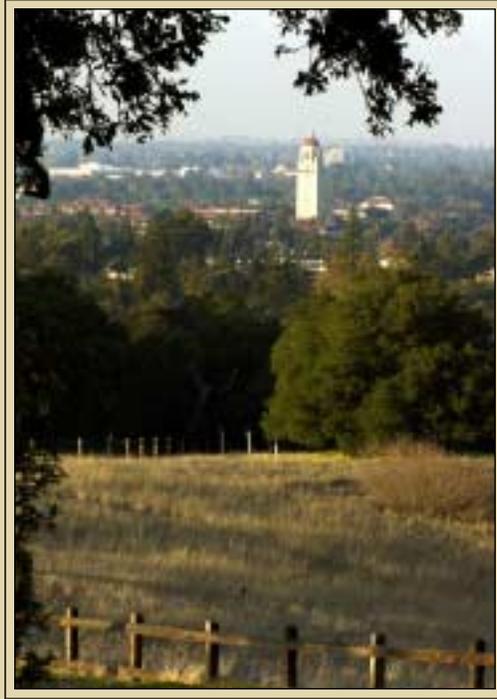


2002  
Annual  
Report



Thinking  
on  
New Lines

STANFORD  
UNIVERSITY

---



CONTENTS:

Thinking on New Lines,  
by President John L. Hennessy 1

Supporting the Best Undergraduate  
Education Anywhere 3

A Multidisciplinary Approach  
to the Future 6

A Tradition of Responsible  
Land Management 9

The Relentless Pursuit of  
New Knowledge 12

Keeping Stanford's Commitments,  
by Board Chair Isaac Stein 16

2002 Financial Review 17

STANFORD FACTS:

Enrollment (2002): 14,339

Undergraduate Students: 6,731

Graduate Students: 7,608

Degrees Awarded (2001–2002):

Bachelor's: 1,692

Master's: 1,959

Doctoral: 818

The Stanford Professoriate: 1,714

Nobel Laureates: 17

Pulitzer Prize Winners: 4

MacArthur Fellows: 23

National Medal of Science Recipients: 21

National Medal of Technology Recipients: 3

American Academy of Arts and Sciences Members: 220

National Academy of Sciences Members: 128

National Academy of Engineering Members: 81

American Philosophical Society Members: 42

National Academy of Education Members: 25

Wolf Foundation Prize Winners: 6

Koret Foundation Prize Winners: 6

Presidential Medal of Freedom Recipients: 2

ON THE COVER: Proving its responsible land stewardship, Stanford University has left open or lightly developed about two-thirds of its 8,180 acres. This photograph was taken from the Dish area, a foothills conservation area that the University has opened to the public. An estimated 1,000 people per day hike the popular four-mile network of trails that overlook the campus and San Francisco Bay. (Photograph by Linda A. Cicero)



## THINKING ON NEW LINES

MESSAGE FROM THE PRESIDENT

TODAY, LITTLE MORE THAN A CENTURY AFTER ITS FOUNDING, Stanford University is recognized as one of the world's leading teaching and research institutions. I believe that three interrelated factors, each critical to overall excellence, have contributed to this hard-earned and well-deserved reputation. First, our long commitment to an uncommon vision of undergraduate education, together with the exceptional enhancements we have made in recent years, has enabled us to offer an undergraduate experience that is incomparable. Second, the quality of our faculty and the strength of our research programs position us among the very best research institutions in the world. Finally, our innovative and entrepreneurial spirit has enabled us to reinvent Stanford and to continue to be bold in charting our course, making us a leader among universities.

I could write at length about each of these three factors to describe in detail the qualities of a Stanford undergraduate education, the excellence and breadth of our research programs, and examples of our pioneering spirit. Instead, I would like to touch briefly on some examples of these defining attributes and focus my attention on how we achieved these remarkable traits.

I believe that both Stanford's excellence and its entrepreneurial spirit are characteristics rooted in its founding and carefully tended and strengthened through generations of faculty and University leadership. Each succeeding generation of Stanford's leaders and faculty has built upon an increasingly strong foundation and left the University better positioned.

Jane and Leland Stanford were products of the pioneering West. When they decided to found this University, they thought carefully about the nature of the education to be provided. Initially they were interested in offering a "practical education," but their thoughts clearly evolved, and Leland Stanford later wrote: "The imagination needs to be cultivated and

developed to assure success in life. A man will never construct anything he cannot conceive."

The importance placed on imagination, together with the Stanfords' goal to produce "cultured and useful citizens," helped set the stage for an undergraduate education quite different both from a strictly European model and from that offered at the more established institutions on the East Coast. From its earliest days, a Stanford education recognized the importance of instilling in students the ability to question and think for themselves and looked to the liberal arts for providing the necessary foundation for such critical inquiry.

Under David Starr Jordan's leadership, Stanford University developed an undergraduate program that also aimed to provide students with the mastery of a discipline through the selection of an academic major. This combination of a broad foundation in the liberal arts and an in-depth exposure to a field was pioneered around the turn of the century at Stanford and a few other institutions. One hundred years later, this fusion is the dominant form of undergraduate education throughout the world.

In recent years, we have focused on engaging our students in critical inquiry and in the search for knowledge from their very first days on campus. The section in this annual report called "Supporting the Best Undergraduate Education Anywhere" details the innovative programs implemented, such as freshman and sophomore seminars and new programs for undergraduate research. As noted in that section, to make these and other programs a permanent feature of undergraduate education, The Campaign for Undergraduate Education was launched two years ago. Today, through the generous support of alumni and friends, we are more than three-quarters of the way to our goal.

A great undergraduate education is a cornerstone of a great university, but it is not sufficient by itself. Greatness in a research university also rests on the excellence of its faculty and its success in creating new knowledge. From the earliest days, Stanford University has focused on the excellence of its faculty. Indeed, recruiting an excellent faculty was one of the most important directives that Leland Stanford gave to David Starr Jordan. Today, our faculty includes 17 Nobel laureates, four Pulitzer Prize winners, 23 MacArthur Fellows, 21 recipients of the National Medal of Science, and some 500 members of the major national academies.

Much of this rise to excellence among our faculty has come in the last 50 years, starting under the inspired leadership of President Wallace Sterling and Provost Fred Terman. Terman's emphasis on "steeple of excellence" and his relentless quest to hire the very best faculty helped transform Stanford in the years following World War II. One piece of evidence for this is that *all* of Stanford's Nobel Prizes have been earned in the last 50 years, starting with Felix Bloch in 1952. In parallel with Terman's recruiting efforts, Wally Sterling led Stanford's first major development campaign. PACE (Plan of Action for a Challenging Era) raised \$114 million from 1961 to 1964. This campaign was crucial to recruiting faculty and building much-needed facilities to accommodate their research and teaching.

The quality of Stanford's faculty alone ranks it among the leading institutions in the world. What makes the University great is the combination of quality and breadth. Three-quarters of Stanford's departments were ranked among the top 10 nationally by the National Research Council, and its graduate schools in Law, Medicine, Business, and Education are among the best in the country. In a recent study of research universities by TheCenter, a program on measuring university performance hosted at the University of Florida, Stanford was one of only three institutions to receive a top ranking based on nine different metrics of quality and institutional strength.

Our bold entrepreneurial spirit has its roots in the founders and our location in the pioneering West. In 1904, Jane Stanford defined the challenge for the young University when she exhorted the Board of Trustees:

"Let us not be afraid to outgrow old thoughts and ways, and dare to think on new lines as to the future of the

work under our care. Let us not be poor copies of other universities. Let us be progressive."

Each generation at Stanford has taken this to heart and boldly launched new efforts, from the classroom to the laboratory. Today, some of our most exciting opportunities are in multidisciplinary studies. David Starr Jordan foresaw the importance of allowing for such efforts 100 years ago when he said this to the graduating class of 1902:

"A true university is not a collection of colleges. ... It is not a cluster of professional schools. It is the association of scholars."

As we think about the course of the University in the coming decade, I believe that several of the multischool initiatives now being planned or in their early stages are likely to become flagships that will lead Stanford in the next 10 or 20 years. Recent innovations in interdisciplinary and multischool programs are discussed in detail in the section called "A Multidisciplinary Approach to the Future." Some of these initiatives, such as those in the biosciences and bioengineering, already have led to successful research collaborations. These new programs build on the University's broad scholarly strengths and on Jordan's prescient vision. I have no doubt that these activities will lead to ground-breaking discoveries and novel approaches to the most pressing problems of our day.

In the space of 117 years, Stanford University has become a great university. Although we face a number of challenges—limited space for growth, an endowment that is too small on a per-student basis, aging facilities that must be renovated or replaced, and a downturn in the U.S. economy—the opportunities before us are remarkable. We will continue to innovate and invest in the future, whether that means a series of multidisciplinary initiatives or new opportunities for undergraduates. The pioneering spirit that led the founders and early leaders to "dare to think on new lines" continues to guide us, and I am confident that Stanford University will continue as a great university for generations to come.



JOHN L. HENNESSY

# Supporting the Best Undergraduate Education Anywhere

THE CAMPAIGN FOR UNDERGRADUATE EDUCATION AT STANFORD (CUE) CELEBRATED ITS SECOND ANNIVERSARY at the end of October of 2002, having raised \$797 million in gifts and pledges toward its five-year, \$1 billion goal.

Launched by President John Hennessy during his inaugural address on October 20, 2000, CUE's top priority is building an endowment to permanently support recent innovations in undergraduate education. While Stanford's undergraduate education program is now second to none, the University lags behind its peer institutions when measured by the amount of endowment available to support undergraduate education. CUE is believed to be the largest fundraising effort ever to focus exclusively on undergraduate education at a major research university. It has already achieved remarkable success.



Left to right: President John Hennessy is among the faculty members teaching in Sophomore College, which is supported by The Campaign for Undergraduate Education (CUE); and Lydia Barlow and Jaison Robinson are among the students who have studied at Stanford in Oxford, which is supported by CUE.

CUE is divided into four fundraising categories. Donors already have committed \$242 million, including \$21 million in expendable gifts, toward the \$300 million goal for The Stanford Endowment for Undergraduate Education. The endowment supports programs overseen by the vice provost for undergraduate education, including:

Stanford Introductory Seminars. The seminars feature small-group learning experiences with some of Stanford's most esteemed faculty. The program enrolled a record 2,239 freshmen and sophomores in 2001-2002.

Undergraduate Research Programs. These programs include a new summer research college and an honors college. About 1,500 students—a record high—were involved in research programs in 2001-2002.

01.02

## The Year in Review:

A LOOK BACK AT SELECTED STANFORD EVENTS DURING THE CALENDAR YEAR 2002.

### JANUARY

THE WASHINGTON MONTHLY RANKS STANFORD FIRST AMONG TOP UNIVERSITIES IN USING FEDERAL WORK-STUDY MONEY FOR COMMUNITY SERVICE.



STONE RIVER, A SCULPTURE BY BRITISH ENVIRONMENTAL ARTIST ANDY GOLDSWORTHY, IS INSTALLED AT THE CANTOR CENTER FOR VISUAL ARTS IN HONOR OF FORMER PRESIDENT GERHARD CASPER.

MARTHA MARSH, FORMER CHIEF OPERATING OFFICER AT THE UNIVERSITY OF CALIFORNIA-DAVIS HEALTH SYSTEM, IS NAMED PRESIDENT AND CHIEF EXECUTIVE OFFICER OF STANFORD HOSPITAL & CLINICS.



Coit Blacker



Christopher Edwards



Harry Elam



Judith Goldstein



Patricia Jones



Douglas Osheroff



Eric Roberts



Ramón Saldivar

## BASS UNIVERSITY FELLOWS IN UNDERGRADUATE EDUCATION PROGRAM ESTABLISHED

Thanks to a gift to The Campaign for Undergraduate Education from Anne and Robert Bass, Stanford has established a new honor designed to recognize faculty members who make outstanding contributions to Stanford's undergraduate experience.

University Fellows in Undergraduate Education can come from any of the University's seven schools, including the graduate and professional schools of Business, Education, Law, and Medicine. The University seeks to establish as many as 40 such appointments over the next five years.

THE FIRST 16 FELLOWS IN UNDERGRADUATE EDUCATION ARE:

**Coit Blacker**, deputy director and senior fellow at the Institute for International Studies, the Olivier Nomellini Family University Fellow in Undergraduate Education. A former special assistant to the president for national security affairs, he is a Sophomore College faculty member and an undergraduate adviser.

**John Boothroyd**, professor of microbiology and immunology, the Dunlevie Family University Fellow in Undergraduate Education. He teaches a freshman seminar and integrates undergraduates into his laboratory.

**Thomas Byers**, associate professor of management science and engineering, the Barbara and Buzz McCoy University Fellow in Undergraduate Education. He has been key to the Mayfield Fellows program, which teaches undergraduates entrepreneurship.

**William Durham**, Bing Professor in Human Biology, the Jerry Yang and Akiko Yamazaki University Fellow in Undergraduate Education. He created the undergraduate Field Study Program and has received numerous honors, including the Gores, Dinkelspiel, and Bing Fellowship awards for teaching.

**Christopher Edwards**, associate professor of mechanical engineering, the John Henry Samter University Fellow in Undergraduate Education. He is a winner of the Phi Beta Kappa teaching award.

**Harry Elam**, professor of drama, the Robert and Ruth Halperin University Fellow in Undergraduate Education. He has taught in Sophomore College and was inaugural director of Introduction to the Humanities.

**David Freyberg**, associate professor of civil and environmental engineering, the Landreth Family University Fellow in Undergraduate Education. His undergraduate teaching honors include the School of Engineering's Tau Beta Pi Award and a Bing Fellowship.

**Judith Goldstein**, professor of political science and a senior fellow at the Institute for International Studies, the William and Dorothy Kaye University Fellow in Undergraduate Education. She is cognizant dean for graduate and undergraduate studies in the School of Humanities and Sciences.

**Patricia Jones**, professor of biological sciences and vice provost for faculty development, the Duca Family University Fellow in Undergraduate Education. She is a longtime student adviser and mentor and faculty adviser for the Women's Science and Engineering Network.

**Terry Karl**, professor of political science and a senior fellow at the Institute for International Studies, the William R. and Gretchen B. Kimball University Fellow in Undergraduate Education. She is known as an outstanding teacher and mentor.

**David Kennedy**, Donald J. McLachlan Professor of History, the Thomas W. and Susan B. Ford University Fellow in Undergraduate Education. A Pulitzer Prize winner, he teaches in Introduction to the Humanities.

**Carolyn Lougee Chappell**, chair of the Department of History and professor of early modern European history, the Martin Family University Fellow in Undergraduate Education. She is former dean of undergraduate studies and one of the first recipients of the dean's award for distinguished teaching.

**Pamela Matson**, new dean of the School of Earth Sciences and holder of the Richard and Rhoda Goldman Endowed Chair in Environmental Studies, the Burton J. and Deedee McMurtry University Fellow in Undergraduate Education. She is former director of the Earth Systems Program and involves undergraduates in her research in the Yaqui Basin in Mexico.

**Douglas Osheroff**, J. G. Jackson and C. J. Wood Professor in Physics, the Gerhard Casper University Fellow in Undergraduate Education. A Nobel laureate, he teaches introductory physics courses and a popular undergraduate seminar on photography.

**Eric Roberts**, professor of computer science and senior associate dean of the School of Engineering, the John A. and Cynthia Fry Gunn University Fellow in Undergraduate Education. He has designed and implemented an internationally recognized program in undergraduate computer science education.

**Ramón Saldivar**, professor of English and comparative literature and the Hoagland Family Professor in the School of Humanities and Sciences, the Milligan Family University Fellow in Undergraduate Education. He is former vice provost for undergraduate education and a winner of numerous teaching honors, including the Rhodes and Dinkelspiel awards.

### FEBRUARY

THE BOARD OF TRUSTEES SETS RATES FOR UNDERGRADUATE TUITION, ROOM, AND BOARD FOR 2002-2003, REFLECTING A 4.9 PERCENT INCREASE.

PRESIDENT JOHN HENNESSY ANNOUNCES A LIVING-WAGE POLICY COVERING SUBCONTRACTED EMPLOYEES, MAKING STANFORD ONE OF THE FIRST UNIVERSITIES TO DO SO.

RENOWNED SOCIAL REFORMER, STANFORD ALUMNUS, AND CAMPUS LEADER JOHN GARDNER DIES AT AGE 89.

RONALD HANSON, MARTIN HELLMAN, ROLAND HORNE, AND NORBERT PETERS ARE ELECTED TO THE NATIONAL ACADEMY OF ENGINEERING.

THE JOURNAL *MODERNISM/MODERNITY* MOVES FROM THE UNIVERSITY OF CHICAGO TO STANFORD UNDER THE EDITORSHIP OF JEFFREY SCHNAPP.



The Campaign for Undergraduate Education's "Think Again" tour featured presentations in which professors and students provided a sampling of Stanford's new undergraduate programs. Soloist Bob Ryskamp with the a cappella group The Mendicants performed with fellow singers accompanying him on film.

Sophomore College. The college is an intensive two-week residential program for returning sophomores. It served 348 students in 2001-2002.

CUE supported the creation of a new category of faculty honor: the Bass University Fellows in Undergraduate Education Program. The fellowships recognize the distinguished contributions of faculty to these and other major components of undergraduate education. (See accompanying story.)

*CUE's other achievements as of October include:*

\$216 million raised toward a \$300 million goal in endowment for undergraduate scholarships, creating 114 new need-based scholarship funds and 64 athletic scholarship funds.

\$227 million raised toward a goal of \$300 million for a variety of undergraduate education-related programs, including 34 new endowed professorships and support for athletics and the Overseas Studies Program.

\$43 million raised for The Stanford Fund, which is an ongoing source of expendable, discretionary support for undergraduate education. The goal for Stanford Fund donors is \$100 million over the five years of the campaign.

\$69 million of gifts to CUE not yet designated for specific purposes.

Many donors, taking advantage of matching funds made available by a group of especially generous lead donors, have drawn a total of \$85 million as of October from a pool totaling \$230 million. Particularly important has been the role played by matching funds contributed by the William and Flora Hewlett Foundation. In 2001, the Hewlett Foundation announced a record-setting \$400 million pledge in support of CUE and the School of Humanities and Sciences. Donors have used matching funds to endow 19 professorships for the School of Humanities and Sciences. Hewlett Foundation matching funds also have supported endowment gifts in the Overseas Studies Program.

CUE's success has been partly attributed to the "Think Again" national tour, a 12-city presentation in which 100 professors and 30 students provided a sampling of Stanford's new undergraduate programs for nearly 8,000 alumni, parents, and friends. Participants attended classes modeled on freshman and sophomore seminars and heard from students about research projects and other opportunities that CUE supports.

03.02



THE STANFORD LINEAR ACCELERATOR CENTER'S BABAR EXPERIMENT'S DATABASE STORES ITS 500,000TH GIGABYTE—A MILESTONE THAT MAKES IT THE LARGEST KNOWN SCIENTIFIC DATABASE IN THE WORLD.



ANITA HILL RIVETS A PACKED MEMORIAL AUDITORIUM AUDIENCE IN A DIALOGUE WITH VICE PROVOST FOR CAMPUS RELATIONS LADORIS CORDELL ABOUT SEXUAL HARASSMENT AND HER EXPERIENCES DURING THE 1991 CONFIRMATION HEARINGS FOR SUPREME COURT JUSTICE CLARENCE THOMAS.

04.02



BETWEEN 6,000 AND 8,000 VISITORS FROM LOCAL COMMUNITIES ATTEND THE FIRST COMMUNITY DAY AT STANFORD, DESIGNED TO INCREASE UNDERSTANDING BETWEEN STANFORD AND ITS NEIGHBORS. THE CONTENTS OF AN 1898 TIME CAPSULE BURIED BY JANE STANFORD ARE REVEALED DURING A CELEBRATION OF THE UNIVERSITY'S FOUNDERS.

**MARCH**

WORK BEGINS ON THE LORRY I. LOKEY LABORATORY BUILDING, A NEW RESEARCH FACILITY FOR CHEMISTRY AND BIOLOGICAL SCIENCES.

**APRIL**

# A Multidisciplinary Approach to the Future

MANY OF THE MOST IMPORTANT SOCIETAL AND SCIENTIFIC CHALLENGES THAT OUR WORLD FACES, through their sheer scale and complexity, require the collaboration of researchers who specialize in a variety of areas. Stanford is actively positioning itself to be a leader in multidisciplinary scholarship.

Universities, long compartmentalized into department-based disciplines, are striving to approach problems from multiple directions and to teach their students to do so as well. Stanford, with a tradition of innovation and transformation, is among those best able to encourage multidisciplinary approaches in the creation of new knowledge.

For instance, the International Human Genome Sequencing Consortium, which mapped the three billion DNA letters that constitute the complete set of human genes, succeeded because of collaboration among scientists specializing in such areas as biology, mathematics, engineering, and computers. Two Stanford laboratories were key to the effort.



Environmental research is among the areas cited by President Hennessy as poised for enhanced multidisciplinary approaches. Stanford's environmental researchers include, from left, Alexandria Boehm, the Clare Boothe Luce Assistant Professor of Civil and Environmental Engineering, who studies coastal water quality; Harold Mooney, the Paul S. Achilles Professor of Environmental Biology, who focuses on ecosystems; Brendon Bohannon, assistant professor of biological sciences, who studies the intersection of microbiology and ecology; and Deborah Gordon, associate professor of biological sciences, who studies the behavioral ecology of social insect colonies.

Areas cited by President John Hennessy as poised for enhanced multidisciplinary approaches at Stanford include:

issues in environmental studies, ranging from the use of water resources to species conservation to the environmentally sensitive production and use of energy;

fundamental research in the biosciences that, at the molecular level, requires collaboration among biologists, physicists, and chemists;

comparative international studies, which require an understanding of the history, social norms, and cultural traditions of a nation to explore and understand current political, legal, and economic events; and



STANFORD OFFERS ADMISSION TO 2,320 PROSPECTIVE STUDENTS FOR A CLASS EXPECTED TO BE AMONG THE UNIVERSITY'S MOST ACADEMICALLY DISTINGUISHED, CULTURALLY AND ETHNICALLY DIVERSE, AND INTELLECTUALLY ACCOMPLISHED.

STANFORD ALUMNA SALLY RIDE, THE FIRST AMERICAN WOMAN IN SPACE, GIVES THE 2002 DRELL LECTURE, STRESSING THE IMPORTANCE OF SPACE EXPLORATION TO NATIONAL SECURITY.

BILL GATES, CHAIRMAN OF MICROSOFT, JOINS PRESIDENT JOHN HENNESSY IN KRESGE AUDITORIUM FOR A WIDE-RANGING CONVERSATION ABOUT THE FUTURE OF TECHNOLOGY.

STANFORD UNIVERSITY LIBRARIES, IN PARTNERSHIP WITH THE WILLIAM SAROYAN FOUNDATION, ANNOUNCES THE LAUNCH OF THE WILLIAM SAROYAN INTERNATIONAL PRIZE FOR WRITING FOR NEWLY PUBLISHED WORKS OF FICTION.

FACULTY MEMBERS MANJU PURI, RAVI VAKIL, MIRIAM GOODMAN, KRISHNA SHENOY, AND HARI MANOHARAN ARE AWARDED SLOAN RESEARCH FELLOWSHIPS BY THE ALFRED P. SLOAN FOUNDATION.

## PROBING INTERACTIVE TECHNOLOGY

The Media X Program is one of the most promising interdisciplinary projects at Stanford, bringing together researchers from computer science, engineering, linguistics, psychology, marketing, education, communication, business, philosophy, music, and art.

The program is contributing to the ongoing technology revolution by developing ideas about how people use interactive technology. Media X goes beyond discoveries about computing power, for instance, to ask questions about the best ways for people to interact with technology and about the value that technology adds to daily life.

Media X's grants facilitate interactive technology research. Examples include human-media automobile navigation systems or learning environments that use sensors for motion, presence, stress, and emotion. Among the program's current projects are joint work with the National Aeronautics and Space Administration's Ames Research Center to design models for air traffic control systems. The program is also developing and testing interactive toys for children and input/output devices that help the disabled access interactive technology.

The program is located in Wallenberg Hall, a historic building that has been renovated to house a global working laboratory where learning tools of the future are developed and used. Wallenberg Hall is a symbol of Stanford's commitment to understanding how people learn and to using that knowledge to improve education. Wallenberg Hall was funded by grants from the Swedish Knut and Alice Wallenberg Foundation and Marianne and Marcus Wallenberg Foundation.



translational biomedical research, which requires collaboration from the basic sciences, engineering, and clinical medicine to treat human health problems.

Among the most promising of current multidisciplinary projects are the Media X program and the Stanford Program for Bioengineering, Biomedicine, and Biosciences (see accompanying stories). One of the University's newest initiatives is the Department of Bioengineering, created jointly by the schools of Medicine and Engineering. It represents the first department at Stanford to be formed by two different schools. This new department will focus on scholarship that brings the breakthroughs in the biosciences to clinical application.

Stanford boasts more than 40 interdisciplinary undergraduate programs, including:

Earth Systems, which combines Earth sciences, biological sciences, economics, and engineering to view the Earth as an integrated system with physical, biological, and human-made processes;

Human Biology, which includes faculty specializing in anthropology, environmental policy, education, ethics, medicine, neuroscience, physiology, psychology, and women's studies to focus on the relationship between the biological and social aspects of humanity's origin, development, and prospects; and



JESSE JACKSON VISITS CAMPUS AS PART OF THE ¡VIVA CÉSAR CHÁVEZ! COMMEMORATIVE CELEBRATION.

FACULTY MEMBERS IAN MORRIS AND ILYA SEGAL ARE AMONG 184 SCHOLARS GRANTED GUGGENHEIM MEMORIAL FOUNDATION FELLOWSHIPS.

05.02

### MAY

PATRICK BROWN, JOHN HENNESSY, ERIC KNUDSEN, MICHAEL LEVITT, STEPHEN SCHNEIDER, AND DAVID SIEGMUND ARE ELECTED MEMBERS OF THE NATIONAL ACADEMY OF SCIENCES.

RONALD BRACEWELL, WILLIAM NIX, HECTOR GARCIA-MOLINA, JAMES FEARON, JOHN PERRY, LEE SHULMAN, AND ALLEN WOOD ARE ELECTED MEMBERS OF THE AMERICAN ACADEMY OF ARTS AND SCIENCES.

## AN AMBITIOUS BIOSCIENCES RESEARCH EFFORT

The Stanford Program for Bioengineering, Biomedicine, and Biosciences, commonly known on campus as Bio-X, is arguably the world's most ambitious interdisciplinary bioscience research effort.

Governed by the dean of research and the deans of four schools (Medicine, Engineering, Earth Sciences, and Humanities and Sciences), the program is designed to spur discoveries and innovations in the life sciences by breaking down conventional walls among disciplines.

The hub of the initiative is the James H. Clark Center for Biomedical Engineering and Sciences—a state-of-the-art facility that will be finished in 2003. The Clark Center will house researchers with interests in such areas as chemical biology (including the development of new molecules for medical research), biocomputation (including informatics, imaging, and biomechanics), regenerative medicine, instrumentation, and genomics.

Bio-X awards seed grants to faculty teams for promising interdisciplinary scholarship. The first grants, for instance, funded projects to fight blindness with digital camera technology, to trap rather than remove environmental pollutants, and to educate biological sciences and engineering graduate students in medicine.

“Bio-X is an exciting and challenging endeavor that's never been tried on this scale,” says Matthew Scott, professor of developmental biology and genetics and chair of the program. “The challenge is finding ways to start the communication process between people who normally don't see each other.”

Symbolic Systems, which combines computer science, linguistics, psychology, and philosophy to focus on the relationship between natural and artificial ways of conveying information.

Stanford's tradition of innovation allows the University to confront the organizational hurdles associated with the department-based model historically used to organize teaching, research, and the allocation of resources. President Hennessy cited creating opportunities for multidisciplinary research and teaching as a priority during his 2000 inauguration address.

Stanford has other strengths that foster multidisciplinary approaches. For instance:

Stanford's disciplines are clustered onto one campus, making collaboration easier through proximity.

Stanford has extraordinary strength in a broad range of disciplines.

Stanford has a tradition of low barriers between disciplines when focused on important research problems.

Pursuing multidisciplinary programs has other advantages besides facilitating discovery. It strengthens graduate training, leads to research opportunities that develop scholars whose background and expertise are unique, and lays the groundwork for new degree programs.



FORMER PRESIDENT JIMMY CARTER DISCUSSES U.S.-CHINA RELATIONS AT AN INAUGURAL LECTURE SPONSORED BY THE SHORENSTEIN FORUM FOR ASIA-PACIFIC STUDIES.



LAURA WILSON BECOMES THE FIRST STANFORD ALUMNA TO BE NAMED CHIEF OF THE STANFORD POLICE FORCE, REPLACING THE LATE MARVIN MOORE.



RESEARCH ASSISTANT MICHAEL HOLZBAUR AND GRADUATE STUDENT ROBERT SISTON ARE AMONG THOSE BENEFITING WHEN THE NEW \$25 MILLION, 48,000-SQUARE-FOOT MECHANICAL ENGINEERING RESEARCH LABORATORY OPENS ITS DOORS.

STANFORD AND PUBLIC TELEVISION STATION KTEH ANNOUNCE A PARTNERSHIP TO JOINTLY PRODUCE PROGRAMMING FOR NATIONAL AND REGIONAL AUDIENCES.

VICE PROVOST FOR FACULTY DEVELOPMENT PAT JONES REPORTS TO THE FACULTY SENATE THAT THE UNIVERSITY HAS HAD A NET GAIN OF 28 FACULTY MEMBERS, 24 OF WHOM ARE WOMEN.

# A Tradition of Responsible Land Management

IN 1885, JANE AND LELAND STANFORD FORMALIZED THE FOUNDING GRANT THAT CREATED STANFORD UNIVERSITY in memory of their late son. Tucked at the end of the document is a passage labeled “Inalienability of Palo Alto Farm” in which the Stanfords forbade trustees from ever selling any part of the granted property. The Stanfords intended the property to provide an ongoing source of income to support the institution. Over time, the trustees applied that prohibition to all of Stanford’s lands.

In retrospect, as the Bay Area’s population grows and development spreads, the Stanfords’ directive seems prescient. The Palo Alto Farm has served for more than 100 years as the University’s most valuable and enduring endowment. Stanford’s lands today stretch from El Camino Real to the coastal side of Interstate-280, passing through two counties and four municipalities.

Stanford’s trustees have been good stewards of the land, preserving nearly two-thirds as open or lightly developed space to accommodate future University needs. Development has, in large part, been clustered in the University’s main campus.

The use of Stanford’s land is, in large part, today guided by a General Use Permit (GUP) negotiated in 2000 with Santa Clara County after more than two years of discussions, 40 public hearings, and input from 16 public agencies. The county has jurisdiction

over 4,017 acres of unincorporated University land, including the core campus and the foothills. The remainder lies in San Mateo County to the north. The GUP is unprecedented in Santa Clara County for its scope.

The GUP spells out 128 conditions to which Stanford is obligated. Among them is “no new net commute trips,” which means that there can be no increase in automobile trips into the campus during the morning peak traffic period and no increase in off-campus trips during the evening peak. This stringent standard has never been imposed on another landowner, nor has any public agency ever adopted it. In addition, the University agreed to restrict development of the foothills that overlook San Francisco Bay for 25 years.



Views of the Stanford Foothills



06.02



**JUNE**

HARDEN MCCONNELL IS NAMED THE 2002 WINNER OF THE WELCH AWARD FOR LIFETIME ACHIEVEMENT IN BASIC CHEMICAL RESEARCH.

THE CARILLON BELLS ARE PLAYED BY TIMOTHY ZERLANG AGAIN ATOP HOOVER TOWER AFTER A YEARLONG RESTORATION PROJECT.

U.S. NATIONAL SECURITY ADVISOR CONDOLEEZZA RICE, FORMER STANFORD PROVOST, URGES GRADUATES AT THE 111TH COMMENCEMENT TO USE THEIR EDUCATION TO COUNTER THE HATRED SPREAD BY TERRORISTS AROUND THE GLOBE.

HAROLD MOONEY, PROFESSOR OF BIOLOGICAL SCIENCES, IS NAMED CORECIPIENT OF THE 2002 BLUE PLANET PRIZE IN RECOGNITION OF CONTRIBUTIONS TO GLOBAL ENVIRONMENTAL CONSERVATION.

## PRESERVING 'THE DISH' AREA

An estimated 1,000 people per day hike a network of paths in Stanford's foothills surrounding the working radio telescope affectionately known as "the Dish."

Frederick Law Olmsted, the architect who created New York's Central Park and who was commissioned by the Stanfords to develop a campus blueprint, originally recommended that the University be located in those same foothills for the view of San Francisco Bay. Leland Stanford, however, opted for development of the plains below.

More than 100 years later, the foothills are as beautiful as they likely were in Olmsted's time. Because of that beauty, the Dish area had become a de facto public park in recent years in the minds of some area residents. Unfortunately, unfettered public use of the foothills damaged habitat areas and promoted erosion. As a result, in 2000, the University implemented a conservation program to protect the Dish area.

The existing service road that meandered through the hills was repaired to form a four-mile recreation route and dogs, which had disturbed the native wildlife, were banned. Efforts to preserve the habitat were viewed suspiciously by some neighbors, who accused the University of trying to close the popular area to the public.

In fact, the foothills were off limits to everyone until 1971, when they were made available only to persons with a Stanford ID card. In the late '80s, the University designated trails for recreational use and erected signs indicating areas that were closed for restoration. Those regulations were ignored, and gradually, the foothills grew increasingly popular and environmental degradation more noticeable. The University responded by establishing a formal academic reserve at the Dish and supporting conservation research.

Researchers from Stanford's Center for Conservation Biology are working to restore the grasslands, oak woodland, and wetlands that cover the Dish area. The goal is to restore as much native biodiversity as possible in a sustainable manner. Projects include using aerial imagery to document changes to campus oaks since the 1920s, generating computer models to aid restoration planners in selecting sites for restoration, and evaluating managed grazing to control nonnative grasses. One of the most promising efforts to date is a series of experiments in which scientists have covered the soil with heavy plastic tarps. Initial efforts eliminated more than half of the nonnative species in test plots and led to abundant native species without the use of herbicides.

Translating basic science into practical tools for preserving biodiversity and natural resources is central to the mission of the Center for Conservation Biology and its work at the Dish area. Among the organizations using techniques developed at the Dish are the Santa Monica National Recreation Area near Los Angeles, the University of California's Natural Reserve System, and the state's Agricultural Extension offices.



"The Dish" area includes a four-mile network of paths that are open to the public.



GORDON EARLE, A FORMER STANFORD KNIGHT FELLOW, IS NAMED VICE PRESIDENT FOR PUBLIC AFFAIRS.



JULIE LYTHCOTT-HAIMS, A STANFORD GRADUATE AND ASSISTANT TO THE PRESIDENT, IS NAMED TO THE NEWLY CREATED POSITION OF DEAN OF FRESHMEN AND TRANSFER STUDENTS.

ATHLETIC DIRECTOR TED LELAND IS NAMED COCHAIR OF THE U.S. SECRETARY OF EDUCATION'S COMMISSION ON OPPORTUNITY IN ATHLETICS, WHICH WILL EXAMINE WAYS TO STRENGTHEN ENFORCEMENT OF TITLE IX.

08.02

### AUGUST

STANFORD AND MENLO PARK AGREE TO MAJOR IMPROVEMENTS ON SAND HILL ROAD, ENDING DECADES OF DEBATE.

## JASPER RIDGE'S 'GREEN' BUILDING



The Leslie Shao-ming Sun Field Station at Jasper Ridge

The new Leslie Shao-ming Sun Field Station at the Jasper Ridge Biological Preserve is the University's "greenest" building. Jasper Ridge, a 1,189-acre preserve that provides refuge for native plants and animals, is a natural laboratory for researchers and students.

The new building brings the preserve's labs and programs under one roof, providing scientists, students, and staff with lab space, offices, and classrooms. It has a photovoltaic panel-topped roof, a trellis with honeysuckle vines for shade from southern exposure, outside walls sheathed with recycled redwood siding, concrete made with fly ash, and walls insulated with recycled newsprint. Sunlight provides most of the field station's light and much of the energy to heat the building, which is designed to stay cool without the use of air-conditioning. The entrance is paved with bricks from Jane and Leland Stanford's country home, which was damaged in the 1906 earthquake.

Architects did everything they could to make sure construction altered the landscape as little as possible. The drip lines of all the mature oak trees on the site were fenced off and young oak seedlings were transplanted elsewhere on the preserve.

In return, Stanford has been granted the right to develop about two million square feet of academic facilities and 3,000 housing units. More than half of all the construction over the next 10 years will be much-needed housing. Seventy-eight percent of the new housing units are planned to be affordable housing for students, medical residents, and postgraduate fellows.

For decades, Stanford has been an incubator of progress in Silicon Valley, producing graduates who, in turn, produced the high-technology revolution. But prosperity has become a two-edged sword for area residents and for Stanford. The Peninsula, once a farming region dotted with orchards, has become highly urbanized, with gridlocked traffic and spiraling home prices. Stanford's open space has increasingly been seen as a highly treasured "public," versus University, asset.

Although Stanford has no plans to develop its lands in the foothills, it has found it necessary to preserve its right to do so in the future. Like many colleges and universities, Stanford has increasingly turned its attention to "town-gown" relationships as it works with surrounding communities to balance its right to grow with its neighbors' legitimate concerns about the effects of that growth. In the end, Stanford believes it must protect property rights over lands that, in essence, protect the ability to serve future educational needs of the University, as its founders intended.

09.02

NASA SELECTS STANFORD ASTRO-PHYSICISTS TO DESIGN AND OVERSEE THE PRIMARY EXPERIMENT ABOARD THE SOLAR DYNAMICS OBSERVATORY, A NEW RESEARCH SATELLITE SCHEDULED FOR LAUNCH IN AUGUST 2007.

### SEPTEMBER

CAMPUS MEMBERS REMEMBER THE TRAGEDIES OF SEPT. 11 IN A CEREMONY FEATURING THE PLANTING OF WILDFLOWER SEEDS IN POTS TO BE DISTRIBUTED THROUGHOUT CAMPUS.



PHYSICS PROFESSOR ANDREI LINDE, WHOSE THEORIES ON THE ORIGIN OF THE UNIVERSE REVOLUTIONIZED COSMOLOGY, SHARES THE 2002 DIRAC MEDAL FOR THEORETICAL PHYSICS.



THE CAMPUS WELCOMES 1,641 FRESHMEN AND 87 TRANSFER STUDENTS.

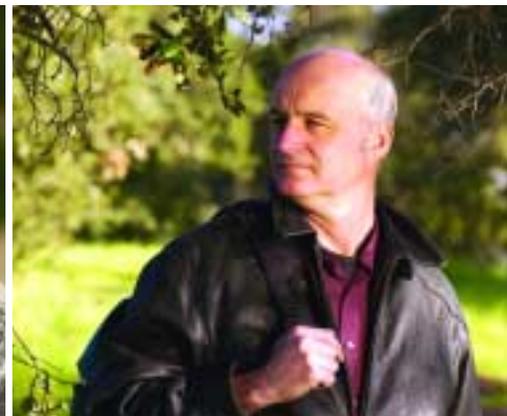
## The Relentless Pursuit of New Knowledge

STANFORD SCHOLARS AND RESEARCHERS CONTINUED THEIR CONTRIBUTIONS TO THE CREATION OF NEW KNOWLEDGE during the 2001–2002 year.

Researchers contributed to a better understanding of environmental issues. Population biologist Paul Ehrlich and his colleagues reported in the *Proceedings of the National Academy of Sciences* a relationship between the extinction of Jasper Ridge’s Bay checkerspot butterflies and weather variation linked to climate change.

Marine scientists, including Barbara Block and Andre Boustany of the Tuna Research and Conservation Center at the Hopkins Marine Station, shattered existing beliefs about the range of great white sharks in *Nature*.

