

# POLICY CONCERNING INVESTMENTS AND RESERVES

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## PURPOSE

The Associated Students Inc. (ASI) is entrusted with the management and operation of a number of vital student activity and campus service programs, including the Titan Student Union, the Student Recreation Center, and the Children’s Center. Critical to the management of a comprehensive program like ASI is effective long-term financial planning. At the direction of the California State University’s Chancellor, auxiliary organizations such as ASI are required to establish and maintain adequate reserve funding. These reserves are intended to meet the potential and anticipated business and operational needs of ASI. The purpose of the policy is to provide guidance on the accumulation and maintenance of reserves and the implementation of investment practices that provide for the growth and security of these designated funds. Additionally, the policy sets standards for continual financial support for the Children’s Center, interest earned on ASI restricted scholarship accounts, and deposit of ASI Funds/Investments and signing authority.

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## WHO SHOULD KNOW THIS POLICY

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| <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Budget Area Administrators</li> <li><input checked="" type="checkbox"/> Management Personnel</li> <li><input checked="" type="checkbox"/> Supervisors</li> <li><input checked="" type="checkbox"/> