2	1.2	1.7	2.9
School of Humanities and Sciences ¹	529.8	518.4	11.4	(9.5)	1.9
School of Law	96.9	90.1	6.8	(6.7)	0.1
School of Medicine ¹	2,464.4	2,327.8	136.6	(43.8)	92.8
Vice Provost and Dean of Research	246.6	234.0	12.6	3.3	15.9
Vice Provost for Undergraduate Education ¹	57.2	49.1	8.1	0.1	8.3
Vice Provost for Graduate Education	10.5	12.6	(2.1)	(0.3)	(2.4)
Vice Provost for Teaching and Learning	40.1	39.9	0.2		0.2
Hoover Institution	68.6	72.1	(3.4)		(3.4)
Stanford University Libraries ¹	89.5	89.1	0.4		0.4
SLAC	563.6	564.6	(1.0)		(1.0)
Total Academic Units	4,964.9	4,806.8	158.1	(53.9)	104.2
Administrative Units					
Business Affairs	235.9	236.7	(0.9)	(0.3)	(1.2)
Office of Development	91.6	92.2	(0.7)		(0.7)
General Counsel and Public Safety	42.2	42.4	(0.2)		(0.2)
Land, Buildings and Real Estate	327.6	322.1	5.5	(6.2)	(0.7)
Offices of the President and Provost	119.7	114.5	5.2	0.6	5.9
Office of Public Affairs	4.3	4.3			
Stanford Alumni Association	49.3	49.6	(0.3)		(0.3)
Student Affairs ¹	76.0	77.3	(1.2)		(1.2)
University Communications	8.2	8.3			
University Human Resources	14.8	15.3	(0.5)		(0.5)
Stanford Management Company	42.0	42.4	(0.4)		(0.4)
Undergraduate Admission and Financial Aid	189.7	190.6	(0.9)		(0.9)
Major Auxiliary Units					
Athletics	135.9	134.4	1.5		1.5
Residential & Dining Enterprises	267.2	269.1	(1.8)		(1.8)
Total Administrative & Auxiliary Units	1,604.4	1,599.2	5.2	(5.9)	(0.7)
Internal Transaction Adjustment ²	(171.0)	(96.8)	(74.2)	10.9	(63.4)
Indirect Cost Adjustment ³	(278.0)	(278.0)			
Grand Total from Units	6,120.3	6,031.3	89.0	(48.9)	40.1
Central Accounts ⁴	131.4	(124.5)	256.0	(160.1)	95.9
Central Adjustment ⁵	9.7	(53.5)	63.1	(33.7)	29.4
Total Consolidated Budget	6,261.4	5,853.3	408.1	(242.8)	165.4

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.

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 \$278.0 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; centrally funded tuition allowance; miscellaneous university expenses; Presidential and Provostial discretionary funds; and the general funds surplus.

⁵ 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 \$9.7 million of net revenue and (\$33.7) million of net asset transfer are based on historical experience and reflects 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 2017/18 BASE GENERAL FUNDS ALLOCATIONS (EXCLUDES FORMULA UNITS)

[IN THOUSANDS OF DOLLARS]

	2016/17 GF ALLOCATION	SALARY & NON-SALARY INFLATION	PROGRAMMATIC ADDITIONS/ (ADJUSTMENTS)	2017/18 GF ALLOCATION	2016/17 TO 2017/18 CHANGE	PERCENT CHANGE
School of Earth, Energy, and Environmental Sciences	10,345	383	938	11,666	1,321	12.8%
Graduate School of Education	18,114	675	225	19,014	900	5.0%
School of Engineering	79,298	2,940	1,267	83,505	4,206	5.3%
School of Humanities & Sciences	181,963	6,732	3,859	192,554	10,591	5.8%
School of Law	31,118	1,183	335	32,636	1,518	4.9%
Vice Provost and Dean of Research	45,266	1,568	1,638	48,473	3,207	7.1%
Vice Provost for Undergraduate Education	21,455	762	110	22,327	872	4.1%
Vice Provost for Graduate Education	7,876	305		8,182	305	3.9%
Vice Provost for Teaching and Learning	9,816	335	1,237	11,389	1,572	16.0%
Stanford University Libraries	51,727	1,780	344	53,851	2,123	4.1%
Total - Academic¹	456,978	16,664	9,953	483,595	26,617	5.8%
Business Affairs ²	122,952	4,530	2,729	130,211	7,259	5.9%
Office of Development ³	45,377	1,691	3,074	50,142	4,765	10.5%
Land, Buildings and Real Estate ⁴	16,264	239	583	17,086	821	5.1%
Offices of the President & Provost	19,169	698	175	20,042	873	4.6%
Public Affairs and University Communications ³	8,944	337	(706)	8,576	(368)	-4.1%
Stanford Alumni Association	11,284	347	475	12,105	822	7.3%
Student Affairs	35,964	1,448	533	37,945	1,981	5.5%
University Human Resources	11,516	429	1,130	13,074	1,559	13.5%
Admission and Financial Aid Operations	10,891	396	800	12,087	1,196	11.0%
Other Units ⁵	28,309	959	1,855	31,123	2,815	9.9%
Central Obligations ⁶	42,669	5,173	(1,175)	46,667	3,999	9.4%
Total - Administrative	353,338	16,247	9,474	379,059	25,721	7.3%
Undergraduate Financial Aid	21,034	1,662		22,696	1,662	7.9%
O&M and Utilities	105,851	3,117	1,672	110,641	4,790	4.5%
Debt Service	36,099	(3,861)		32,238	(3,861)	-10.7%
Capital Facilities Fund ⁷	26,154		62,556	88,710	62,556	239.2%
University Reserves	30,000		20,000	50,000	20,000	66.7%
Total - Other Allocations	219,139	918	84,228	304,285	85,146	38.9%
Total Non-Formula Allocations	1,029,455	33,829	103,654	1,166,939	137,484	13.4%
Unallocated Surplus	28,087			25,875	(2,212)	-7.9%
Total Non-Formula General Funds	1,057,542	33,829	103,654	1,192,814	135,272	12.8%

NOTES:

¹ For this table, the TA tuition allowance expense budgeted centrally and distributed annually on a one-time basis is redistributed to the academic units according to their individual allocations.

² Property and general insurance allocations are moved from Business Affairs to Central Obligations.

³ In 2017/18, base general funds for the Office of Special Events and Protocol are transferred from Public Affairs to the Office of Development, explaining the decrease in the allocation to Public Affairs and subsequent increase in general funds for the Office of Development.

⁴ Operations and Maintenance (O&M) and Utilities allocations are moved from Land, Buildings and Real Estate to Other Allocations.

⁵ Other Units include general funds allocations for General Counsel and Public Safety, Hoover, SLAC, Athletics, Stanford University Press, and the Stanford Faculty Club.

⁶ Central Obligations include RA tuition allowance and miscellaneous university expenses, property insurance, general insurance, fire contract, and Stanford Research Computing Center allocations.

⁷ Allocation to the Capital Facilities Fund is reduced in 2016/17 to offset the shortfall in the Expendable Fund Pool (EFP) investment return during 2015/16.

**GRADUATE SCHOOL OF BUSINESS
2017/18 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2015/16 ACTUALS	2016/17 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2017/18 TOTAL
Revenues								
61,431	65,039	66,958	91					67,049
168,808	179,189		63,740	30,646	82,113	756	7,219	184,474
5,524	5,400		2,223				3,180	5,403
(1,924)	686	153,031	(40,068)	(29,928)	(81,933)		(1,547)	(445)
233,839	250,315	219,989	25,986	718	180	756	8,852	256,481
Expenses								
52,975	56,333	50,470	8,347			99		58,915
42,882	45,765	41,881	4,960	94		34	1,539	48,509
42,763	45,114	41,634	4,502	522		169	520	47,348
71,917	78,256	74,924	7,677	227		443	1,786	85,057
20,648	23,141	11,080	7,646	525		10	5,007	24,268
231,185	248,609	219,989	33,133	1,368	0	756	8,852	264,098
2,654	1,706	0	(7,146)	(650)	180	0	0	(7,617)
(10,800)	(262)		650	(9)				641
119	23,083							
(8,027)	24,527	0	(7,146)	0	170	0	0	(6,976)
76,143	68,116	1,000	47,314	39,000	5,330			92,643
68,116	92,643	1,000	40,167	39,000	5,500			85,667

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
2017/18 Consolidated Budget Plan
 [IN THOUSANDS OF DOLLARS]

2015/16 ACTUALS	2016/17 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2017/18 TOTAL
Revenues								
12,717	11,802	12,970						12,970
49,889	48,400		7,700	2,400	27,722	11,509		49,331
9	(142)		(142)					(142)
3,845	4,280	29,223	1,169	1,305	(28,619)	700		3,777
66,460	64,340	42,193	8,727	3,705	(897)	12,209	0	65,937
Expenses								
15,215	16,265	11,216	2,529	858		2,395		16,997
7,474	7,827	7,785	346	55		(6)		8,179
27,005	27,768	15,756	4,823	2,783	1,357	4,024		28,744
16,748	14,428	5,152	2,467	1,369	237	5,617		14,843
2,739	2,869	1,755	422	447	144	179		2,947
69,181	69,158	41,664	10,587	5,511	1,738	12,209	0	71,710
Operating Results								
(2,721)	(4,817)	529	(1,860)	(1,806)	(2,635)	0	0	(5,773)
1,064	1,090				1,200			1,200
	(1,935)			600				600
(1,656)	(5,662)	529	(1,860)	(1,206)	(1,435)	0	0	(3,973)
60,208	58,552	110	18,106	19,172	15,501			52,889
58,552	52,889	639	16,246	17,966	14,066			48,916

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 87.
- 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
2017/18 Consolidated Budget Plan**

[IN THOUSANDS OF DOLLARS]

2015/16 ACTUALS	2016/17 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2017/18 TOTAL
Revenues								
33,739	19,501	19,675						19,675
General Funds Allocation								
54,647	55,349		5,827	10,975	12,928	25,163		54,893
(165)	(156)		(175)					(175)
Internal Revenue								
3,679	2,435	13,675	1,988	(3,775)	(9,894)			1,995
Operating Transfers								
91,900	77,130	33,351	7,640	7,200	3,034	25,163	0	76,388
Total Revenues								
Expenses								
12,981	14,219	10,357	1,012	300	38	2,937		14,644
Academic Salaries								
15,080	16,916	7,475	2,074	1,278	819	5,681		17,327
Staff Salaries								
17,908	19,230	9,505	1,716	1,643	592	6,119		19,575
Benefits & Other Compensation								
23,866	22,108	5,374	1,498	3,718	513	10,330		21,433
Non-Salary Expenses								
2,621	2,258	640	398	699	338	96		2,171
Internal Expenses								
72,457	74,731	33,351	6,698	7,639	2,299	25,163	0	75,151
Total Expenses								
19,444	2,399	0	941	(438)	735	0	0	1,238
Operating Results								
(10,850)	(1,287)			500	(1,687)			(1,187)
Transfers From (to) Endowment & Other Assets								
Transfers From (to) Plant								
8,594	1,112	0	941	62	(952)	0	0	51
Surplus / (Deficit)								
44,983	53,577	1,139	30,519	18,368	4,663			54,689
Beginning Fund Balances								
53,577	54,689	1,139	31,460	18,430	3,711			54,739
Ending Fund Balances								

- 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 87.
- 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
2017/18 Consolidated Budget Plan
 [IN THOUSANDS OF DOLLARS]

	2015/16 ACTUALS	2016/17 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2017/18 TOTAL
Revenues									
General Funds Allocation	84,557	92,962	99,130						99,130
Restricted Revenues	256,339	263,449	7	32,412	30,596	62,902	145,869	4,092	271,786
Internal Revenue	5,875	4,702		5,556					9,647
Operating Transfers	54,061	23,374	76,722	(7,318)	(3,630)	(46,126)			19,648
Total Revenues	400,832	384,486	175,859	30,649	26,966	16,776	145,869	4,092	400,211
Expenses									
Academic Salaries	65,135	67,348	47,797	4,805	3,137	555	17,124	687	74,105
Staff Salaries	29,985	32,669	27,702	2,975	990	319	2,991	1,373	36,349
Benefits & Other Compensation	121,133	130,532	60,162	11,325	7,808	2,496	55,823	688	138,303
Non-Salary Expenses	137,174	134,580	29,848	8,883	9,701	16,964	66,248	1,391	133,035
Internal Expenses	16,611	16,098	6,546	1,675	2,903	1,519	3,682	47	16,372
Total Expenses	370,038	381,226	172,056	29,662	24,540	21,852	145,869	4,186	398,164
Operating Results	30,794	3,260	3,804	987	2,426	(5,076)	0	(94)	2,047
Transfers From (to) Endowment & Other Assets	(6,661)	(9,050)				1,700			1,700
Transfers From (to) Plant	(4,710)	(1,950)							
Surplus / (Deficit)	19,423	(7,740)	3,804	987	2,426	(3,376)	0	(94)	3,747
Beginning Fund Balances	256,146	275,568		117,582	100,521	49,711		14	267,828
Ending Fund Balances	275,568	267,828	3,804	118,568	102,947	46,335		(79)	271,575

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 87.
- 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
2017/18 Consolidated Budget Plan
 [IN THOUSANDS OF DOLLARS]

2015/16 ACTUALS	2016/17 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2017/18 TOTAL
Revenues								
188,616	199,427	203,543	500					204,043
292,392	284,819	77	8,832	22,981	165,737	90,143	5,482	293,253
1,580	1,648		140				1,373	1,513
36,523	34,167	154,176	40,706	(2,658)	(154,994)	3,200	1,034	41,464
519,111	520,060	357,797	50,178	20,323	10,743	93,343	7,889	540,274
Expenses								
127,486	131,139	107,610	15,411	1,147	1,210	13,048	203	138,628
52,506	54,722	45,558	1,233	971	86	4,999	4,228	57,075
137,318	142,030	103,426	11,255	4,074	990	25,612	1,510	146,868
145,257	152,442	82,431	15,826	7,148	1,839	47,584	1,502	156,330
18,906	19,031	13,486	1,619	1,623	402	2,100	258	19,488
481,473	499,364	352,511	45,344	14,963	4,527	93,343	7,702	518,390
Operating Results								
37,638	20,696	5,286	4,834	5,360	6,216	0	187	21,884
(13,864)	(4,501)				(4,500)			(4,500)
4,707	(18,582)	(5,000)						(5,000)
28,481	(2,387)	286	4,834	5,360	1,716	0	187	12,384
266,876	295,358	5,706	132,738	82,684	71,679		163	292,970
295,358	292,970	5,992	137,573	88,044	73,395		350	305,354

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 87.
- 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
2017/18 Consolidated Budget Plan
 [IN THOUSANDS OF DOLLARS]