Geophysicist Kevin Arrigo was among scientists reporting in the *Geophysical Research Letters* that they used satellite images for the first time to observe how icebergs in Antarctica



Left to right are Estelle Freedman, the Edgar E. Robinson Professor in U.S. History; Shanhui Fan, assistant professor of electrical engineering; C. Page Chamberlain, professor of geological and environmental sciences; and Samuel Strober, professor of immunology and rheumatology, and Maria Millan, assistant professor of surgery.

can disrupt a marine ecosystem, causing a decline in phytoplankton blooms that, in turn, harmed penguin populations in 2000 and 2001.

In *Science*, C. Page Chamberlain, professor of geological and environmental sciences, and his colleagues described a technique to identify birds’ elusive wintering grounds by chemical analysis of feathers—a major step in bird conservation efforts.

Stanford scholars were prominent among participants in the nationwide debate about stem cell research. William Hurlbut, a consulting professor in human biology, was appointed to President George W. Bush’s Council on Bioethics.



FBI DIRECTOR ROBERT MUELLER VISITS WITH OTHER ADMINISTRATION OFFICIALS TO ANNOUNCE A NEW NATIONAL STRATEGY TO SECURE CYBERSPACE.

BIOLOGIST TIM STEARNS IS STANFORD’S FIRST HOWARD HUGHES MEDICAL INSTITUTE PROFESSOR—ONE OF 20 PROFESSORS SELECTED FROM 19 UNIVERSITIES.

10.02

### OCTOBER

STANFORD CELEBRATES THE 40TH ANNIVERSARY OF THE STANFORD LINEAR ACCELERATOR CENTER, WHERE SCIENTISTS HAVE ADVANCED FUNDAMENTAL UNDERSTANDING OF THE PHYSICAL WORLD, FROM SUBATOMIC PARTICLES TO OUTER SPACE.

GRADUATE SCHOOL OF BUSINESS SCHOLARS AT THE CENTER FOR SOCIAL INNOVATION AND THE SCHOOL OF EDUCATION’S EDUCATIONAL LEADERSHIP INSTITUTE SPONSOR A SYMPOSIUM, “DEVELOPING EDUCATIONAL ENTREPRENEURSHIP: REDESIGNING SCHOOLS FOR THE 21ST CENTURY.”

Researchers participated in a March hearing about stem cell research called by State Sen. Deborah Ortiz of Sacramento, including Nobel laureate Paul Berg and legal scholar Henry Greely, who served on the California Advisory Committee on Human Cloning.

In February, the University honored Professor Emeritus of Genetics Leonard Herzenberg, who developed the first flow cytometry device, which sorts cells and can distinguish stem cells from mature cells.

Irving Weissman, professor of cancer biology and the first to develop a method for isolating the stem cell, was named 2002 Scientist of the Year by the California Science Center.

At the School of Engineering, electrical engineering faculty member Shanhui Fan predicted at the annual meeting of the American Association for the Advancement of Science that photonic crystals may become the transistors of the 21st century, making the next generation of computers run at the speed of light.

Electrical engineering professor Umran Inan was among scientists reporting in *Nature* that they had captured an elusive “blue jet” on video, proving that electricity can discharge from thunderclouds to the lower ionosphere and influence communications.

Scholars continued their efforts to improve the lives of the nation’s youth. Assistant Professor of Education Susanna Loeb was among researchers who reported that, although welfare reform has successfully moved millions of single mothers into the workforce, it has failed to improve living conditions for their children.

Engineering professor James Leckie began work on an Environmental Protection Agency grant to estimate pesticide exposure in children, especially those of California migrant workers.

Legal scholar William Koski launched the Law School’s Youth and Education Law Clinic to teach real-world skills to aspiring lawyers and to help children with special needs.

In the humanities, Reviel Netz, an assistant professor of classics who studies ancient Greek mathematics, is translating the works of Archimedes. Writing in *Science*, Netz revealed that the Greeks knew more about infinity than conventional mathematics wisdom has held.

Jonathan Berger, associate professor of music, and his students are digitizing more than 1,500 pre-1920 Edison cylinder recordings, providing an audio portrait of the United States 100 years ago.



KEITH HODGSON, PROFESSOR OF CHEMISTRY AND DIRECTOR OF THE STANFORD SYNCHROTRON RADIATION LABORATORY, IS NAMED RECIPIENT OF THE E.O. LAWRENCE AWARD FROM THE U.S. DEPARTMENT OF ENERGY FOR CONTRIBUTIONS TO NUCLEAR ENERGY.

PRESIDENT GEORGE W. BUSH NOMINATES MARK MCCLELLAN, ASSOCIATE PROFESSOR OF ECONOMICS AND OF MEDICINE, TO LEAD THE FOOD AND DRUG ADMINISTRATION. MCCLELLAN IS A MEMBER OF THE PRESIDENT’S COUNCIL OF ECONOMIC ADVISERS.



PAMELA MATSON IS NAMED THE NEW DEAN OF THE SCHOOL OF EARTH SCIENCES, SUCCEEDING LYNN ORR.

TEN SCHOLARS ARE GIVEN Terman Fellowships, which recognize promising young faculty in the sciences and engineering: Margot Gerritsen, Elizabeth Hadly, Michael Rexach, Vijay Pande, Vladan Vuletic, Thomas Clandinin, Miriam Goodman, Feryal Erhun, Ashish Goel, and Jelena Vuckovic.



THE NEW HOME FOR THE CAREER DEVELOPMENT CENTER AND THE OFFICE OF ACCESSIBLE EDUCATION OPENS ON SALVATIERRA WALK.



Photo at top, Susanna Loeb, assistant professor of education. Below, Donald Lowe, professor of geological and environmental sciences, and Joe Wooden, a consulting professor, determined the age of the oldest known meteorite impact on Earth.

Historian Estelle Freedman has written the first cross-cultural study of women's resistance movements, *No Turning Back*, which shatters the myth that feminism is a dying Western invention.

The jury at an international media art exhibition awarded the 2002 Nam June Paik Award to multimedia electronic artist Paul DeMarinis for his installations incorporating sound, optics, and computers.

In the areas of medicine and the biosciences, biochemist Patrick Brown won awards from the Takeda Foundation and from *Discover* magazine for inventing the DNA microarray, which has fundamentally changed genetic research.

Marcia Stefanick, associate professor of medicine, chaired the largest study to date on hormone replacement, which found that postmenopausal women who take estrogen combined with progestin risk breast cancer, heart attack, stroke, and blood clots.

Bioscientist Liqun Luo and his colleagues wrote in *Nature* that they identified the genes that control the growth and development of brain cells in fruit flies—a discovery with applications beyond insects.

Neurologist Lawrence Steinman and his colleagues reported a potential treatment for Huntington's disease in the February *Nature Medicine*. The treatment, which enhanced the brain's natural protective response to the disease, alleviated tremor and prolonged life in mice with a similar neurological disorder.

Samuel Strober, professor of immunology and rheumatology, and Maria Millan, transplant surgeon, discovered a way to transplant kidneys that may enable patients to avoid a lifelong course of immune-suppressing drugs.

Distributed computing showed its first results through the work of chemistry faculty member Vijay Pande and graduate student Christopher Snow. They wrote in *Nature* that they used some 30,000 personal computers to simulate part of the complex folding process that a protein molecule undergoes to achieve its unique shape.

At the Law School, scholars have expanded their exploration of the Internet and e-commerce with the founding of the Center for E-Commerce, part of the Stanford Program in Law, Science & Technology. That program includes the Center for Internet and Society, founded by Lawrence Lessig, who argued *Eldred v. Ashcroft* before the U.S. Supreme Court in October. The case was described as the most important copyright case of our time.



FORMER ISRAELI PRIME MINISTER EHUD BARAK, A STANFORD GRADUATE, SPEAKS TO A FULL MEMORIAL AUDITORIUM ABOUT THE PROSPECTS FOR PEACE IN THE MIDDLE EAST.



PROVOST JOHN ETCEMENDY DEDICATES WALLENBERG HALL, ORIGINALLY THE UNIVERSITY LIBRARY. THE BUILDING IS NAMED FOR THE WALLENBERG FAMILY OF SWEDEN, WHICH HELPED FUND A NEW GLOBAL LEARNING CENTER THROUGH THE KNUD AND ALICE WALLENBERG AND MARIANNE AND MARCUS WALLENBERG FOUNDATIONS.



THE NEW ALLENE G. VADEN HEALTH CENTER FOR STUDENT HEALTH SERVICES IS DEDICATED ON CAMPUS DRIVE.



REUNION ATTRACTS A RECORD-BREAKING 7,190 PEOPLE. HIGHLIGHTS INCLUDE A MOOT COURT FEATURING U.S. SUPREME COURT JUSTICES AND STANFORD ALUMNI SANDRA DAY O'CONNOR AND WILLIAM REHNQUIST.



**NOVEMBER**  
CHEMIST JOHN BRAUMAN RECEIVES THE 2002 LINUS PAULING MEDAL, PRESENTED ANNUALLY BY THE AMERICAN CHEMICAL SOCIETY FOR OUTSTANDING ACHIEVEMENT IN CHEMISTRY.

11.02

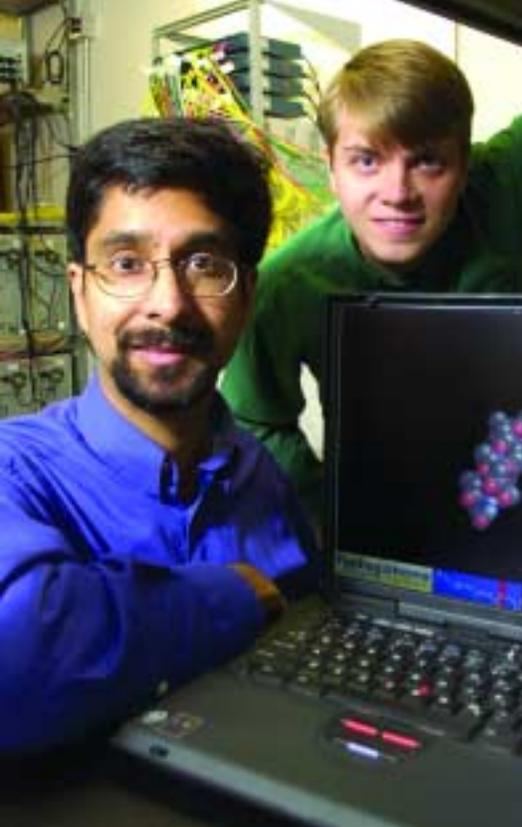


Photo at top, Vijay Pande, assistant professor of chemistry, and graduate student Christopher Snow. Below, Nobel laureate Paul Berg, the Robert W. and Vivian K. Cahill Professor Emeritus of Cancer Research.

Legal scholar John Barton chaired the Commission on Intellectual Property Rights, which reported that the world's intellectual property rights system overlooks development concerns and often costs more than the benefits it produces for the poorest nations.

Scholars contributed to the understanding of Earth processes, including those that cause earthquakes and form volcanoes. Researchers with the U.S. Geological Survey and at Stanford, including geophysicist Mark Zoback, spearheaded an effort to drill a 1.4-mile-deep hole along the San Andreas Fault to help scientists better predict the timing and severity of earthquakes.

Writing in *Nature*, geophysicists Jessica Murray and Paul Segall raised questions about a technique for earthquake predictions by showing how a widely used model failed to predict a long-anticipated magnitude 6 quake on the San Andreas Fault.

A team of geologists headed by Donald Lowe wrote in *Science* that they had determined the age of the oldest known meteorite impact on Earth—an event that generated massive shockwaves across the planet billions of years ago.

At the Graduate School of Business, Stefan Reichelstein, professor of accounting, helped establish an accounting framework for calculating “economic value added,” which is a widely used performance measurement for companies. His paper was named the best at the *Review of Accounting Studies* conference.

Lawrence Wein, professor of operations, information, and technology, was one of three scholars whose work, published in *Proceedings of the National Academy of Sciences*, prompted a major change in guidelines for nationwide immunization against a smallpox attack. Instead of isolating infected people and immunizing those with whom they have had contact, the scholars proposed speedy mass vaccinations after an attack.

Stanford scientists also contributed further to space science. Elena Benevolenskaya of the W. W. Hansen Experimental Physics Laboratory, writing in *Astrophysical Journal Letters*, announced that she and her colleagues may have discovered why the sun's magnetic poles flip-flop every 11 years. Understanding the cycle could help predict solar flares and eruptions that interfere with communications on Earth.

Physicists Andrei Linde and Renata Kallosh questioned theories of a rapidly expanding universe on the physics web site *www.arXiv.org*, suggesting that the universe may actually collapse in 10 billion to 20 billion years.



STANFORD LAUNCHES THE GLOBAL CLIMATE AND ENERGY PROJECT, A MULTIMILLION-DOLLAR ALLIANCE BETWEEN ACADEMIA AND INDUSTRY TO DEVELOP TECHNOLOGIES TO MEET GROWING ENERGY NEEDS WHILE SUSTAINING THE ENVIRONMENT. LYNN ORR IS NAMED DIRECTOR.

STANFORD ELIMINATES THE REQUIREMENT THAT STUDENTS ACCEPTED UNDER EARLY DECISION COMMIT TO ATTEND AT THE TIME OF THEIR APPLICATION, BEGINNING WITH STUDENTS ENTERING IN 2004.

## 12.02

## DECEMBER

STANFORD LAUNCHES “DISCOVERING DICKENS,” A COMMUNITY READING PROJECT FEATURING THE UNIVERSITY LIBRARIES’ SERIAL VERSION OF *GREAT EXPECTATIONS*. MORE THAN 6,000 PEOPLE SIGN UP.

A NEW INSTITUTE FOR CANCER/STEM CELL BIOLOGY AND MEDICINE IS ESTABLISHED WITH AN ANONYMOUS \$12 MILLION GIFT TO COMBAT DISEASES SUCH AS CANCER, DIABETES, AND PARKINSON'S.



## KEEPING STANFORD'S COMMITMENTS

MESSAGE FROM THE CHAIR OF THE BOARD OF TRUSTEES

WHEN LELAND AND JANE STANFORD SIGNED THE FOUNDING GRANT IN 1885, they committed their resources to create “a University of the highest grade.” They charged the initial members of the Board of Trustees, and all of their successors, to maintain the highest standards of teaching and research. For 117 years, that commitment of the founders has remained our core mission.

In these economically uncertain times, Stanford, like all universities, faces clear challenges in providing resources for teaching and research. But through prudent fiscal management and loyal support from alumni, Stanford has kept its commitments to students and faculty. Through careful, ongoing assessment of priorities, we will continue to do so. This is not an easy task.

For example, the sagging U.S. economy has led to a significant increase in the number of families requesting financial aid. Because Stanford is committed to need-blind admission, the University has increased its financial aid budget, even as the markets take their toll on Stanford's own financial resources.

In addition to undergraduate financial aid, Stanford is experiencing increased costs for many teaching and research expenses. Taking into account these and other financial results in 2001–2002, Stanford has made substantial expense reductions in its operating budget for 2002–2003.

One reason budget cuts have not been more severe is that alumni and other donors continue to support Stanford. Although giving was down slightly in 2001–2002 from the previous year, more than 67,000 alumni, parents, foundations, companies, and friends helped to provide scholarships and other funding. Their support has never been more needed and appreciated.

Another mitigating factor is Stanford's endowment payout policy. In years when the endowment performs well, Stanford reinvests a significant portion of these gains so they may be drawn upon in leaner years. So, although fiscal 2001–2002 saw the market value of the endowment decline for a second

consecutive year, the operating budget was shielded from the full impact of market fluctuations.

In the long run, of course, Stanford will feel the effect of a prolonged economic downturn. Like all institutions, the University is examining its priorities carefully. The good news is that Stanford is well-positioned to make the most of available resources.

In the area of undergraduate education, the dramatic advances of the past decade have already proven their merit. The \$1 billion Campaign for Undergraduate Education (CUE) is making excellent progress in securing these gains. With three years remaining in CUE, undergraduate education remains a key priority at Stanford.

In graduate study and research, multidisciplinary fields represent many of the most exciting breakthroughs ahead. For example, the schools of Medicine and Engineering have joined together to launch a new Department of Bioengineering. The schools of Earth Sciences and Engineering are leading a multidisciplinary initiative on energy and the environment. Such programs would be top priorities in any economic climate. In times of fiscal constraint, they have the added benefit of taking advantage of the University's established strengths.

“The forecast is for tight times,” as Stanford Provost John Etchemendy has told faculty. But the need for leadership and innovation is undiminished. Stanford must always admit students without regard to their ability to pay tuition and offer them the best possible educational experience. Stanford must always attract outstanding faculty and foster world-class research.

With help from alumni, parents, and friends, I remain confident that Stanford will keep its commitments to students, faculty, and the world. Our founders would have expected no less.

ISAAC STEIN  
Chair, Stanford University Board of Trustees

# 2002 FINANCIAL REVIEW

STANFORD UNIVERSITY

Discussion of Financial Results 19

Selected Financial Data 26

Consolidated Statements of Financial Position 27

Consolidated Statements of Activities 28

Consolidated Statements of Cash Flows 30

Notes to the Consolidated Financial Statements 31

Management Responsibility for Financial Statements 53

Report of Independent Accountants 54

Report from the Stanford Management Company 55



The 2001–2002 fiscal year (FY02) was a challenging one for higher education institutions, including Stanford (the University). Many universities experienced negative investment returns for the second year in a row, reflecting the continuing decline in equity market values.

Stanford's consolidated net assets declined \$461 million in FY02 to end the year at \$11.1 billion, following a decline of \$591 million in fiscal year 2000–2001 (FY01). Although weak investment performance over the past two years has offset some of the strong investment performance of the late 1990s, Stanford's consolidated net assets at the end of FY02 have increased more than \$4 billion (57%) since the beginning of fiscal year 1997–1998 (FY98). See Figure 1.

In FY02, Stanford University, including its Hospitals, had consolidated excess operating revenues over expenses of \$34 million, as compared to \$46 million in FY01. However, the University, excluding the Hospitals, incurred a deficit in FY02 of \$17 million as compared to an excess of \$59 million in FY01. The Hospitals' operating results improved to an excess of \$51 million in FY02, as compared to a deficit of \$13 million in FY01. The Hospitals have improved their financial performance despite rising costs and less than comparable increases in federal and state support for academic medical centers.

The remainder of this review is focused on the FY02 financial results of the University, excluding the Hospitals. See the inserts on pages 22 and 23 for the Hospitals' separate discussion on financial results.

## University

The prolonged weak investment environment, the increasing need of Stanford students for financial aid, and the pressure of increasing health care benefit costs negatively impacted the University's financial operations in FY02. Overall University gifts and pledges as calculated on an accrual basis were \$105 million lower in FY02 than in FY01. In addition, the University absorbed new commitments, including operating costs for newly constructed buildings and investments in support of The Campaign for Undergraduate Education (CUE). CUE has raised more than 75% of its \$1 billion goal in gifts and pledges as of October 2002.

The University is taking a number of steps to reduce expenditures and to conserve resources in light of anticipated continuing declines in investment income and expendable gifts:

“General Funds” budget allocations to departments across the University were reduced by \$16.3 million (4%) for 2002–2003 (FY03). General Funds are unrestricted funds that can be used for any University purpose and are derived primarily from tuition, unrestricted endowment payout, and indirect cost recovery. Academic units averaged cuts of 3%, and administrative unit cuts ranged from 3% to 10%. In addition, all departments have been asked to submit proposals for 5% to 10% General Funds budget reductions in 2003–2004 (FY04).

FIGURE 1

### CONSOLIDATED NET ASSETS (IN BILLIONS)



A Universitywide hiring freeze was initiated October 25, 2002, which requires senior management approval of all hires. This measure was designed to reduce the rate of growth of new staff.

The timeline for major new facilities has been stretched in order to reduce annual capital expenditures.

Despite the challenging economic environment, Stanford continued to successfully pursue its teaching and research missions. FY02 highlights included:

**Continued success of The Campaign for Undergraduate Education.** The Campaign celebrated its second anniversary in October of 2002, having raised \$797 million in gifts and pledges toward its five-year, \$1 billion goal. As part of the Campaign, more than 8,000 alumni and friends attended “Think Again” events in 12 cities across the United States.

**Continued strength in undergraduate applications.** Stanford continues to be among the most competitive institutions for undergraduate admission nationwide. In FY02, 12.7% of applicants were offered admission, compared with 12.5% in 2001, and 13% in 2000. In addition, the “yield rate”—the number of accepted students who attend—increased to 69.2% in FY02 from 67.5% in FY01. The Class of 2006 is among the University’s most academically distinguished and culturally and ethnically diverse.

**Continued capital improvement.** Stanford continues to sustain and enhance its physical plant. The new Mechanical Engineering Research Laboratory opened its doors in FY02, as did the new Allene G. Vaden Health Center for student health services and the new home for the Career Development Center and the Office of Accessible Education. Wallenberg Hall, a technically advanced building, opened in October 2002 as a global learning center designed to explore the use of technology in education. New on-campus housing and renovations of existing facilities for 600 students were completed and occupied in Escondido Village, reflecting the University’s commitment to house more of its students on campus. In FY02, work began on the Lorry I. Lokey Laboratory Building, a new research facility for chemistry and biological sciences. Work continues on the James Clark Center, which will house the innovative Program for Bioengineering, Biomedicine, and Biosciences. The Medical Center will be enhanced by the opening in 2003 of the new Center for Cancer Treatment & Prevention/Ambulatory Care Pavilion.

### Statement of Activities

The Statement of Activities details operating revenues and expenses and other nonoperating changes during the year and reports a total decline in the University’s net assets of \$576 million in FY02 compared to a \$571 million decrease in FY01. The decrease in net assets is primarily attributable to the decline in public and private equity market values. Total investment losses of \$300 million were recognized in FY02 as compared to \$497 million in FY01. Additionally, gifts and pledges recorded in the financial statements were down from \$457 million in FY01 to \$352 million in FY02.

### Unrestricted Net Assets—Operating Activities

Operating activities include all revenues and expenses that are used to support current-year teaching and research efforts and other University priorities. Compared to FY01, total University revenues increased 5.4% to \$2.1 billion, and total expenses increased 9.5% to approximately \$2.1 billion. In FY02, expenses exceeded revenues, resulting in a decrease in net assets of \$17 million related to operations. Operating activities in FY01 resulted in an increase in net assets of \$59 million. Highlights of the University's operating activities are summarized below:

The components of the \$2.1 billion in University operating revenues are shown in Figure 2.

Student income represented 14% of University operating revenues and increased 1.7% to \$305 million in FY02. Contributing to this increase was the tuition rate increase of 6% for undergraduates and most graduate programs. In addition, room and board rates increased an average of 3.4%, and the University increased its student housing stock. Offsetting tuition and room and board revenues is financial aid, which increased by 16% to a total of \$107 million in FY02.

Sponsored research support represented 38% of University operating revenue and increased 10% to \$802 million in FY02. The University's direct cost reimbursement was up \$39 million, due largely to higher levels of research activity. The School of Medicine experienced growth in research activity of 11% in FY02, and research activity in the schools of Earth Sciences, Engineering, Education, and Humanities and Sciences also grew by more than 5%. The University's direct cost reimbursement for the Stanford Linear Accelerator Center (SLAC) activity was up \$22 million to \$228 million, due largely to accelerator improvement projects supported by the Department of Energy. Indirect cost recovery was also up 10%, due to increased research volume. The indirect cost rate for FY02 was comparable to the prior year's rate.

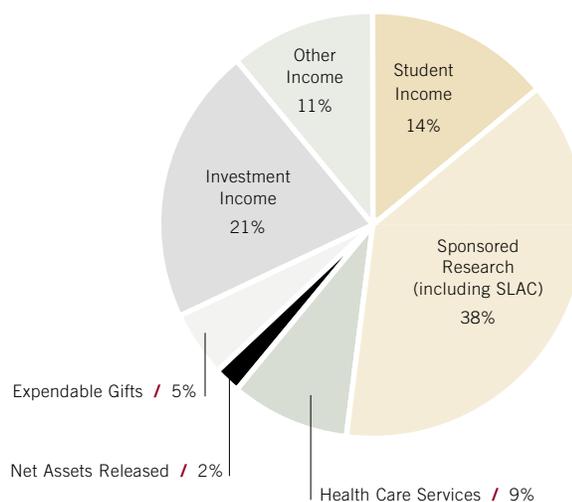
Health care services increased \$19.5 million, or 11.9%, to \$183 million in FY02.

Expendable gifts in support of operations decreased \$7 million to \$104 million in FY02. These gifts are immediately expendable for purposes described by the donor.

Investment income represented 21% of University revenue. Endowment income distributed for operations was \$378 million in FY02, equal to 4.6% of total endowment value at the beginning of the year, and up from \$354 million, or 3.9%, in FY01. The University applies a "smoothing formula" in determining the endowment distribution to ease the highs and lows created by a volatile investment market. Net assets of the University's endowment declined 7.7% to \$7.6 billion at August 31, 2002 due to a decline in equity market values and amounts distributed from the endowment to support operations. The endowment represents approximately 72% of the University's net assets and is a significant source of revenue for the University, covering 17.7% of expenses in FY02.

FIGURE 2

UNIVERSITY OPERATING REVENUES FY02 (\$2.1 BILLION)

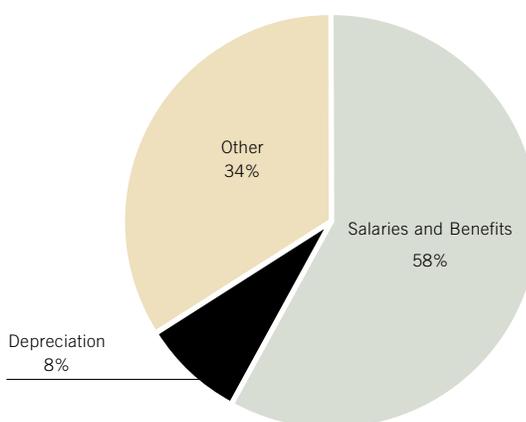


The market downturn contributed to a decline in other investment income, as well. The payout to operations from the Expendable Funds Pool (“EFP”) was approximately \$37 million in FY02, compared to \$42 million in FY01.

Special program fees and other income totaled \$239 million in FY02, compared to \$238 million in FY01. This classification includes the external revenues generated by auxiliary enterprises and service centers and special programs, including technology licensing, executive education programs, and corporate affiliates programs. This includes the operations of residential housing and dining (other than room and board revenues from students), catering services, revenues from the Stanford West Apartments, and revenues from intercollegiate athletic activities.

Total expenses increased \$185 million, or 9.5%, to \$2.1 billion in FY02. As depicted in Figure 3, salaries and benefits comprise approximately 58% of the University’s total expenses, depreciation expense was 8%, and other operating expenses represented 34%.

FIGURE 3  
UNIVERSITY OPERATING EXPENSES FY02 (\$2.1 BILLION)



## HOSPITALS

The financial results and financial position of Stanford Hospital and Clinics (“SHC”) and Lucile Packard Children’s Hospital (“LPCH”) are combined in the University’s financial statements under the “Hospitals” column. The University’s investment in UCSF Stanford Health Care and its share of the joint venture’s results are recorded on the equity method and are also included in the “Hospitals” column.

SHC and LPCH combined recorded an excess of revenues over expenses from operations of \$51 million in FY02, compared with a \$13 million operating deficit in FY01. Despite the current year’s strong financial results, the health care environment remains volatile, and the administrations of both institutions remain braced for continuing challenges. SHC and LPCH continue to be adversely affected by insufficient federal and state reimbursement, especially for academic medical centers, and by labor shortages in skilled positions. The net income for FY02 is in contrast to years of deficit and will make possible a much-needed reinvestment in the Hospitals.

Operational improvements, including improved payor contract rates, enhanced revenue cycle performance, cost reductions, program development, and increased volume in key areas, accounted for the turnaround. Specifically, the Hospitals have focused programmatically on areas of health care appropriate for a distinguished academic medical center with a high degree of expertise in particular specialties. In addition, average patient occupancy increased from 65% in FY01 to 75% in FY02. Enhanced purchasing procedures resulted in a decrease in supply costs. In light of the challenges inherent in health care, management continues to implement operational improvements intended to enhance quality of care and financial performance. SHC and LPCH are committed to providing high-quality health care services in addition to furthering their mission in education and innovative research.

Total salaries and benefits increased 12.7% in FY02. Additional staff was hired to support growth in research and clinical activities, and the University filled a number of open positions that had been difficult to fill prior to the recession in Silicon Valley. In addition, health benefit costs for employees and retirees increased 47% in FY02 from FY01.

Depreciation expense increased 22% as a result of the completion of major projects that were placed in service during FY01 and FY02. Depreciation expense has also continued to increase because of the change in useful lives and the method of computing depreciation based on componentization, both of which were adopted in FY00.

Other operating expenses increased 1.9%. Costs for subcontracted services and research activities increased because of growth in sponsored research projects. Repairs and maintenance increased more than \$5 million in FY02 from FY01 because of new facilities, which also resulted in higher utility costs. Other operating expenses included a one-time \$10 million contribution from Stanford to the Palo Alto Unified School District to help fund a new middle school in Palo Alto.

#### Other Changes in Unrestricted Net Assets

Unrestricted net assets of the University decreased by \$624 million, including the operating deficit of \$17 million. Most changes in unrestricted net assets were caused by decreases in the value of investments and withdrawals from the endowment totaling \$687 million. Withdrawals from the endowment partially funded the payout to operations from investments of the endowment and EFP. Stanford utilizes dividends, interest, rents, royalties, and realized capital gains to fund the payout to operations. In years of average or better market performance, the University's investment returns exceed the amount of the predetermined payout, and the excess is reinvested. In FY02, the University utilized endowment income of \$221 million and withdrew previously reinvested

Effective September 1, 2001, the University is the sole corporate member of both SHC and LPCH. As in the past, the Hospitals will work together on shared issues and will continue to share services, including laboratory, operating room, general services, information technology, and other services. SHC and LPCH are co-obligated on outstanding bonds and certificates.

On November 15, 2001, the Lucile Packard Foundation for Children's Health announced the five-year, \$500 million Campaign for Lucile Packard Children's Hospital. This campaign benefits LPCH and the University School of Medicine by supporting efforts to improve children's health. To date, the initiative has received an inaugural grant of \$100 million from the David and Lucile Packard Foundation, a promise of \$200 million in matching funds also from the David and Lucile Packard Foundation, and additional pledges of \$153 million.

In FY02, SHC welcomed a new president and CEO, and a new management team is being developed. During the year, groundwork was laid for major strategic planning efforts related to financing, information technology, facilities, and for the organization as a whole.

**UCSF Stanford Health Care** As of August 31, 2002, the University's investment in UCSF Stanford Health Care was \$7 million. Final dissolution of the joint venture is anticipated to occur during FY03 and depends upon, among other things, statutory filings and approvals from regulatory agencies.

gains of \$157 million to meet the \$378 million payout to operations. Total investment returns of the EFP were \$9.8 million in FY02, requiring a withdrawal of more than \$36.3 million from the endowment to meet the distribution required by Board of Trustees (“the Board”) policy.

#### Temporarily Restricted Net Assets

Temporarily restricted net assets decreased by \$36 million to \$461 million in FY02. The University received \$100 million of new temporarily restricted gifts and pledges. During the year, \$117 million of temporarily restricted net assets were released from their restrictions and utilized to fund operating activities and capital expenditures.

#### Permanently Restricted Net Assets

Permanently restricted net assets increased by \$84 million to \$2.8 billion during FY02. The increase was due primarily to the receipt of \$142 million in new gifts and pledges to the endowment, which were offset by negative investment returns and unfavorable actuarial adjustments on living trust investments.

### Statement of Financial Position

The University’s financial position remains strong despite the impact of negative investment returns over the past two years. In FY02, total University assets declined \$860 million to \$12.8 billion, and total University liabilities decreased \$285 million to \$2.2 billion. As depicted in Figure 1, while consolidated net assets have declined over the last two years, they have increased more than \$4 billion since the beginning of FY98. Highlights of the Statement of Financial Position are as follows:

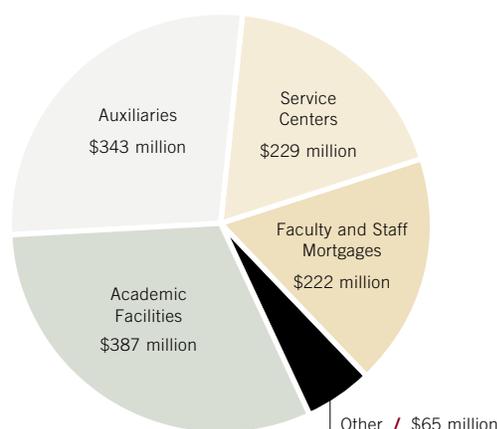
Total investments, primarily consisting of endowment assets and expendable funds, decreased by \$650 million, or 6.6%, to \$9.2 billion.

Net pledges receivable decreased approximately \$56 million to \$464 million for FY02. There were fewer new pledges in FY02 than in FY01, and additional valuation allowances were recorded for pledges that may not be collectible or may take longer to collect.

Plant facilities, net of accumulated depreciation, grew 8.6% to \$2.2 billion. New additions to plant facilities in FY02 totaled \$359 million, bringing total plant facilities before accumulated depreciation to \$3.7 billion. As previously discussed, several new academic, support, and housing facilities were completed in FY02.

Notes and bonds payable were \$1.2 billion at August 31, 2002, an increase of \$29 million from FY01. As of August 31, 2002, \$387 million in debt has been allocated to academic facilities, such as the new Mechanical Engineering Research Laboratory; \$343 million

FIGURE 4  
USES OF DEBT (\$1.2 BILLION)



to auxiliaries, primarily residential housing and dining facilities, and the Stanford West Apartments; \$229 million to service centers, primarily for utility infrastructure projects, information technology, and communications purposes; \$222 million to faculty and staff mortgage loans; and the remaining \$65 million to other miscellaneous projects. See Figure 4. The University's debt ratios are within the guidelines of the debt policy approved by the Board. The debt policy specifies the amount and type of debt Stanford may incur and preserves the University's long-term debt capacity, financial flexibility, and access to capital markets.

### Conclusion

The University sustained substantial losses in the value of its investments during the last two years and recorded its first operating deficit in many years. Despite a second consecutive year of investment losses, the University remains in a much stronger financial position than five years ago. In addition, the University is undertaking a number of steps to respond to the challenging economic environment. With the continued support of the faculty, staff, students, trustees, alumni, and other friends, our strong financial base will facilitate the University continuing to offer an unparalleled education to future generations of students. Stanford's commitment to excellence in teaching and research is unwavering.



**RANDALL S. LIVINGSTON**  
Vice President for Business Affairs  
and Chief Financial Officer



**M. SUZANNE CALANDRA**  
Controller

## SELECTED FINANCIAL DATA

Fiscal years ended August 31  
(in millions of dollars)

	2002	2001	2000	1999	1998
<b>FINANCIAL:</b>					
PRINCIPAL SOURCES OF OPERATING REVENUES:					
Student tuition and fees, net of student financial aid (A)	\$ 305	\$ 300	\$ 280	\$ 268	\$266
Sponsored research support	802	727	674	634	636
Patient Care (B)	1,177	1,005	362	-	-
Expendable gifts in support of operations	104	111	113	97	78
Endowment income in support of operations	454	445	514	403	264
PRINCIPAL PURPOSES OF EXPENDITURES:					
Instruction and departmental research	681	655	610	558	507
Organized research (direct costs)	707	628	581	520	525
Health care services (B)	1,019	935	397	-	-
Libraries	101	105	93	75	71
Administration, development, and general	238	217	183	185	146
FINANCIAL POSITION HIGHLIGHTS:					
Pledges receivable, net	513	527	481	177	172
Investments at fair value	9,520	10,141	10,784	7,807	6,097
Plant facilities, net of accumulated depreciation	2,527	2,365	2,204	1,718	1,498
Equity investment in related health care entities (B)	7	5	20	452	476
Notes and bonds payable:					
University	1,246	1,218	1,135	1,126	961
Hospital	224	228	235	-	-
University endowment, end of year	7,613	8,250	8,886	6,227	4,745
<b>Total net assets</b>	<b>11,073</b>	<b>11,534</b>	<b>12,125</b>	<b>8,938</b>	<b>7,285</b>

	2002	2001	2000	1999	1998
<b>STUDENTS:</b>					
ENROLLMENT: (C)					
Undergraduate	6,731	6,637	6,548	6,594	6,591
Graduate	7,608	7,536	7,700	7,625	7,553
DEGREES CONFERRED:					
Bachelor's degrees	1,692	1,676	1,737	1,687	1,694
Advanced degrees	2,777	2,936	2,904	2,909	2,859
<b>FACULTY:</b>					
Members of the Academic Council	1,377	1,384	1,368	1,364	1,535
ANNUAL UNDERGRADUATE TUITION RATE	\$25,917	\$24,441	\$23,058	\$22,110	\$21,300

(A) Financial aid is reported as a reduction of student income in the statements of activities.

(B) Beginning in fiscal year 2000, health care activities have been reported on a consolidated basis. Prior to that, they were reported on an equity basis.

(C) Enrollment for fall quarter immediately following fiscal year end.

# CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

At August 31, 2002 and 2001  
(in thousands of dollars)

	2002			2001
	UNIVERSITY	HOSPITALS	CONSOLIDATED	CONSOLIDATED
<b>ASSETS</b>				
Cash and cash equivalents	\$ 345,784	\$ 176,411	\$ 522,195	\$ 817,343
Accounts receivable, net	160,348	184,948	345,296	333,871
Receivables (payables) from SHC and LPCH, net	8,720	(8,720)	-	-
Inventories, prepaid expenses, and other assets	34,739	31,255	65,994	69,779
Pledges receivable, net	463,726	49,408	513,134	527,284
Student loans receivable, net	68,072	-	68,072	74,185
Faculty and staff mortgages and other loans receivable, net	257,956	-	257,956	211,358
Investments at fair value, including securities pledged or on loan of \$30,200 and \$389,936 for 2002 and 2001, respectively	9,221,048	298,668	9,519,716	10,140,812
Investment in UCSF Stanford Health Care	-	6,547	6,547	5,443
Plant facilities, net of accumulated depreciation	2,228,948	298,506	2,527,454	2,364,912
Collections of works of art	-	-	-	-
<b>Total assets</b>	<b>\$ 12,789,341</b>	<b>\$ 1,037,023</b>	<b>\$ 13,826,364</b>	<b>\$ 14,544,987</b>
<b>LIABILITIES AND NET ASSETS</b>				
LIABILITIES:				
Accounts payable and accrued expenses	\$ 622,254	\$ 311,266	\$ 933,520	\$ 732,838
Liabilities under security agreements	28,845	-	28,845	511,507
Income beneficiary share of living trust investments	267,514	-	267,514	271,046
Notes and bonds payable	1,246,281	224,265	1,470,546	1,445,491
U.S. Government refundable loan funds	52,705	-	52,705	50,256
<b>Total liabilities</b>	<b>2,217,599</b>	<b>535,531</b>	<b>2,753,130</b>	<b>3,011,138</b>
NET ASSETS:				
Unrestricted	7,278,420	341,815	7,620,235	8,190,557
Temporarily restricted	460,960	69,097	530,057	525,896
Permanently restricted	2,832,362	90,580	2,922,942	2,817,396
<b>Total net assets</b>	<b>10,571,742</b>	<b>501,492</b>	<b>11,073,234</b>	<b>11,533,849</b>
<b>Total liabilities and net assets</b>	<b>\$ 12,789,341</b>	<b>\$ 1,037,023</b>	<b>\$ 13,826,364</b>	<b>\$ 14,544,987</b>

The accompanying notes are an integral part of these consolidated financial statements.