2015/16 ACTUALS	2016/17 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2017/18 TOTAL
Revenues								
32,104	33,495	35,341						35,341
59,618	61,649		5,240	12,602	42,963	2,236		63,041
(61)	(262)		(268)					(268)
600	(910)	50,061	(3,600)	(11,124)	(36,589)			(1,252)
92,261	93,972	85,402	1,372	1,478	6,374	2,236	0	96,862
Expenses								
29,094	31,005	32,075	165	54	90	285		32,669
12,599	13,370	13,608	24		118	172		13,922
16,068	17,353	17,376	106	164	93	239		17,978
18,765	20,561	19,111	740	135	439	1,538		21,963
3,429	3,511	3,232	154	82	106	2		3,576
79,956	85,800	85,402	1,189	435	846	2,236	0	90,108
12,305	8,172	0	183	1,043	5,528	0	0	6,754
(1,818)	(15,100)			(500)	(4,500)			(5,000)
8	(4,000)		(150)	(500)	(1,000)			(1,650)
10,495	(10,928)	0	33	43	28	0	0	104
24,175	34,670	175	2,222	20,823	522			23,742
34,670	23,742	175	2,255	20,866	550			23,846

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 87.
- 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
2017/18 Consolidated Budget Plan
 [IN THOUSANDS OF DOLLARS]

2015/16 ACTUALS	2016/17 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	DESIGNATED CLINIC	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2017/18 TOTAL
Revenues									
100,884	122,561	122,493							122,493
1,965,922	2,028,596		221,365	1,012,124	129,136	177,043	702,578	1,090	2,243,336
84,463	82,704		47,606		58			42,172	89,836
6,981	18,173	196,747	79,660	(193,830)	(9,456)	(62,095)	(6,906)	45	4,166
2,158,250	2,252,034	319,240	348,632	818,294	119,738	114,948	695,672	43,308	2,459,831
Expenses									
481,733	543,929	24,518	38,287	363,929	20,725	21,832	133,258	7,280	609,828
202,677	212,779	77,049	27,832	41,045	18,552	14,134	37,152	10,887	226,652
517,658	568,895	44,637	51,312	361,379	25,852	20,335	119,326	7,250	630,092
598,437	662,656	118,774	78,814	31,719	51,430	35,794	378,700	16,438	711,669
144,373	141,216	54,262	18,687	20,222	20,023	8,144	27,236	985	149,560
1,944,878	2,129,474	319,240	214,932	818,294	136,582	100,240	695,672	42,841	2,327,800
213,371	122,559	0	133,700	0	(16,844)	14,708	0	467	132,031
(48,513)	(2,182)		(15,361)		800	(1,082)			(15,643)
(44,878)	(20,432)		(27,305)			(850)			(28,155)
119,980	99,945	0	91,034	0	(16,044)	12,776	0	467	88,233
999,353	1,119,333	(1,048)	695,946		356,939	167,753		(313)	1,219,278
1,119,333	1,219,278	(1,048)	786,980		340,895	180,529		154	1,307,510

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
2017/18 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

	2015/16 ACTUALS	2016/17 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2017/18 TOTAL
Revenues									
General Funds Allocation	45,110	59,624	64,134						64,134
Restricted Revenues	158,983	186,461	3,190	11,043	30,332	37,018	80,791		162,375
Internal Revenue	8,874	8,496	3,036	125		24		5,781	8,966
Operating Transfers	15,688	15,210	22,132	7,338	(8,575)	(16,374)	(2,813)		1,709
Total Revenues	228,655	269,790	92,492	18,507	21,757	20,668	77,978	5,781	237,184
Expenses									
Academic Salaries	31,013	32,306	10,718	2,373	3,586	3,135	12,165	2,154	34,131
Staff Salaries	44,277	47,548	38,984	2,706	2,231	2,409	3,617	443	50,389
Benefits & Other Compensation	47,443	46,351	17,494	4,077	3,646	3,471	18,390	831	47,910
Non-Salary Expenses	91,664	101,302	19,279	10,263	10,119	4,748	41,814	2,259	88,482
Internal Expenses	11,280	13,894	6,018	1,207	2,258	1,504	1,993	77	13,056
Total Expenses	225,678	241,402	92,492	20,627	21,839	15,267	77,978	5,764	233,968
Operating Results	2,977	28,388	0	(2,120)	(82)	5,401	0	17	3,216
Transfers From (to) Endowment & Other Assets	7,502	4,753				4,753			4,753
Transfers From (to) Plant		(8,700)		(1,500)					(1,500)
Surplus / (Deficit)	10,478	24,441	0	(3,620)	(82)	10,154	0	17	6,469
Beginning Fund Balances	183,723	194,201	4,867	74,729	99,301	40,089		(345)	218,642
Ending Fund Balances	194,201	218,642	4,867	71,109	99,219	50,243		(328)	225,111

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 87.