## CONSOLIDATED STATEMENTS OF ACTIVITIES

Years ended August 31, 2002 and 2001  
(in thousands of dollars)

STANFORD UNIVERSITY

	2002			2001
	UNIVERSITY	HOSPITALS	CONSOLIDATED	CONSOLIDATED
<b>UNRESTRICTED NET ASSETS ACTIVITY</b>				
REVENUES:				
Student income:				
Undergraduate programs	\$ 175,508	\$ –	\$ 175,508	\$ 161,164
Graduate programs	157,752	–	157,752	157,241
Room and board	78,273	–	78,273	72,967
Student financial aid	(106,693)	–	(106,693)	(91,671)
<b>Total student income</b>	<b>304,840</b>	<b>–</b>	<b>304,840</b>	<b>299,701</b>
Sponsored research support (primarily federal):				
Direct costs—University	439,837	–	439,837	400,344
Direct costs—Stanford Linear Accelerator Center	227,809	–	227,809	205,480
Indirect costs	133,956	–	133,956	121,659
<b>Total sponsored research support</b>	<b>801,602</b>	<b>–</b>	<b>801,602</b>	<b>727,483</b>
Health care services:				
Patient care, net	–	1,177,419	1,177,419	1,004,928
Physicians' services and support—SHC and LPCH, net	178,913	(178,913)	–	–
Physicians' services and support—other facilities, net	3,883	–	3,883	5,215
<b>Total health care services</b>	<b>182,796</b>	<b>998,506</b>	<b>1,181,302</b>	<b>1,010,143</b>
<b>Expendable gifts in support of operations</b>	<b>104,310</b>	<b>–</b>	<b>104,310</b>	<b>111,412</b>
Investment income distributed for operations:				
Endowment	377,765	–	377,765	354,441
Expendable Funds Pool and other investment income	69,450	6,759	76,209	90,413
<b>Total investment income distributed for operations</b>	<b>447,215</b>	<b>6,759</b>	<b>453,974</b>	<b>444,854</b>
<b>Special program fees and other income</b>	<b>238,846</b>	<b>52,809</b>	<b>291,655</b>	<b>274,358</b>
<b>Net assets released from restrictions</b>	<b>39,827</b>	<b>11,829</b>	<b>51,656</b>	<b>64,262</b>
<b>Total revenues</b>	<b>2,119,436</b>	<b>1,069,903</b>	<b>3,189,339</b>	<b>2,932,213</b>
EXPENSES:				
Salaries and benefits	1,239,629	526,339	1,765,968	1,587,145
Depreciation	175,854	50,154	226,008	192,494
Other operating expenses	721,313	442,236	1,163,549	1,106,581
<b>Total expenses</b>	<b>2,136,796</b>	<b>1,018,729</b>	<b>3,155,525</b>	<b>2,886,220</b>
<b>Excess (deficit) of revenues over expenses</b>	<b>\$ (17,360)</b>	<b>\$ 51,174</b>	<b>\$ 33,814</b>	<b>\$ 45,993</b>

The accompanying notes are an integral part of these consolidated financial statements.

Years ended August 31, 2002 and 2001  
(in thousands of dollars)

	2002		2001	
	UNIVERSITY	HOSPITALS	CONSOLIDATED	CONSOLIDATED
<b>UNRESTRICTED NET ASSETS ACTIVITY (continued)</b>				
<b>Excess (deficit) of revenues over expenses</b>	<b>\$ (17,360)</b>	<b>\$ 51,174</b>	<b>\$ 33,814</b>	<b>\$ 45,993</b>
<b>Other changes in unrestricted net assets:</b>				
Expendable gifts invested in the endowment	6,127	–	6,127	5,884
Investment losses and net withdrawals from the endowment	(687,469)	(4,836)	(692,305)	(930,227)
Change in equity investment in UCSF Stanford Health Care	–	1,104	1,104	(14,620)
Capital and other gifts released from restrictions	76,789	3,352	80,141	50,444
Other	(1,988)	2,785	797	19,010
<b>Net change in unrestricted net assets</b>	<b>(623,901)</b>	<b>53,579</b>	<b>(570,322)</b>	<b>(823,516)</b>
<b>TEMPORARILY RESTRICTED NET ASSETS ACTIVITY</b>				
Gifts and pledges, net	99,538	41,750	141,288	167,316
Investment income (loss)	(2,415)	4,492	2,077	(19,105)
Living trust investment loss and actuarial adjustment	(3,952)	–	(3,952)	(5,744)
Net assets released to operations	(39,827)	(11,829)	(51,656)	(64,262)
Capital and other gifts released to unrestricted net assets	(76,789)	(3,352)	(80,141)	(50,444)
Other	(12,810)	9,355	(3,455)	(5,689)
<b>Net change in temporarily restricted net assets</b>	<b>(36,255)</b>	<b>40,416</b>	<b>4,161</b>	<b>22,072</b>
<b>PERMANENTLY RESTRICTED NET ASSETS ACTIVITY</b>				
Gifts and pledges, net	141,741	32,021	173,762	211,903
Investment loss	(39,535)	(1,209)	(40,744)	(35,889)
Living trust investment income (loss) and actuarial adjustment	(13,560)	–	(13,560)	18,601
Other	(4,279)	(9,633)	(13,912)	15,898
<b>Net change in permanently restricted net assets</b>	<b>84,367</b>	<b>21,179</b>	<b>105,546</b>	<b>210,513</b>
<b>Net change in total net assets</b>	<b>(575,789)</b>	<b>115,174</b>	<b>(460,615)</b>	<b>(590,931)</b>
Total net assets, beginning of year	11,147,531	386,318	11,533,849	12,124,780
<b>Total net assets, end of year</b>	<b>\$ 10,571,742</b>	<b>\$ 501,492</b>	<b>\$ 11,073,234</b>	<b>\$ 11,533,849</b>

The accompanying notes are an integral part of these consolidated financial statements.

# CONSOLIDATED STATEMENTS OF CASH FLOWS

Years ended August 31, 2002 and 2001  
(in thousands of dollars)

	2002			2001
	UNIVERSITY	HOSPITALS	CONSOLIDATED	CONSOLIDATED
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>				
Change in net assets	\$ (575,789)	\$ 115,174	\$ (460,615)	\$ (590,931)
Adjustments to reconcile change in net assets to net cash provided by (used for) operating activities:				
Depreciation, amortization, and loss on disposal of fixed assets	183,420	50,154	233,574	205,247
Net realized and unrealized losses on investments and security agreements	588,782	5,395	594,177	785,585
Net realized and unrealized losses (gains) on derivatives	(4,200)	45	(4,155)	9,315
Actuarial change on living trust obligations	(27,607)	-	(27,607)	(733)
Equity in UCSF Stanford Health Care	-	(1,104)	(1,104)	(2,124)
Permanently restricted investment income reinvested	(1,968)	(3,842)	(5,810)	(2,599)
Gifts restricted for long-term investments	(242,096)	-	(242,096)	(231,246)
Net (increase) decrease in accounts receivable, pledges receivable, and receivables from SHC and LPCH	32,111	(57,084)	(24,973)	25,413
Increase in U.S. Government refundable loan funds	2,449	-	2,449	945
(Increase) decrease in inventories, prepaid expenses, and other assets	10,684	(6,900)	3,784	(7,150)
Increase (decrease) in accounts payable and accrued expenses	28,044	30,096	58,140	(79,439)
<b>Net cash provided by (used for) operating activities</b>	<b>(6,170)</b>	<b>131,934</b>	<b>125,764</b>	<b>112,283</b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>				
Land, building, and equipment purchases	(358,987)	(36,936)	(395,923)	(343,567)
Student, faculty, and other loans:				
New loans made	(82,155)	-	(82,155)	(81,131)
Principal collected	41,670	-	41,670	43,428
Purchases of investments	(4,865,776)	(73,902)	(4,939,678)	(3,975,503)
Sales and maturities of investments	5,066,931	39,153	5,106,084	3,936,145
Cash transferred from UCSF Stanford Health Care	-	-	-	41,130
<b>Net cash used for investing activities</b>	<b>(198,317)</b>	<b>(71,685)</b>	<b>(270,002)</b>	<b>(379,498)</b>
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>				
Gifts and reinvested income of endowment, capital projects, and other restricted purposes	310,248	-	310,248	197,328
Increase in investment income for restricted purposes	1,968	3,842	5,810	2,599
Proceeds from borrowing	73,390	-	73,390	307,224
Repayment of notes and bonds payable	(44,764)	(3,570)	(48,334)	(170,404)
Liabilities under security agreements	(492,024)	-	(492,024)	214,145
<b>Net cash provided by (used for) financing activities</b>	<b>(151,182)</b>	<b>272</b>	<b>(150,910)</b>	<b>550,892</b>
<b>Increase (decrease) in cash and cash equivalents</b>	<b>(355,669)</b>	<b>60,521</b>	<b>(295,148)</b>	<b>283,677</b>
Cash and cash equivalents, beginning of year	701,453	115,890	817,343	533,666
<b>Cash and cash equivalents, end of year</b>	<b>\$ 345,784</b>	<b>\$ 176,411</b>	<b>\$ 522,195</b>	<b>\$ 817,343</b>
SUPPLEMENTAL DATA:				
Gifts of equipment	\$ 326	\$ 707	\$ 1,033	\$ 1,553
Interest paid during the year	61,495	12,888	74,383	74,668
Reduction in debt related to real estate partnerships	-	-	-	60,412

The accompanying notes are an integral part of these consolidated financial statements.

## 1. Basis of Presentation and Significant Accounting Policies

**Basis of Presentation** > The consolidated financial statements include the accounts of Stanford University (the University), Stanford Hospital and Clinics (SHC), Lucile Salter Packard Children's Hospital at Stanford (LPCCH), and other majority-owned or controlled entities. All significant inter-entity transactions and balances have been eliminated upon consolidation. Certain prior year amounts have been reclassified to conform to the current year's presentation.

**University** The University is a private, not-for-profit educational institution, founded in 1885 by Senator Leland and Mrs. Jane Stanford in memory of their son, Leland Stanford, Jr. A Board of Trustees (the Board) governs the University, which is organized into seven schools with approximately 1,700 faculty and more than 14,300 graduate and undergraduate students. The "University" category presented in the financial statements comprises all the accounts of the University, including Stanford Alumni Association (SAA), the Hoover Institution and other institutes and research centers, and Stanford Linear Accelerator Center (SLAC).

The University manages and operates SLAC for the Department of Energy (DOE) under a management and operating contract; therefore, the revenues and expenditures of SLAC are included in the statement of activities. SLAC is a federally funded research and development center owned by the DOE and, accordingly, the assets and liabilities are not included in the University's statement of financial position.

**Hospitals** The "Hospitals" category presented in the financial statements includes SHC, LPCCH, and the University's investment in UCSF Stanford Health Care, a nonprofit corporation controlled jointly by the University and the Regents of the University of California (UC). The University's investment in UCSF Stanford Health Care is presented in these financial statements based on the equity method of accounting. The health care activities of SHC and LPCCH (the Hospitals), including revenues, expenses, assets, and liabilities, are consolidated in these financial statements (see Note 2).

**Basis of Accounting** > The financial statements are prepared in accordance with generally accepted accounting principles. These principles require management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

For financial reporting purposes, net assets and revenues, expenses, gains, and losses are classified in one of three categories—unrestricted, temporarily restricted, or permanently restricted.

**Unrestricted Net Assets** Unrestricted net assets are expendable resources used to support the University's core activities of teaching and research or the Hospitals' patient care, teaching, and research missions. These net assets may be designated by the University or the Hospitals for specific purposes under internal operating and administrative arrangements or be subject to contractual agreements with external parties. Donor-restricted contributions that relate to the University's or the Hospitals' core activities and are received and expended, or deemed expended due to the nature of donors' restrictions are classified as unrestricted. Donor-restricted resources intended for

capital projects are released from their temporary restrictions and reclassified as unrestricted support when spent. All expenses are recorded as a reduction of unrestricted net assets. Unrestricted net assets include funds designated for operations, plant facilities, endowment gains, and funds functioning as endowment.

Management considers all revenues and expenses to be related to operations except investment losses and net withdrawals from the endowment, capital gifts and other gifts released from restrictions, expendable gifts invested in the endowment, and certain other nonoperating changes, which are reported in other changes in unrestricted net assets.

Temporarily Restricted Net Assets Temporarily restricted net assets include investments and pledges that are subject to donor-imposed restrictions that expire in accordance with donor restrictions. Donor restrictions may include the passage of time, payment of pledges, or specific actions undertaken by the University or the Hospitals. When the donor restriction is met, the assets are released and reclassified to unrestricted support. Temporarily restricted net assets are comprised of approximately 40% in capital projects and 60% in other institutional support.

Permanently Restricted Net Assets Permanently restricted net assets consist principally of endowment funds, which are subject to donor-imposed restrictions requiring that the principal be invested in perpetuity.

**Cash and Cash Equivalents** > Cash and cash equivalents including u.s. Treasury bills, bankers' acceptances, commercial paper, certificates of deposit, money market funds, and other short-term investments with remaining maturities of 90 days or less at the time of purchase, are carried at cost, which approximates market. Cash and cash equivalent amounts held in the endowment, as well as certain cash restricted in its use by the Hospitals, are classified as investments.

**Student Loans Receivable** > Student loans receivable are carried at cost, less an allowance for doubtful accounts. Determination of the fair value of student loans receivable is considered impractical due to donor-restricted and federally sponsored student loans with mandated interest rates and repayment terms subject to significant restrictions as to their transfer and disposition.

**Investments** > Investments are generally recorded at fair value. The values of fixed income and publicly traded equity securities are based on quoted market prices and exchange rates, if applicable. Assets held by other trustees, limited partnerships, real estate and improvements, and other investments are recorded based on estimated fair values. Methods for determining estimated fair values include discounted cash flows and estimates provided by trustees and general partners. The estimated fair values of certain of these investments are based on valuations provided by the external investment managers as of June 30, adjusted for cash receipts, cash disbursements, and securities distributions through August 31. The University believes the carrying amounts of these financial instruments are a reasonable estimate of fair value. Because the limited partnership investments are not readily marketable, their estimated value is subject to uncertainty and therefore may differ from the value that would have been used had a ready market for such investments existed. Such difference could be material. Undeveloped land is reported at cost. Donated assets are recorded at fair value at the date of donation. Estimates of fair value involve assumptions and estimation methods that are uncertain and, therefore, the estimates could differ from actual results. Securities transactions are reported on a trade-date basis.

**Derivatives** > Derivative financial instruments are recorded at fair value with the resulting gain or loss recognized in the consolidated statement of activities (see Note 6).

**Plant Facilities** > Plant facilities are recorded at cost or fair value at date of donation. Interest for construction financing is capitalized as a cost of construction. Depreciation is computed using the straight-line method over the estimated useful lives of the assets.

The useful lives used in calculating depreciation for years ended August 31, 2002 and 2001 are as follows:

	<u>UNIVERSITY</u>	<u>HOSPITALS</u>
Buildings	20–40 years	7–40 years
Land and building improvements	10–40 years	10–40 years
Equipment and books	3–10 years	3–20 years

**Collections of Works of Art** > Art objects and collections are not capitalized, as the University uses the proceeds from any sales of such items to acquire other art or collection pieces.

**Self-insurance** > The University self-insures up to specified limits for unemployment, disability, property losses, and general and professional liability losses. The Hospitals self-insure up to specified limits for workers' compensation and medical malpractice losses. Third-party insurance is purchased to cover liabilities above specific per-claim exposures. Estimates of retained exposures are accrued.

**Student Income** > Financial assistance in the form of scholarship and fellowship grants that cover a portion of tuition, living, and other costs is reflected as a reduction in student income.

**Health Care Services** > The Hospitals derive a majority of patient-care revenue from contractual agreements with Medicare, Medi-Cal, and certain other contracted rate payors. Payments under these agreements and programs are based on a percentage of charges, per diem, per discharge, per service, a fee schedule, or cost reimbursement or capitation methodology.

**Charity Care** > SHC and LPCH provide care to patients who meet certain criteria under its charity-care policy without charge or at amounts less than its established rates. Amounts determined to qualify as charity care are not reported as net patient service revenue. SHC and LPCH also provide services to other indigent patients under Medi-Cal and other publicly sponsored programs, which reimburse at amounts less than the cost of the services provided to the recipients. The difference between the cost of services provided to these indigent persons and the expected reimbursement is included in the estimated cost of charity care. The amount of charity care services, quantified at established rates, was \$10,291,000 and \$5,448,000 for the years ended August 31, 2002 and 2001, respectively. Estimated cost in excess of reimbursement for Medi-Cal and county services provided by the Hospitals for the years ended August 31, 2002 and 2001 was \$63,869,000 and \$40,525,000, respectively (unaudited).

**Tax Status** > The University and the Hospitals are exempt from federal income tax to the extent provided by Section 501(c) (3) of the Internal Revenue Code.

**Separate Hospital Financial Statements** > Each of the Hospitals prepares separate, stand-alone financial statements. For purposes of presentation of the Hospitals' balance sheets, statements of operations and changes in net assets, and statements of cash flows in these consolidated financial statements, conforming reclassifications have been made to the Hospitals' revenues and expenses and inter-entity receivables and payables consistent with categories in the consolidated financial statements.

During the year ended August 31, 2002, the hospitals restated their opening net assets as of September 1, 2001 to correct certain identified errors. The net effect of these restatements was to increase the consolidated change in net assets by approximately \$2.4 million. The consolidated financial statements were not restated because the adjustments were not material. The adjustments are reported in other changes in unrestricted, temporarily restricted, and permanently restricted net assets in the 2002 "Hospitals" column in the accompanying consolidated financial statements.

## 2. Health Care Entities

The Hospitals are California nonprofit, public-benefit corporations. The University is the sole member of the Hospitals. Prior to September 1, 2001, SHC was the sole member of LPCH.

The Hospitals support the mission of medical education and clinical research of the University's School of Medicine. They operate two licensed acute care and specialty hospitals on the Stanford campus and numerous physician clinics on the campus, in community settings, and in association with regional hospitals in the San Francisco Bay area. SHC also is the sole shareholder of a captive insurance company and a medical practice facility.

The University has entered into various operating agreements with the Hospitals for professional services of faculty members of the Stanford University School of Medicine, telecommunications services, and other services and facilities charges. Revenues and expenses related to these agreements are eliminated in consolidation. The Hospitals' investments, with a combined market value of \$218,612,000 and \$182,465,000 at August 31, 2002 and 2001, respectively, are managed by the University.

**University's Investment in UCSF Stanford Health Care** > UCSF Stanford Health Care operated the clinical facilities of Stanford Health Services, the predecessor of SHC, LPCH, and the University of California, San Francisco Medical Center (UCSF), from November 1, 1997 through March 31, 2000. Effective March 31, 2000, the operating activities of UCSF Stanford Health Care were terminated. On April 1, 2000, UCSF Stanford Health Care transferred the operations of its clinical facilities to SHC, LPCH, and UC.

The following table summarizes the University's investment in UCSF Stanford Health Care and the net assets of UCSF Stanford Health Care as of August 31, 2002 and 2001, in thousands of dollars:

	<u>UNAUDITED</u>	
	<u>2002</u>	<u>2001</u>
University's investment in UCSF Stanford Health Care	\$ 6,547	\$ 5,443
Net assets of UCSF Stanford Health Care	\$ 12,003	\$ 12,336

Final dissolution of UCSF Stanford Health Care is anticipated to occur on or about March 31, 2003, and depends upon, among other things, statutory filings and approvals. Net ongoing operating costs of UCSF Stanford Health Care subsequent to March 31, 2000 continue to be borne by the University and UC.