VICE PROVOST FOR UNDERGRADUATE EDUCATION
2017/18 Consolidated Budget Plan

[IN THOUSANDS OF DOLLARS]

2015/16 ACTUALS	2016/17 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2017/18 TOTAL
Revenues								
14,223	16,602	17,518						17,518
39,241	39,535	684	911	2,513	31,078		3,977	39,163
(37)	(46)		(55)					(55)
(5,538)	(7,954)	28,287	(260)	(3,727)	(32,389)		(640)	(8,729)
47,888	48,137	46,489	597	(1,213)	(1,312)	0	3,337	47,898
Expenses								
7,403	7,747	7,892						7,892
12,229	12,609	13,742						13,742
9,451	9,879	9,970						9,970
15,758	16,566	12,380	10				3,337	15,726
2,048	2,114	1,774						1,774
46,889	48,915	45,758	10	0	0	0	3,337	49,105
999	(778)	731	587	(1,213)	(1,312)	0	0	(1,207)
203	20			120				120
1,202	(758)	731	587	(1,093)	(1,312)	0	0	(1,087)
20,275	21,477	1,840	6,100	4,361	8,419			20,719
21,477	20,719	2,570	6,686	3,268	7,107			19,632

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 87.

VICE PROVOST FOR GRADUATE EDUCATION
2017/18 Consolidated Budget Plan
 [IN THOUSANDS OF DOLLARS]

	2015/16 ACTUALS	2016/17 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2017/18 TOTAL
Revenues									
General Funds Allocation	7,909	8,180	7,719	791					8,509
Restricted Revenues	32,402	32,850				33,465			33,465
Internal Revenue	16								
Operating Transfers	(32,001)	(31,197)	2,500	(2,500)	(63)	(31,390)			(31,453)
Total Revenues	8,325	9,833	10,219	(1,709)	(63)	2,075	0	0	10,522
Expenses									
Academic Salaries	180	193	356						356
Staff Salaries	2,037	2,780	2,828	2	26				2,856
Benefits & Other Compensation	1,384	1,596	1,568	1	11				1,580
Non-Salary Expenses	5,443	6,882	5,309	792	397	629			7,126
Internal Expenses	581	738	293		44	372			709
Total Expenses	9,624	12,190	10,354	794	478	1,000	0	0	12,626
Operating Results	(1,299)	(2,357)	(135)	(2,503)	(541)	1,075	0	0	(2,105)
Transfers From (to) Endowment & Other Assets	(298)	(278)				(270)			(270)
Transfers From (to) Plant									
Surplus / (Deficit)	(1,597)	(2,635)	(135)	(2,503)	(541)	805	0	0	(2,375)
Beginning Fund Balances	56,187	54,590	151	24,065	2,753	24,986			51,955
Ending Fund Balances	54,590	51,955	16	21,561	2,211	25,791			49,580

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 87.

VICE PROVOST FOR TEACHING AND LEARNING
2017/18 Consolidated Budget Plan
 [IN THOUSANDS OF DOLLARS]

2015/16 ACTUALS	2016/17 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2017/18 TOTAL
Revenues								
9,504	11,033	14,948						14,948
45,313	38,980	893	33,878		188			34,959
(2,876)	(2,324)	430	(1,873)					(1,443)
(13,562)	(5,000)	6,415	(15,258)		(164)			(9,007)
38,378	42,689	22,686	16,747	0	24	0	0	39,457
Expenses								
2,260	1,766	594	1,168					1,762
13,501	14,263	9,392	5,513					14,905
8,234	8,078	4,994	3,322					8,316
19,162	16,135	3,604	9,588	2				13,193
1,865	1,767	465	1,304					1,769
45,023	42,008	19,049	20,894	2	0	0	0	39,945
(6,645)	681	3,637	(4,148)	(2)	24	0	0	(489)
620								
(6,025)	681	3,637	(4,148)	(2)	24	0	0	(489)
15,370	9,345	2,151	7,307	393	175			10,026
9,345	10,026	5,788	3,159	391	198			9,537

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 87.