### 3. Accounts Receivable

Accounts receivable at August 31, 2002 and 2001, in thousands of dollars, are as follows:

	<u>2002</u>	<u>2001</u>
UNIVERSITY:		
U.S. Government	\$ 43,208	\$ 51,229
Due from brokers	63,846	47,466
Accrued interest on investments	17,836	18,779
Non-government sponsors	16,126	14,398
Student	2,297	3,246
Other	19,292	25,607
	162,605	160,725
Less allowances for losses	2,257	2,000
	160,348	158,725
HOSPITALS:		
Hospitals' gross patient receivables	523,651	394,729
Other	11,266	11,917
	534,917	406,646
Less contractual and bad debt allowances	349,969	231,500
	184,948	175,146
<b>Consolidated accounts receivable</b>	<b>\$ 345,296</b>	<b>\$ 333,871</b>

#### 4. Pledges Receivable

Unconditional promises are included in the financial statements as pledges receivable and are classified as temporarily restricted or permanently restricted, depending upon donor requirements. Conditional promises, which depend on the occurrence of a specified future and uncertain event, such as matching gifts from other donors, are recognized when the conditions are substantially met. Total combined conditional pledges for the University and Hospitals for August 31, 2002 and 2001 were approximately \$384,000,000 and \$270,000,000, respectively. Pledges are recorded at the present value of the discounted future cash flows, net of allowances. At August 31, 2002 and 2001, pledges receivable are as follows, in thousands of dollars:

	UNIVERSITY	2002 HOSPITALS	CONSOLIDATED	2001 CONSOLIDATED
One year or less	\$ 49,679	\$ 32,798	\$ 82,477	\$ 75,109
Between one year and five years	402,899	20,284	423,183	435,942
More than five years	228,822	4,921	233,743	254,980
	681,400	58,003	739,403	766,031
Less discount/allowance	217,674	8,595	226,269	238,747
<b>Pledges receivable</b>	<b>\$ 463,726</b>	<b>\$ 49,408</b>	<b>\$ 513,134</b>	<b>\$ 527,284</b>

#### 5. Faculty and Staff Mortgages

In a program to attract and retain excellent faculty and senior staff, the University provides home mortgage financing assistance. Notes amounting to \$256,143,000 and \$208,259,000 at August 31, 2002 and 2001, respectively, from University faculty and staff are included in "Faculty and staff mortgages and other loans receivable, net" in the consolidated statements of financial position and are collateralized by deeds of trust on properties concentrated in the region surrounding the University.

## 6. Investments

Investments held by the University and the Hospitals at August 31, 2002 and 2001 are reported as follows, in thousands of dollars:

	2002			2001
	UNIVERSITY	HOSPITALS	CONSOLIDATED	CONSOLIDATED
Cash and short-term investments	\$ 503,023	\$ 167,216	\$ 670,239	\$ 738,575
Bonds and mutual funds	1,520,718	32,424	1,553,142	1,293,251
Public equities and mutual funds	3,588,653	16,921	3,605,574	4,506,243
Assets held by other trustees (net of income beneficiary share of \$40,625 and \$38,948 at August 31, 2002 and 2001, respectively)	82,106	-	82,106	96,528
Real estate and improvements, including Stanford Shopping Center and Research Park	1,020,012	-	1,020,012	949,493
Limited partnership investments	2,537,800	-	2,537,800	2,494,535
Other	50,843	-	50,843	62,187
	9,303,155	216,561	9,519,716	10,140,812
The Hospitals' investment in University's Merged Endowment Pool	(82,107)	82,107	-	-
<b>Investments at fair value</b>	<b>\$ 9,221,048</b>	<b>\$ 298,668</b>	<b>\$ 9,519,716</b>	<b>\$ 10,140,812</b>

The University reports endowment cash and short-term investments as investments.

Total investment return (loss) reflected in the statement of activities for the years ended August 31, 2002 and 2001, in thousands of dollars, is as follows:

	2002			2001
	UNIVERSITY	HOSPITALS	CONSOLIDATED	CONSOLIDATED
Investment income	\$ 289,066	\$ 10,601	\$ 299,667	\$ 285,075
Net realized and unrealized gains (losses)	(588,782)	(5,395)	(594,177)	(785,585)
<b>Total investment return (loss)</b>	<b>\$ (299,716)</b>	<b>\$ 5,206</b>	<b>\$ (294,510)</b>	<b>\$ (500,510)</b>

Recognized investment losses and utilized prior years' gains that were not reported in operating activities amounted to \$747,484,000 and \$945,364,000 for the years ended August 31, 2002 and 2001, respectively.

As indicated in the following table, as of August 31, 2002 and 2001, in thousands of dollars, the University's investments are invested in the Expendable Funds Pool (EFP), the Merged Endowment Pool, or in specific instruments to comply with donor requirements:

	<u>2002</u>	<u>2001</u>
UNIVERSITY:		
Expendable Funds Pool	\$ 1,041,658	\$ 1,099,178
Merged Endowment Pool	7,305,562	7,811,508
Living trusts	508,281	539,623
Other investments	1,064,653	1,085,436
	9,920,154	10,535,745
Less funds cross-invested in endowment pools (including the Hospitals' investment of \$82,107 and \$47,257 in 2002 and 2001, respectively, in the University's Merged Endowment Pool)	699,106	664,247
	9,221,048	9,871,498
HOSPITALS:		
Investments	298,668	269,314
<b>Investments at fair value</b>	<b>\$ 9,519,716</b>	<b>\$ 10,140,812</b>

The EFP is a pool of funds that is intended to provide adequate liquidity as well as an opportunity for the University to earn long-term growth on a portion of the pool. Approximately one-fourth of the EFP is invested in short-term or highly liquid securities and is included in the statement of position as cash and cash equivalents. Approximately one-fourth of the EFP is invested in fixed-income securities, and the balance is cross-invested in the Merged Endowment Pool. The Board has established a policy for the distribution of the investment returns of the EFP. The policy requires that an amount based upon a range of preset interest rates be made available to support current operations. The difference between the actual return of this pool and the required distribution amount is deposited or withdrawn from funds functioning as endowment. For the years ended August 31, 2002 and 2001, the results of the EFP, in thousands of dollars, are as follows:

	<u>2002</u>	<u>2001</u>
Total investment return of the EFP	\$ 9,769	\$ 35,529
Less distribution to fund holders and operations	46,119	54,936
<b>Amounts withdrawn from the endowment</b>	<b>\$ (36,350)</b>	<b>\$ (19,407)</b>

The University's endowment is invested with the objective of maximizing long-term total return. The University's policy governing the amounts paid annually from the endowment to support current operations is designed to protect the value of the endowment against the expected impact of inflation and to provide real growth of the endowment, while also funding a relatively constant portion of the University's current operating expenditures. The sources of the payout are earned income on the endowment assets (interest, dividends, rents, and royalties), previously reinvested income, and a portion of realized capital gains.

To meet the Board-authorized payout rate, income, gains, and previously reinvested endowment income were distributed for operations in fiscal years 2002 and 2001, as follows, in thousands of dollars:

	<u>2002</u>	<u>2001</u>
Endowment income	\$ 220,973	\$ 215,989
Realized gains and previously reinvested income	156,792	138,452
<b>Approved payout</b>	<b>\$ 377,765</b>	<b>\$ 354,441</b>

The University utilizes derivatives and other strategies to manage market risks, including interest rate and foreign currency risks, and to achieve efficient exposure to certain asset classes. Foreign currency forward contracts are used primarily for the purpose of minimizing the risk to the University of adverse changes in the relationship between currencies. Interest rate swaps are used to manage the interest rate exposure of the University's commercial paper (see Note 8). Options and futures contracts are used for the purpose of reducing the risk level of its investments or serving as a temporary surrogate for investment in stocks and bonds.

At August 31, 2002, the University's derivative positions included foreign currency forward contracts, interest rate swaps, and options and futures contracts. The fair value (loss) of these derivatives was \$ (12,569,000) and \$14,507,000 at August 31, 2002 and 2001, respectively.

Foreign currency forward contracts, interest rate swaps, stock lending, and repurchase agreements necessarily involve counterparty credit risk. The University seeks to control this risk by entering into transactions with high quality counterparties and through counterparty credit evaluations and approvals, counterparty credit limits, and exposure monitoring. With respect to securities lending and repurchase agreements, it is the University's policy to require receipt of collateral on each contract equal to a minimum of 102% of the security loaned.

## 7. Plant Facilities

Plant facilities at August 31, 2002 and 2001, in thousands of dollars, are as follows:

	UNIVERSITY	2002 HOSPITALS	CONSOLIDATED	2001 CONSOLIDATED
Land and improvements	\$ 199,448	\$ 5,885	\$ 205,333	\$ 148,382
Buildings	2,141,890	446,167	2,588,057	2,400,873
Equipment and books	1,092,091	291,473	1,383,564	1,293,462
Construction in progress	224,524	59,576	284,100	238,780
Plant facilities	3,657,953	803,101	4,461,054	4,081,497
Less accumulated depreciation	1,429,005	504,595	1,933,600	1,716,585
<b>Plant facilities, net of accumulated depreciation</b>	<b>\$ 2,228,948</b>	<b>\$ 298,506</b>	<b>\$ 2,527,454</b>	<b>\$ 2,364,912</b>

## 8. University Notes and Bonds Payable

Notes and bonds payable at August 31, 2002 and 2001, in thousands of dollars, are as follows:

	2002	2001
<b>TAX-EXEMPT:</b>		
California Educational Facilities Authority (CEFA):		
Revenue Bonds, Series M, N, O, P, Q, and R due serially to 2032, with interest from 4.0% to 5.35%	\$ 621,760	\$ 637,250
Revenue Bonds, Series L with variable interest rates	115,033	99,543
Department of Education Bonds of 1963 to 1984 due serially to 2024, with interest from 3.0% to 3.5%	2,554	3,222
<b>TAXABLE:</b>		
Stanford University Bonds due 2024, with fixed interest of 6.875%	150,000	150,000
Medium Term Notes (\$150,000 authorized) due to 2026, with fixed interest from 5.85% to 7.65%	150,000	142,100
Stanford University Bonds PARS 2002A due 2032, with variable interest rates	50,000	-
Commercial Paper, with variable interest rates	128,500	155,000
Other, with various interest rates	27,834	29,726
University notes and bonds payable before net premiums	1,245,681	1,216,841
Net unamortized premiums	600	815
University notes and bonds payable	<b>\$ 1,246,281</b>	<b>\$ 1,217,656</b>

At August 31, 2002 and 2001, the fair value of these debt instruments approximated their recorded value.

The University incurred interest expense of approximately \$51,287,000 and \$53,787,000 for fiscal years 2002 and 2001, respectively, which is net of approximately \$10,207,000 and \$7,029,000, respectively, in interest capitalized as a cost of construction.

Scheduled principal payments on notes and bonds, in thousands of dollars, are:

<u>YEAR</u>	<u>PRINCIPAL</u>
2003 Commercial Paper	\$ 128,500
2003 Other	2,994
2004	1,057
2005	15,309
2006	965
2007	870
Thereafter	1,095,986
<b>Total</b>	<b>\$ 1,245,681</b>

The University has a commercial paper credit facility that provides for borrowings up to \$200,000,000. The outstanding balance at August 31, 2002 was \$128,500,000. The weighted average days to maturity are 88.21, and the weighted average effective interest rate is 1.8%. The University uses interest rate swaps to manage the interest rate exposure of its commercial paper program (see Note 6).

In October 2001, the University issued \$15,490,000 in CEFA L-9 Refunding Revenue Bonds at an initial interest rate of 1.85%, for refunding \$5,590,000 of CEFA J Revenue Bonds and \$9,900,000 of CEFA M Revenue Bonds.

In April 2002, the University issued \$50,000,000 in taxable Bonds Series 2002A. The bonds were initially issued as Periodic Auction Reset Securities (PARS) at a rate of 1.80%. The PARS rate is determined by periodic auction. The bonds may be redeemed at the option of the University, in whole or in part, on the interest payment date immediately following the end of an auction period, as defined in the bond's official statement. The bonds will be due on March 15, 2032.

## 9. Hospitals' Notes and Bonds Payable

Bonds and certificates at August 31, 2002 and 2001, in thousands of dollars, are as follows:

	<u>2002</u>	<u>2001</u>
Fixed Rate Revenue Bonds 1998 Series B, payable in annual amounts through 2013, with an average interest rate of 5%	\$ 186,265	\$ 188,935
1993 Variable Rate Certificates of Participation, payable in annual amounts through 2023, with an average interest rate of 3%	38,000	38,900
<b>Hospitals' notes and bonds payable</b>	<b>\$ 224,265</b>	<b>\$ 227,835</b>

The bonds and certificates are unsecured joint obligations of the Hospitals (the Obligated Group). Payments of principal and interest on the bonds and certificates are insured by municipal bond guaranty policies. The Master Trust Indenture of the Obligated Group includes, among other things, limitations on additional indebtedness, liens on property, restrictions on disposition or transfer of assets, and compliance with certain financial ratios. The Hospitals may redeem the bonds and certificates, in whole or in part, prior to the stated maturities. Redemption of the bonds requires a premium of up to 1%.

Holders of the certificates have the option to tender the certificates weekly. In order to ensure the availability of funds to purchase any certificates tendered that the remarketing agent is unable to remarket, LPCH has obtained a bank credit agreement that expires beginning in September 2003, unless extended by mutual agreement. Other arrangements provide for liquidity through the life of the certificate. LPCH has the option to convert the certificates to a fixed rate.

Estimated principal payments on bonds and certificates, in thousands of dollars, are summarized below:

<u>YEAR</u>	<u>PRINCIPAL</u>
2003	\$ 3,800
2004	4,045
2005	4,190
2006	4,445
2007	4,610
Thereafter	203,175
<b>Total</b>	<b>\$ 224,265</b>

The fair value of these debt instruments is estimated based on the quoted market prices for the same or similar issues and on the current rates offered to the Hospitals for debt of the same remaining maturities. The estimated fair value of the debt instruments as of August 31, 2002 and 2001 approximated the recorded value.

At August 31, 2002, the Obligated Group had swap agreements expiring through 2023 to pay a fixed interest rate of 6.22%. The fair value of the interest rate swap is the estimated amount that the Hospitals would currently pay to terminate the swap agreement at the reporting date, taking into account current interest rates and current creditworthiness of the swap counterparties. The estimated fair value of the interest rate swap was a liability of \$8,295,000 as of August 31, 2002. The effect of the interest rate swap, utilized to offset variable-rate funding, was to increase interest expense by \$2,024,000 for 2002.

The University is not an obligor or guarantor with respect to any obligations of the Obligated Group.

## 10. Liabilities Under Security Agreements

At August 31, 2002 and 2001, the University held \$251,000 and \$372,962,000, respectively, of short-term U.S. Government obligations and cash as collateral deposits for certain securities loaned temporarily to brokers. These amounts are included as assets and liabilities in the University's financial statements. In addition, at August 31, 2002 and 2001, the University sold securities subject to obligations to repurchase them at a future date in the amount of \$28,594,000 and \$28,469,000, respectively. These borrowings have been accounted for as financing transactions and bear interest at rates of 1.97% and 3.9%, respectively. The estimated market value of securities on loan and pledged under repurchase agreements at August 31, 2002 and 2001 was \$30,200,000 and \$389,936,000, respectively.

The University sells securities "short" in order to enhance investment returns and manage market exposure. At August 31, 2002, there were no securities sold short. At August 31, 2001, the fair market value of such securities was \$110,076,000.

## 11. University Endowment

The University manages a substantial portion of its financial resources within its endowment. These assets include pure endowment, term endowments, funds functioning as endowment, and funds subject to living trust agreements. Depending on the nature of the donor's stipulation, these resources are recorded as permanently restricted, temporarily restricted, or unrestricted net assets.

Pure endowment funds are subject to the restrictions of the gift instruments requiring that the principal be invested in perpetuity and that only the income and an appropriate portion of gains be spent as provided for under the California Uniform Management of Institutional Funds Act (CUMIFA). In the absence of further donor restrictions, the amount of gains that are to be expended in a given year is determined through the endowment payout policy discussed in Note 6. The University classifies the original endowment gift and any donor-imposed restricted gains as permanently restricted net assets. The University reports the reinvested realized and unrealized gains, which are not subject to donor restriction, as unrestricted net assets. While such gains are not reported as permanently restricted net assets, their expenditures may be limited in part due to the provisions of CUMIFA.

Term endowments are similar to other endowment funds except that, upon the passage of a stated period of time or the occurrence of a particular event, all or part of the principal may be expended. These resources are classified as temporarily restricted net assets.

Funds functioning as endowment are unrestricted University resources designated as endowment by the Board and are invested in the endowment for long-term appreciation and current income. However, these assets remain available and may be spent at the Board's discretion. Funds functioning as endowment are recorded as unrestricted net assets.

Funds subject to living trust agreements represent trusts with living income beneficiaries where the University has a residual interest. The investments of these funds are recorded at their fair market value. The discounted present value of any income beneficiary interest is reported as a liability in the statement of financial position based on actuarial tables established by the Internal Revenue Service. Gifts subject to such agreements are recorded as revenue net of the income beneficiary share at the date of gift. Actuarial gains or losses are included in living trust investment income and actuarial adjustment. Resources that are expendable upon maturity are classified as temporarily restricted net assets; all others are classified as permanently restricted net assets.

Changes in the University's endowment, excluding pledges, for the years ended August 31, 2002 and 2001, in thousands of dollars, are as follows:

	<u>2002</u>	<u>2001</u>
<b>Endowment, beginning of year</b>	<b>\$ 8,249,551</b>	<b>\$ 8,885,905</b>
INVESTMENT RETURNS:		
Earned endowment income (including \$1,819 and \$3,957 reinvested in endowment, as required by donors, in 2002 and 2001, respectively)	222,792	219,946
Change in net realized and unrealized appreciation of investments during the year	(577,326)	(737,553)
Total investment losses	(354,534)	(517,607)
Amounts distributed for operations	(377,765)	(354,441)
Gifts (net of \$10,769 and \$47,420 in pledges in 2002 and 2001, respectively)	130,612	158,159
Funds invested in (withdrawn from) endowment	(12,454)	102,911
Distribution from endowment to fund EFP shortfall	(36,350)	(19,407)
Actuarial adjustment on living trusts	26,697	733
Other changes	(12,988)	(6,702)
Net decrease in endowment	(636,782)	(636,354)
<b>Endowment, end of year</b>	<b>\$ 7,612,769</b>	<b>\$ 8,249,551</b>

## 12. University Gifts and Pledges

The University's Office of Development (OOD) reports total gifts based on contributions received in cash or property during the fiscal year. Gifts and pledges reported for financial statement purposes are recorded on the accrual basis. The following summarizes gifts and pledges received for the years ended August 31, 2002 and 2001, per the statement of activities reconciled to the cash basis (as reported by OOD), in thousands of dollars:

	<u>2002</u>	<u>2001</u>
Expendable gifts in support of operations	\$ 104,310	\$ 111,412
Expendable gifts invested in the endowment	6,127	5,884
Temporarily restricted - general	54,814	100,651
Temporarily restricted - capital	44,724	41,162
Permanently restricted - endowment	141,725	198,165
Permanently restricted - student loans	16	83
<b>Total per statement of activities</b>	<b>351,716</b>	<b>457,357</b>
ADJUSTMENTS TO GIFT TOTAL AS REPORTED BY OOD:		
Pledges	(158,491)	(215,384)
Payments made on pledges	214,144	177,502
Non-government grants, recorded as sponsored research support	48,741	48,865
Other	(1,341)	626
<b>Total as reported by OOD</b>	<b>\$ 454,769</b>	<b>\$ 468,966</b>

Gifts restricted to particular purposes are used for those purposes subject to the University's restricted fund policy, adopted by the Board in 1995. That policy states that 6% of the expenditure from restricted funds, with exceptions for some categories of funds, is separated out as a space and infrastructure charge. The policy also provides that no interest is credited to gifts that are fully expendable.

### 13. Functional Expenses

Expenses for each of the years ended August 31, 2002 and 2001, are categorized on a functional basis as follows, in thousands of dollars:

	<u>2002</u>	<u>2001</u>
UNIVERSITY:		
Organized research (direct costs)	\$ 707,343	\$ 627,962
Instruction and departmental research	681,068	655,208
Auxiliary activities	333,296	280,332
Administration and general	176,607	160,865
Libraries	101,153	105,441
Development	60,839	56,129
Student services	58,897	53,171
SLAC construction	17,593	12,433
	2,136,796	1,951,541
HOSPITALS:		
Health care services	1,018,729	934,679
<b>Total consolidated expenses</b>	<b>\$ 3,155,525</b>	<b>\$ 2,886,220</b>

Depreciation, interest, and plant operations and maintenance expenses are allocated to program and supporting activities, except for SLAC construction. Auxiliary activities include housing and dining services, intercollegiate athletics, Stanford Alumni Association, other activities, and certain patient care provided by the School of Medicine.

### 14. University Retirement Plans

The University provides retirement benefits through both contributory and noncontributory retirement plans for substantially all of its employees. In addition to providing retirement benefits, the University provides certain health care benefits for retired employees (other post-retirement benefits).

**Retirement Plans** > Retirement benefits for certain nonexempt employees are provided through a noncontributory defined benefit pension plan. The University recognized a credit to net benefit expense related to the defined benefit pension plan of \$3,542,000 and \$11,016,000 for the years ended August 31, 2002 and 2001, respectively. Effective January 1, 2001, for those who were both eligible employees and participants in the plan on that date, benefits for each year of service prior to 1992 are based on 1992 earnings. New plan participants are limited. The University's policy is to fund pension costs in accordance with the Employee Retirement Income Security Act minimum funding requirements.

The University offers a defined contribution plan to eligible faculty and staff. University and participant contributions are invested in annuities and mutual funds. University contributions under this plan amounted to approximately \$60,296,000 and \$54,496,000 for the years ended August 31, 2002 and 2001, respectively.

**Other Post-Retirement Benefit Plans** > The University's employees may become eligible for other post-retirement benefits upon retirement. Retiree health plans are paid for in part by retiree contributions, which are adjusted annually. Benefits are provided through various insurance companies whose charges are based either on the benefits paid during the year or annual premiums. Health benefits are provided to retirees and their covered dependents. The University recognizes the cost of post-retirement benefits over the periods that employees render service. The University recognizes the prior service obligation over 20 years.

Beginning January 1, 1999, the University capped its health care benefits plan subsidy for post-65 benefits for non-Medicare+ Choice programs. The University's subsidy for post-65 benefits for non-Medicare+ Choice programs was increased effective January 1, 2001. Effective January 1, 2002, the University removed the cap and provided a subsidy equal to the lowest cost plan for non-Medicare+ Choice programs. For the fiscal year beginning September 1, 2003, the University has adopted a fixed subsidy plan designed to cap its contribution. University contributions for pre-Medicare plans will be capped at \$3,800 for retirees and \$3,200 for spouses, and contributions for post-Medicare plans will be capped at \$2,500 for retirees and \$2,000 for spouses.

The change in pension and other post-retirement plan assets and the related change in benefit obligation, in thousands of dollars, as of and for the years ended August 31, 2002 and 2001, are as follows:

	PENSION		OTHER POST-RETIREMENT	
	2002	2001	2002	2001
<b>CHANGE IN PLAN ASSETS</b>				
Fair value of plan assets at beginning of year	\$ 255,925	\$ 284,642	\$ 25,587	\$ 28,103
Actual return on plan assets	(8,909)	(13,022)	(1,054)	(2,516)
Employer contributions	-	-	9,144	6,843
Plan participants' contributions	-	-	3,810	2,575
Benefits paid	(14,417)	(15,695)	(9,697)	(9,418)
<b>Fair value of plan assets at end of year</b>	<b>\$ 232,599</b>	<b>\$ 255,925</b>	<b>\$ 27,790</b>	<b>\$ 25,587</b>
<b>CHANGE IN BENEFIT OBLIGATION</b>				
Benefit obligation at beginning of year	\$ 217,638	\$ 194,559	\$ 157,486	\$ 103,566
Service cost	4,879	4,699	5,864	3,678
Interest cost	14,542	14,961	10,807	7,551
Plan participants' contributions	-	-	3,810	2,575
Amendments	-	10,724	-	34,756
Actuarial loss	15,494	8,390	124,242	14,778
Benefits paid	(14,417)	(15,695)	(9,697)	(9,418)
<b>Benefit obligation at end of year</b>	<b>\$ 238,136</b>	<b>\$ 217,638</b>	<b>\$ 292,512</b>	<b>\$ 157,486</b>

The accrued benefit asset (cost), in thousands of dollars, was determined as follows at August 31, 2002 and 2001:

	PENSION		OTHER POST-RETIREMENT	
	2002	2001	2002	2001
Plan assets minus benefit obligation	\$ (5,537)	\$ 38,287	\$ (264,722)	\$ (131,899)
Unrecognized transition (asset) liability	(4)	(905)	31,001	31,080
Unrecognized prior service cost	9,743	10,980	33,446	36,818
Unrecognized net actuarial (gain) loss	3,675	(44,027)	158,002	31,387
<b>Accrued benefit asset (cost) recorded in the statement of financial position</b>	<b>\$ 7,877</b>	<b>\$ 4,335</b>	<b>\$ (42,273)</b>	<b>\$ (32,614)</b>

The discount rate, expected rate of return on plan assets, and the projected covered payroll growth rates used in determining the above accrued benefit costs are as follows for the years ended August 31, 2002 and 2001:

	PENSION		OTHER POST-RETIREMENT	
	2002	2001	2002	2001
Discount rate	7.00%	7.00%	7.00%	7.00%
Expected return on plan assets	8.75%	8.75%	8.75%	8.75%
Covered payroll growth rate	5.00%	5.00%	N/A	N/A

The assumed health care cost trend rate used to measure the accumulated post-retirement benefit obligation was as follows:

	AUGUST 31, 2002			AUGUST 31, 2001
	MEDICAL		DENTAL	MEDICAL AND DENTAL
	PRE-65	POST-65		
2002 to 2003				10%
2003 to 2004	14%	16%	8%	9%
2004 to 2005	13%	15%	7.5%	8%
2005 to 2006	12%	13%	7%	7%
2006 to 2007	11%	12%	6.5%	6%
2007 to 2008	10%	11%	6%	5.5%
2008 to 2009	9%	10%	5.5%	
2009 to 2010	8%	9%	5.5%	
2010 to 2011	7%	8%	5.5%	
2011 to 2012	6%	7%	5.5%	
2012 to 2013	5.5%	6%	5.5%	
2013 and later	5.5%	5.5%	5.5%	

Net benefit (income) expense related to the plans for the years ended August 31, 2002 and 2001, in thousands of dollars, includes the following components:

	PENSION		OTHER POST-RETIREMENT	
	2002	2001	2002	2001
Service cost	\$ 4,879	\$ 4,699	\$ 5,864	\$ 3,678
Interest cost	14,542	14,961	10,807	7,551
Expected return on plan assets	(21,470)	(24,353)	(2,239)	(2,459)
Amortization of transition (asset) liability	(901)	(901)	2,568	2,568
Amortization of prior service cost	1,237	1,237	3,372	212
Recognized net actuarial (gain) loss	(1,829)	(6,659)	920	81
<b>Net periodic benefit (income) expense</b>	<b>\$ (3,542)</b>	<b>\$ (11,016)</b>	<b>\$ 21,292</b>	<b>\$ 11,631</b>

Assumed health care cost trend rates have a significant effect on the amounts reported for the health care plans. Increasing the health care cost trend rate by 1% in each future year would increase the accumulated post-retirement benefit obligation by \$49,339,000 and the aggregate service and interest cost by \$3,482,000. Decreasing the health care cost trend rate by 1% in each future year would decrease the accumulated post-retirement benefit obligation by \$39,681,000 and the aggregate service and interest cost by \$2,717,000.

## 15. Hospitals' Retirement Plan

The Hospitals provide retirement benefits through defined benefit and defined contribution retirement plans covering substantially all employees.

**Defined Benefit Plans** > Certain employees of the Hospitals are covered by a noncontributory, defined benefit pension plan (SHC Staff Pension Plan). Benefits of certain prior employees of LPCH are covered by a frozen defined benefit plan. Benefit obligations of the LPCH plan at August 31, 2002 were \$4,596,000, offset by \$4,305,000 of plan assets, and at August 31, 2001 were \$4,675,000, offset by \$4,644,000 of plan assets. Benefits are based on years of service and the employee's compensation. Contributions to the plans are based on actuarially determined amounts sufficient to meet the benefits to be paid to plan participants.

Benefits accumulated through March 31, 2000 (other than benefits under the frozen LPCH plan), have been included in the benefit obligation recorded on the books of UCSF Stanford Health Care. Those obligations and related plan assets were transferred to and assumed by SHC and UC on December 3, 2002. In anticipation of such transfer and assumption, the Hospitals recorded the net periodic benefit gain allocated to the Hospitals, service costs incurred since March 31, 2000, and other pension costs related to benefits accumulated since March 31, 2000. As a result, a net prepaid pension benefit of \$2,742,000 and \$1,871,000 was recorded by the Hospitals in 2002 and 2001, respectively.

**Defined Contribution Plan** > Employer contributions to the defined contribution retirement plan are based on a percentage of participant annual compensation. Employer contributions to this plan totaling \$21,596,000 and \$19,900,000 are included in the employee benefits expense at August 31, 2002 and 2001, respectively.

**Post-Retirement Medical Benefit Plan** > The Hospitals currently provide health insurance coverage for employees upon retirement as early as age 55, with years of service as defined by specific criteria. The health insurance coverage for retirees who are under age 65 is the same as that provided to active employees. A Medicare supplement option is provided for retirees over age 65. The obligation for these benefits has been recorded in the accompanying consolidated statement of financial position.

The plan assets and benefit obligation presented below include the portion of the UCSF Stanford Health Care pension plan related to the Hospitals' employees, the frozen LCH plan, and the SHC Staff Pension Plan. The net periodic pension cost and post-retirement medical benefit cost include the following components, in thousands of dollars, as of and for the years ended August 31, 2002 and 2001:

	PENSION BENEFITS		POST-RETIREMENT MEDICAL BENEFITS	
	2002	2001	2002	2001
<b>CHANGE IN PLAN ASSETS</b>				
Fair value of plan assets at beginning of year	\$ 112,868	\$ 129,165	\$ -	\$ -
Actual return on plan assets	(7,759)	(10,952)	-	-
Employer contributions	533	527	3,051	2,727
Benefits paid	(4,815)	(5,872)	(3,051)	(2,727)
<b>Fair value of plan assets at end of year</b>	<b>\$ 100,827</b>	<b>\$ 112,868</b>	<b>\$ -</b>	<b>\$ -</b>
<b>CHANGE IN BENEFIT OBLIGATION</b>				
Benefit obligation at beginning of year	\$ 113,907	\$ 99,815	\$ 64,839	\$ 49,812
Service cost	1,893	1,764	1,962	1,958
Interest cost	8,021	7,669	4,597	3,777
Actuarial loss	3,675	10,531	3,301	12,019
Benefits paid	(4,815)	(5,872)	(3,051)	(2,727)
<b>Benefit obligation at end of year</b>	<b>\$ 122,681</b>	<b>\$ 113,907</b>	<b>\$ 71,648</b>	<b>\$ 64,839</b>

The accrued benefit asset (cost), in thousands of dollars, was determined as follows at August 31, 2002 and 2001:

	PENSION BENEFITS		POST-RETIREMENT MEDICAL BENEFITS	
	2002	2001	2002	2001
Plan assets minus benefit obligation	\$ (21,854)	\$ (1,039)	\$ (71,648)	\$ (64,839)
Unrecognized prior service cost	-	-	2,684	3,317
Unrecognized (gain) loss	10,209	(11,436)	10,356	7,628
Accrued benefit cost recorded in the statement of financial position	(11,645)	(12,475)	(58,608)	(53,894)
Less: Accrued benefit cost at UCSF Stanford Health Care	14,998	14,998	-	-
<b>Accrued benefit asset (cost) recorded by the Hospitals</b>	<b>\$ 3,353</b>	<b>\$ 2,523</b>	<b>\$ (58,608)</b>	<b>\$ (53,894)</b>

Net benefit (income) expense related to the plans for the years ended August 31, 2002 and 2001, in thousands of dollars, includes the following components:

	PENSION BENEFITS		POST-RETIREMENT MEDICAL BENEFITS	
	2002	2001	2002	2001
Service cost	\$ 1,893	\$ 1,764	\$ 1,962	\$ 1,958
Interest cost	8,021	7,669	4,597	3,777
Expected return on plan assets	(9,602)	(9,422)	-	-
Amortization of prior service cost	-	-	633	(587)
Recognized net actuarial (gain) loss	(576)	(1,237)	573	(330)
<b>Net periodic benefit (income) expense</b>	<b>\$ (264)</b>	<b>\$ (1,226)</b>	<b>\$ 7,765</b>	<b>\$ 4,818</b>

The discount rate, expected rate of return on plan assets, and the projected covered payroll growth rates used in determining the above accrued benefit costs are as follows for the years ended August 31, 2002 and 2001:

	PENSION		OTHER POST-RETIREMENT	
	2002	2001	2002	2001
Discount rate	7.00%	7.25%	7.00%	7.25%
Expected return on plan assets	8.00%	8.00%	N/A	N/A
Covered payroll growth rate	5.50%	5.50%	N/A	N/A

The assumed health care cost trend rate used to measure the accumulated post-retirement benefit obligation at August 31, 2002 was 13% for the year ended August 31, 2003. The rate was assumed to decrease by 2% for the next two years and 1% for the subsequent four years, and to remain at 5% thereafter.

Assumed health care cost trend rates have a significant effect on the amounts reported for the medical benefit plan. Increasing the health care cost trend rate by 1% in each future year would increase the accumulated post-retirement benefit obligation by \$4,246,000 and the aggregate service and interest cost by \$301,000. Decreasing the health care cost trend rate by 1% in each future year would decrease the accumulated post-retirement benefit obligation by \$3,744,000 and the aggregate service and interest cost by \$272,000.

## 16. Commitments and Contingencies

Management is of the opinion that none of the following commitments and contingencies will have a material adverse effect on the University's consolidated financial position.

**Sponsored Projects** > The University conducts substantial research for the federal government pursuant to contracts and grants from federal agencies and departments. The University records reimbursements of direct and indirect costs (facilities and administrative costs) from grants and contracts as operating revenues. The Office of Naval Research is the University's cognizant federal agency for determining indirect cost rates charged to federally sponsored agreements. It is supported by the Defense Contract Audit Agency, which has the responsibility for auditing direct and indirect charges under those agreements. Direct and indirect costs recovered by the University in support of sponsored research are subject to audit and adjustment.

**Hospitals** > Cost reports filed under the Medicare program for services based upon cost reimbursement are subject to audit. The estimated amounts due to or from the program are reviewed and adjusted annually based upon the status of such audits and subsequent appeals.

The health care industry is subject to numerous laws and regulations of federal, state, and local governments. Compliance with these laws and regulations can be subject to future government review and interpretation, as well as regulatory actions unknown or unasserted at this time. Recently, government activity has increased with respect to investigations and allegations concerning possible violations by health care providers. These regulations could result in the imposition of significant fines and penalties, as well as significant repayments for patient services previously billed. The Hospitals are subject to similar regulatory reviews, and while such reviews may result in repayments and/or civil remedies that could have a material effect on the Hospitals' financial results of operations in a given period, management believes that such repayments and/or civil remedies would not have a materially adverse effect on the Hospitals' financial position.

Substantially all of the Hospitals' employees are covered under union contract arrangements, and the Hospitals are therefore subject to labor stoppages when contracts expire. One of the contracts is expired and currently under negotiation. Management does not believe that negotiation of this contract will have a material impact on the Hospitals' financial position.

**HIPAA** > The Health Insurance Portability and Accountability Act ("HIPAA") was enacted on August 21, 1996 to assure health insurance portability, reduce health care fraud and abuse, guarantee security and privacy of health information, and enforce standards for health information. Organizations are required to be in compliance with certain HIPAA privacy provisions beginning in April 2003. Organizations are subject to significant fines and penalties if they are found not to be compliant with the provisions outlined in the regulations. Management is in the

process of evaluating the impact of this legislation on its operations, including future financial commitments that will be required to comply with the legislation. The Administrative Simplification Compliance Act was enacted in December 2001, which delays implementation of the HIPPA transaction and code set standards by one year. Under this Administrative Simplification Compliance Act, the new compliance date for these transaction and code set standards will be October 16, 2003.

**Litigation** > The University and the Hospitals are defendants in a number of other legal actions. While the final outcome cannot be determined at this time, management is of the opinion that the liability, if any, resulting from these legal actions will not have a materially adverse effect on the University's consolidated financial position.

**Contractual Commitments** > At August 31, 2002, the University had contractual obligations of approximately \$138,965,000 in connection with major construction projects. Remaining expenditures on construction in progress are estimated to be \$338,125,000, which will be financed with certain unexpended plant funds, gifts, and debt.

At August 31, 2002, the remaining commitment on contracts for the construction and remodeling of hospital facilities was approximately \$122,491,000.

The University is the sole member of Stanford Hospital and Clinics and Lucile Packard Children's Hospital; however, each of the Hospitals has its own separate management with responsibility for its own financial reporting.

Management of the University and the Hospitals are responsible for the integrity and objectivity of their respective portions of these financial statements. The University oversees the process of consolidating the Hospitals' information into the consolidated financial statements. Management of each entity represents that with respect to their financial information the consolidated financial statements on the preceding pages have been prepared in conformity with generally accepted accounting principles.

In accumulating and controlling financial data, management of the University and the Hospitals maintain separate systems of internal accounting controls. Management of the respective entities believe that effective internal controls are maintained and communication of accounting and business policies, by selection and training of qualified personnel and by programs of internal audits, give reasonable assurance at reasonable cost that assets are protected and that transactions and events are recorded properly.

The accompanying consolidated financial statements have been audited by the University's and Hospitals' independent accountants, PricewaterhouseCoopers LLP. Their report expresses an informed judgment as to whether the consolidated financial statements, considered in their entirety, present fairly, in conformity with generally accepted accounting principles, the consolidated financial position and changes in net assets and cash flows. The independent accountants' opinion is based on audit procedures described in their report, which include obtaining an understanding of systems, procedures, and internal accounting controls, and performing tests and other audit procedures to provide reasonable assurance that the financial statements are neither materially misleading nor contain material errors. While the independent accountants make extensive tests of procedures and controls, it is neither practical nor necessary for them to scrutinize a large portion of transactions.

The Board of Trustees for the University and the separate Boards of Directors for the Hospitals, through their respective Audit Committees, comprised of trustees and directors not employed by the University or the Hospitals, are responsible for engaging the independent accountants and meeting with management, internal auditors, and the independent accountants to independently assess whether each is carrying out its responsibility and to discuss auditing, internal control, and financial reporting matters. Both the internal auditors and the independent accountants have full and free access to the respective Audit Committees. Both meet with the respective Audit Committees at least annually, with and without each other, and without the presence of management representatives.



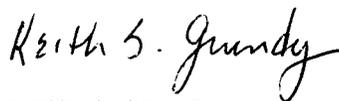
**RANDALL S. LIVINGSTON**  
Vice President for Business Affairs  
and Chief Financial Officer  
Stanford University



**M. SUZANNE CALANDRA**  
Controller  
Stanford University



**ROY T. SANTARELLA**  
Chief Financial Officer  
Stanford Hospital and Clinics



**KEITH S. GRUNDY**  
Chief Financial Officer  
Lucile Salter Packard Children's Hospital

To The Board of Trustees  
Stanford University  
Stanford, California

In our opinion, the accompanying consolidated statements of financial position and the related consolidated statements of activities and cash flows, which appear on pages 27 through 52, present fairly, in all material respects, the financial position of Stanford University at August 31, 2002 and 2001, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America. These financial statements are the responsibility of the University's management; our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits of these statements in accordance with auditing standards generally accepted in the United States of America, which require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

*PricewaterhouseCoopers LLP*

San Francisco, California  
December 16, 2002

REPORT FROM THE  
STANFORD MANAGEMENT COMPANY

STANFORD UNIVERSITY > 2002

The Stanford Management Company (SMC) was established in 1991 to manage Stanford's financial and real estate assets. SMC is a division of the University with oversight by a Board of Directors appointed by the University Board of Trustees. The SMC board consists of investment and real estate professionals, the University President, Chief Financial Officer, Chair of the Board of Trustees, and the CEO of SMC. The board approves SMC asset allocation targets, oversees the hiring of external asset managers, and evaluates the performance of SMC investments and professionals. The Management Company oversees approximately \$9.7 billion of endowment and trust assets, temporarily invested expendable funds, and commercial real estate investments, including the Stanford Research Park and the Stanford Shopping Center.