HOOVER INSTITUTION
2017/18 Consolidated Budget Plan
 [IN THOUSANDS OF DOLLARS]

2015/16 ACTUALS	2016/17 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2017/18 TOTAL
Revenues								
810	951	1,010						1,010
General Funds Allocation								
58,778	61,991	25	635	36,850	28,136	1,782		67,428
Restricted Revenues								
110	164		112					112
Internal Revenue								
674	56	67,432	(722)	(38,282)	(28,336)			91
Operating Transfers								
60,372	63,163	68,467	25	(1,432)	(200)	1,782	0	68,641
Total Revenues								
Expenses								
20,748	21,672	22,750		185		460		23,395
Academic Salaries								
9,150	9,421	10,420		175		375		10,970
Staff Salaries								
11,407	11,922	12,437		115		258		12,809
Benefits & Other Compensation								
20,427	21,921	20,260	25	1,125	60	690		22,160
Non-Salary Expenses								
1,890	1,826	2,600		128	5			2,733
Internal Expenses								
63,621	66,762	68,467	25	1,728	65	1,782	0	72,067
Total Expenses								
(3,249)	(3,599)	0	0	(3,160)	(265)	0	0	(3,425)
Operating Results								
2,425								
Transfers From (to) Endowment & Other Assets								
(20,000)								
(20,824)	(3,599)	0	0	(3,160)	(265)	0	0	(3,425)
Surplus / (Deficit)								
66,763	45,938	161	1,419	39,505	1,254			42,339
Beginning Fund Balances								
45,938	42,339	161	1,419	36,345	989			38,914
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
2017/18 Consolidated Budget Plan
 [IN THOUSANDS OF DOLLARS]

2015/16 ACTUALS	2016/17 PROJECTION	OPERATING BUDGET	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	RESTRICTED ENDOWMENT	GRANTS & CONTRACTS	AUXILIARY & SERVICE CENTER	2017/18 TOTAL
Revenues								
55,376	54,480	55,151						55,151
25,637	27,530		1,115	725	16,326	2,141	7,180	27,487
433	57		27				24	51
3,367	7,729	16,798	(819)	(173)	(12,317)		3,337	6,826
84,813	89,795	71,949	323	552	4,009	2,141	10,541	89,514
Expenses								
9,928	10,837	10,957	105			2		11,064
20,888	25,235	21,945	5	400		1,128	4,010	27,488
12,711	13,979	11,300	35	128		361	1,283	13,107
34,373	34,752	24,943		172	4,000	650	3,782	33,548
3,337	4,665	2,803		56	320		680	3,859
81,237	89,468	71,949	146	756	4,320	2,141	9,755	89,066
3,576	328	0	178	(204)	(311)	0	786	448
(132)								
Operating Results								
Transfers From (to) Endowment & Other Assets								
Transfers From (to) Plant								
3,444	328	0	178	(204)	(311)	0	786	448
Surplus / (Deficit)								
8,658	12,102	387	3,332	1,829	5,579		1,303	12,430
12,102	12,430	387	3,510	1,625	5,267		2,089	12,878

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 87.