The majority of the University's endowment assets are invested through the Merged Endowment Pool (MEP), which is a diversified portfolio of actively managed financial and real estate assets valued at \$7.6 billion as of June 30, 2002. The following discussion of investment returns and assets refers to the MEP only. MEP performance measurements are calculated on the 12 months ended June 30, 2002 to be comparable to the results of other endowments and foundations. The MEP generated a -2.6% investment return for the 12 months ended June 30, 2002. The MEP's well-diversified mix of assets protected the portfolio in an extremely difficult period for world financial markets. During the same 12-month period, the S&P U.S. stock index fell 18%, and the NASDAQ U.S. stock index fell 32%. The -2.6% one-year return placed Stanford in the top quartile of university and college endowments reporting to the survey conducted by consulting firm Cambridge Associates. Over the past 10 years, the MEP has achieved an annualized rate of return of 14.6%. This investment performance places Stanford in the top 5% of all reporting colleges and universities over the same period, according to Cambridge.

The environment during the past year was one of extreme volatility in virtually all asset classes. Sharp declines in asset values resulted from broad-based market movements, as well as highly specific events. SMC, with assistance from the board, actively managed the endowment through this environment while remaining committed to a long-term investment strategy. The MEP portfolio is constructed on a foundation of modern portfolio theory and strategic asset allocation and is continuously tested through the rigors of state-of-the-art risk management techniques. The portfolio is designed to optimize long-term returns, create consistent annual payout to the University's operating budget, and preserve purchasing power for future generations of Stanford faculty and students.

Since March of 2000, the financial markets have created challenges for all investors. SMC has responded to this environment by remaining committed to our managers, who have demonstrated consistent strategies and excellent returns over a long period of time. The Management Company has invested substantially in increased risk management by hiring additional professionals and implementing new information technology systems. The investment decision process at SMC involves an ongoing review of all portfolio assumptions, a detailed analysis of interim returns, and an in-depth dialogue with the board.

**Stanford MEP Asset Allocation** > Given the perpetual nature of the University, SMC's investment horizon is very long-term. Our objective is to generate optimal total return relative to an appropriate level of risk for Stanford. SMC re-evaluates portfolio asset allocation each June, reviewing with the SMC board expected risk, return, and correlation among asset classes in the process of confirming current strategic asset allocation targets or setting new targets. The process takes into consideration an analysis of the historical characteristics of asset classes, as well as a review of current market trends. Recently, the process has become complicated by the highly volatile performance of several asset classes, particularly alternative asset categories such as Private Equity. In previous years, allocations to Domestic Public Equity and International Public Equity were reported as two separate asset classes. SMC has moved toward a more global view of the public equity markets and now treats all public equities as components of a single Public Equity asset class. The most significant changes in MEP targets in the June 2000 period include a decrease in Private Equity and increases in Absolute Return and Public Equity. The adjustment in exposure to Public Equity is of particular note. In June of 2000, the portfolio allocation to Public Equity stood at 47%. However, after reviewing various measures of long-term, risk-adjusted returns relative to investment alternatives, SMC decided to lower the allocation to Public Equity to 32% as presented in the 2001 annual report. This represented a significant decrease in Public Equity exposure at a point when SMC perceived increased risk and reversion to mean returns for the asset sector. Since that time, dramatic revaluations have occurred in the public markets, and SMC has moved aggressively to bring the Public Equity allocation up to its current 40% target.

The asset allocation targets for the MEP as of June 30, 2002 are listed below:

STANFORD MEP LONG-TERM POLICY TARGETS

Asset Class	Strategic Allocation
Public Equity	40%
Real Estate	16%
Private Equity	10%
Natural Resources	7%
Absolute Return	15%
Fixed Income	12%
	<b>100%</b>

**Stanford MEP Performance Compared to Inflation** > The table below outlines annualized returns for various periods ending June 30, 2002 and illustrates the performance of the MEP in a long-term context. Stanford's objective is to return a minimum of 6.25% over the rate of inflation. If this real return target is achieved over time, the value of the endowment will be maintained net of annual payouts to support endowed activities. Over the past three-, five-, and 10-year periods, Stanford's annualized real return has substantially exceeded the 6.25% target.

STANFORD MEP PERFORMANCE COMPARED TO INFLATION

	One Year	Three Years	Five Years	Ten Years
Nominal MEP Return	- 2.6%	9.7%	12.6%	14.6%
GDP Deflator	1.1%	1.9%	1.7%	1.9%
Real MEP Return	- 3.7%	7.8%	10.9%	12.7%

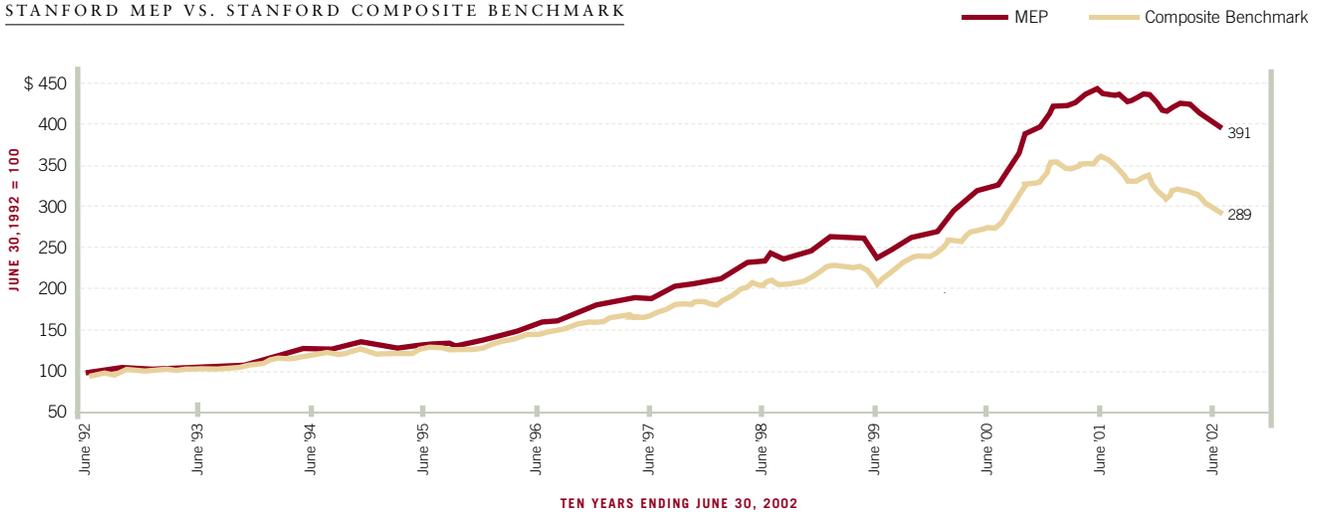
**Stanford MEP Performance Compared to Benchmarks** > SMC evaluates the performance of investment managers by comparing their returns to benchmarks that are appropriate for each individual asset class. SMC may alter an asset class benchmark to allow for a change in investment style, a shift in mix within an asset category, or to account for the impact of leverage. The SMC board reviews asset class benchmarks on an annual basis to ensure comparability. SMC evaluates overall portfolio performance by comparison to a composite benchmark, which represents a blending of the benchmark returns for each asset class weighted by the strategic allocations above. In the table below, actual performance, net of management fees, is compared to the composite benchmark for periods ended June 30, 2002.

STANFORD MEP VS. STANFORD COMPOSITE BENCHMARK



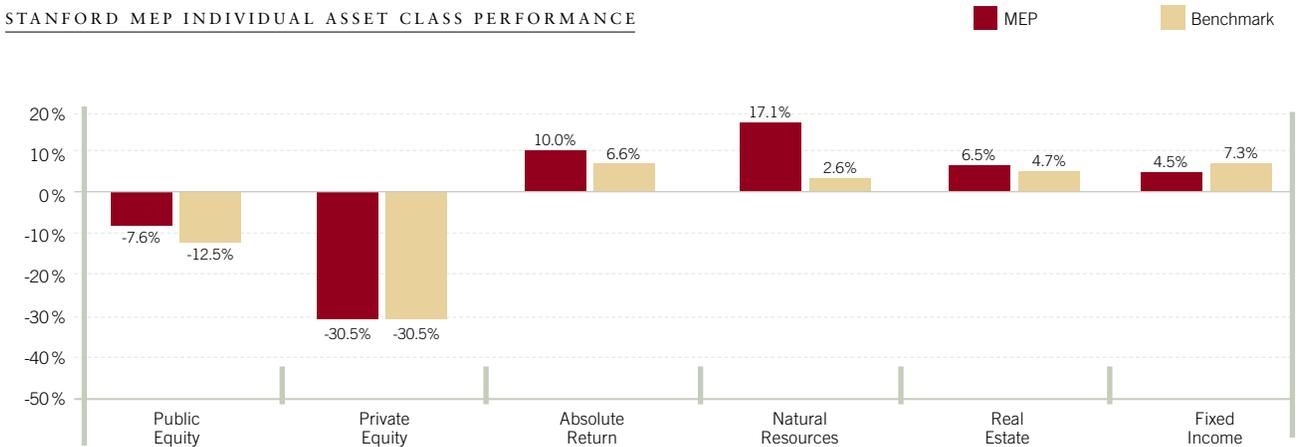
SMC's effectiveness in implementing the multi-asset class approach, through superior manager selection, has resulted in a consistent and long-term performance advantage over the composite benchmark.

The cumulative return chart below compares the growth of \$100 in Stanford's endowment with that of the composite benchmark over the past 10 years:



The performance advantage during this 10-year period relative to benchmark returns has added in excess of \$1.5 billion to the value of the endowment.

**Stanford MEP Individual Asset Class Performance** > The performance of individual asset classes for the 12 months ended June 30, 2002 relative to each asset class benchmark is illustrated in the graph below:



Although relative performance of asset classes versus benchmarks continues to be positive, the portfolio has exhibited negative absolute returns in more than one asset category for two consecutive years. This is a marked contrast to the late 1990s, when substantially all asset classes contributed positive returns. This volatility in the global market environment places renewed emphasis on the importance of diversification within the portfolio.

The last two years of negative investment performance provide a stark contrast to the previous bull market period from 1982 to 2000, when substantially all financial assets exhibited double-digit annual investment returns. The bull market was a period of protracted interest rate declines, valuation expansion, and seemingly unsustainable economic over-expansion. The view at SMC is that the tailwinds of the bull market have become the headwinds of today's challenging investment environment. Over the past two years, the markets have experienced an overall compression in financial and real estate asset returns that has caused investors to re-examine their investment strategies. For example, many institutions have reacted to today's environment by allocating substantial additional assets to alternative asset categories that are often limited in their investment opportunity and capacity to absorb additional capital. As a result of these trends, SMC has re-examined our assumptions for relative risk-adjusted returns among asset classes and the impact of manager fees on net returns in alternative asset classes.

Stanford's Public Equity portfolio has been deliberately overweighted in value stocks for the last nine years. This value tilt has been effective in offsetting the heavy growth stock concentration in the Venture Capital portfolio and has provided substantial cushion to the dramatic decline in global equity markets. The portfolio also benefited from a substantial weighting to smaller market capitalization stocks. Finally, the Public Equity performance benefited from the introduction of specialist strategies and high-yield bonds into the portfolio, particularly during the later part of the June 30, 2002 period. The impact of these factors, combined with strong performance by managers, accounted for the out-performance in the Public Equity asset class.

Private Equity, a combination of venture capital and leveraged buyout limited partnerships, accounted for the largest negative contribution to portfolio return. Continuing a trend that started in the fall of 2000, venture capital partnerships marked down private investments (reversed accounting gains) which were valued during the NASDAQ bubble environment of the late 1990s. We anticipate venture partnerships may incur further write-downs in the next 12 months. Additionally, SMC is cautious in the current venture capital environment due to the substantial "overhang" of capital raised by venture partnerships in 1999-2001. However, Venture Capital has been a very successful asset class for Stanford when evaluated over the longer term. Over the past eight years, venture capital investment gains have added more than \$2 billion to the value of the endowment. SMC will continue to allocate capital to this asset sector by maintaining relationships with proven private equity funds and by selectively establishing investment positions in new funds.

The Absolute Return portfolio is constructed to provide returns that are substantially uncorrelated to the equity markets. The portfolio includes qualitative and fundamental equity hedge fund strategies, distressed debt, fixed income relative value, and multistrategy arbitrage funds. Results for the period ended June 30, 2002 demonstrate the successful execution of these strategies as the portfolio showed substantial positive returns amidst a bearish market climate. SMC remains committed to a well-diversified Absolute Return portfolio, but cautious about the environment due to substantial increases in cash flows from institutional investors into some investment strategies.

The Natural Resources portfolio comprises domestic and international investments in timber, direct oil and gas assets, and oil and gas private equity partnerships. The portfolio's strong relative returns this period reflect excellent manager performance in combination with strong oil and gas prices. SMC continues to build a diverse portfolio of outstanding managers in the oil, gas, energy, and timber industries.

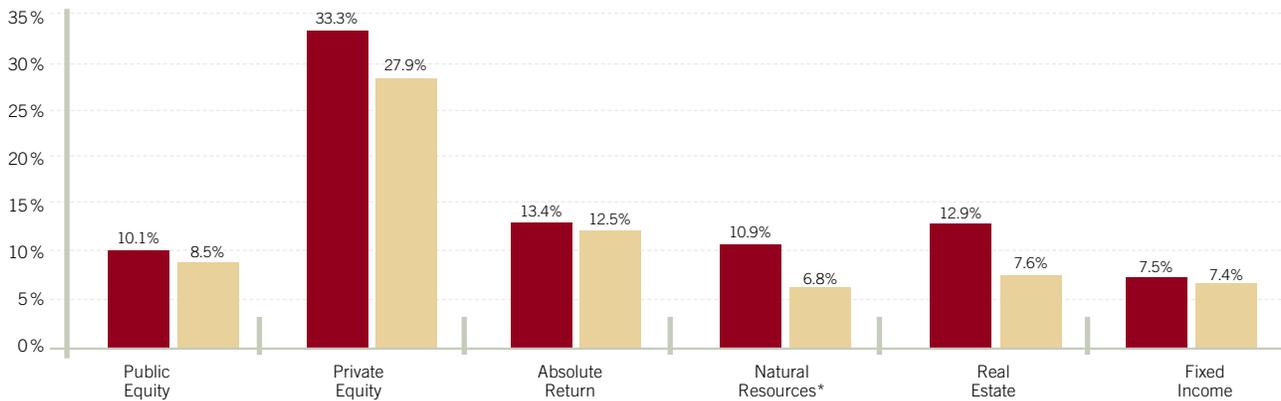
Stanford's endowment has a substantially larger commitment to Real Estate than our peer institutions. The strategy of overweighting real estate investments is based on SMC's extensive experience in real estate development and management of University lands. SMC's core competency in these areas provides a significant advantage when evaluating real estate investments. The portfolio includes direct investments in commercial and residential real estate development, limited partnership positions in real estate opportunity funds, and publicly traded real estate investment trusts. The MEP also includes the Stanford Shopping Center and a portion of the Stanford Research Park. SMC strives to invest in real estate assets outside of the San Francisco Bay Area and Santa Clara County to provide economic diversification and seismic risk mitigation. The Real Estate portfolio demonstrated strong returns relative to benchmark for the period.

Stanford's Fixed Income portfolio was the only asset class to demonstrate returns less than benchmark. This weak relative performance resulted from losses associated with corporate bonds in the aftermath of corporate malfeasance such as the Enron and WorldCom cases. Total losses attributed to these events were minimal on an overall MEP portfolio basis, but had a material impact within the fixed income asset class. As a result of this experience and increased volatility in the fixed income markets, SMC has outsourced management of the Fixed Income portfolio.

Ten-year asset class returns relative to benchmark illustrate the value of SMC's ability to both shift investment style/strategies and identify outstanding managers in each asset class as outlined below:

STANFORD MEP TEN-YEAR ASSET CLASS RETURNS VS. BENCHMARK

■ MEP      ■ Benchmark



\* Natural Resources since inception (nine-year return).

Although SMC is disappointed to show negative investment performance under any circumstances, it is during difficult periods such as the past two years when we most acutely appreciate the positive impact of our diversified investment strategy. Over the past 10 years, the endowment has moved away from a dominant dependence on public stocks to a much more diversified set of financial and real estate assets. During the late 1990s this was, at times, an unpopular investment strategy as the stock market was rising in excess of 20% per year. Over the past two years, however, the U.S. stock market is down more than 30% (June 30, 2000–June 30, 2002) while the endowment is down less than 5%. We are also pleased with the portfolio's performance during a two-year period that has been characterized by repeated challenges to the U.S. financial markets, including a significant recession, the terrorist attacks of September 11, the bursting of the dot-com and telecom bubbles, corporate malfeasance, and political turmoil in the Middle East. Each of these unexpected crises represents another stress test to a portfolio built to withstand the unexpected. While we remain vigilant for the next crisis, as long-term investors we endeavor to turn short-term challenges into successful investment strategies. As an integral component of one of the world's great universities, the Stanford Management Company remains energetically committed to our mission: the pursuit of optimized risk-adjusted investment strategies that preserve the long-term purchasing power of the endowment for future generations.

*Michael G. McCaffery*

**MICHAEL G. McCAFFERY**  
President and Chief Executive Officer  
Stanford Management Company

*Michael L. Ross*

**MICHAEL L. ROSS**  
Chief Investment Officer  
Stanford Management Company

LELAND STANFORD  
JUNIOR UNIVERSITY:

John L. Hennessy President

John W. Etchemendy Provost

Gordon W. Earle Vice President  
for Public Affairs

John B. Ford Vice President  
for Development

Randall S. Livingston Vice  
President for Business Affairs  
and Chief Financial Officer

Howard E. Wolf President,  
Stanford Alumni Association

Debra L. Zumwalt  
Vice President and  
General Counsel

UNIVERSITY CABINET:

Jonathan M. Dorfan  
Director, Stanford Linear  
Accelerator Center

Robert L. Joss Dean,  
Graduate School of Business

Charles H. Kruger Vice  
Provost and Dean of Research  
and Graduate Policy

Sharon R. Long Dean,  
School of Humanities  
and Sciences

Pamela A. Matson Dean,  
School of Earth Sciences

Philip A. Pizzo Dean,  
School of Medicine

James D. Plummer Dean,  
School of Engineering

John Raisian Director,  
Hoover Institution on War,  
Revolution and Peace

Deborah J. Stipek Dean,  
School of Education

Kathleen M. Sullivan Dean,  
School of Law

STANFORD  
MANAGEMENT COMPANY  
BOARD OF DIRECTORS:

(December 2002)

Robert M. Bass, Chair

Reece Duca

Kathryn Hall

John L. Hennessy

Randall S. Livingston

Michael G. McCaffery,  
Chief Executive Officer

Hamid Moghadam

John H. Scully

Isaac Stein

Thomas Weisel

Ward W. Woods, Jr.

BOARD OF TRUSTEES:  
(December 2002)

Victor Arias, Jr.

Kenneth J. Bacon

Mari J. Baker

Paul V. Barber

Robert M. Bass

Peter S. Bing

Cory A. Booker

T. Robert Burke

Mariann Byerwalter

Winston H. Chen

Mary B. Cranston

Doris F. Fisher

Bradford M. Freeman

William A. Halter

Leslie T. Hatamiya

John L. Hennessy

Pete Higgins

Leslie P. Hume

William C. Landreth

David M. Laney

John P. Levin

Burton J. McMurtry

John P. Morgridge

Denise M. O'Leary

Ellen Ochoa

Mark S. Oldman

Susan P. Orr

Victoria P. Sant

Charles R. Schwab

John H. Scully

Isaac Stein, Chair

W. Richard West

Ward W. Woods, Jr.

The Stanford University Annual  
Report is prepared by the Office  
of the Controller and the Office  
of University Communications.

DESIGN Brian Dittmar Graphic  
Design, San Francisco

PRINTING ColorGraphics, Inc.,  
San Francisco

PHOTOGRAPHY Linda A. Cicero,  
Stanford News Service; Bass  
photograph on page 3 by Rod  
Searcey.

Published February 2003

STANFORD UNIVERSITY

Office of the Controller  
651 Serra Street  
Stanford, California 94305-6200

Non-Profit Org.  
u.s. Postage  
PAID  
Palo Alto, CA  
Permit No. 28