AUXILIARY ACTIVITIES

ATHLETICS
2017/18 Consolidated Budget Plan
 [IN THOUSANDS OF DOLLARS]

	2015/16 ACTUALS	2016/17 PROJECTION	AUXILIARY	DESIGNATED FUNDS	RESTRICTED EXPENDABLE	ENDOWMENT SCHOLARSHIP	ENDOWMENT OTHER	2017/18 TOTAL
Revenues								
	46,342	50,658	52,645					52,645
Intercollegiate								
Restricted Revenues - Scholarships	22,102	22,757				23,192		23,192
Restricted Revenues - Other	23,232	19,566			13,700		6,500	20,200
University Funds	14,789	14,371	14,957					14,957
Auxiliaries (e.g., Golf Course)	8,026	8,158	8,544					8,544
Other	9,885	8,103	6,716	1,750				8,466
Camps	7,863	7,832	853	7,000				7,853
Operating Transfers	1,893	525	19,087	(1,750)	(13,700)	2,863	(6,500)	0
Total Revenues and Transfers	134,133	131,969	102,801	7,000	0	26,055	0	135,856
Expense								
Compensation	58,564	59,974	58,679	3,900				62,579
Scholarships	23,623	25,121				26,000		26,000
Facilities/Maintenance	16,787	12,126	12,560	100				12,660
Travel/Entertainment	9,487	10,581	10,845	200				11,045
General Services/Supplies	11,311	12,895	10,479	2,800				13,279
Other	3,793	8,011	8,257					8,257
Debt Service	475	385	395					395
Capital Expenditures	1,239	140	143					143
Total Expenses	125,277	129,233	101,359	7,000	0	26,000	0	134,359
Transfers (To)/From Assets	(7,476)							0
Surplus/(Deficit)	1,380	2,736	1,442	0	0	55	0	1,497
Beginning Fund Balances	9,676	11,056	(2,234)	4,278	10,336	0	1,412	13,792
Ending Fund Balances	11,056	13,792	(792)	4,278	10,336	55	1,412	15,289

AUXILIARY ACTIVITIES

RESIDENTIAL & DINING ENTERPRISES

2017/18 Auxiliary Budget Plan*

[IN THOUSANDS OF DOLLARS]

	2015/16 ACTUALS	2016/17 PROJECTION	2017/18 PLAN
Revenues			
Student Payments – Room & Board	153,956	159,474	165,828
Student Payments – Off Campus	9,829	14,252	14,430
Conference Income	16,834	17,206	18,129
Catering and Executive Dining	18,399	19,629	20,151
Retail, Concessions, and Vending	11,252	10,231	11,436
Stanford Guest House	5,342	5,127	5,370
Other Operating Income	7,029	6,236	6,813
Interest Income	122	84	124
Total Revenues	222,763	232,239	242,281
Transfers			
Grad Housing Subsidy: Off Campus	15,105	20,633	23,610
Debt Service & Rate Containment Subsidies	7,836	15,647	12,240
Transfers (Net) related to Project Funds, and from Reserves	140	1,367	1,960
Transfers to ResEd, ResComp and GLO	(10,225)	(10,700)	(11,024)
Total Transfers	12,856	26,947	26,786
Total Revenue and Transfers	235,619	259,186	269,067
Expenses			
Salaries and Benefits	68,633	72,802	78,035
Food Cost	16,070	16,121	17,075
EM&S, Services, Commissions and Other	28,987	27,697	27,995
Rental and Leases Off Campus	22,904	31,022	33,512
Utilities and Telecommunication	13,610	14,701	15,474
Maintenance and Asset Renewal	27,494	29,507	32,209
Debt Service	49,353	58,694	55,817
G&A, Insurance and Taxes	8,568	8,642	8,950
Total Expenses	235,619	259,186	269,067
Auxiliary Operating Results	0	0	0
Change in Reserve and Endowment Funds	(1,459)	(3,745)	(1,960)
Consolidated Results and Net Fund Transfers	(1,459)	(3,745)	(1,960)
Beginning Fund Balance	23,574	22,115	18,370
Projected Ending Fund Balance	22,115	18,370	16,410

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 - \$4 million Funds Functioning as Endowment (FFE)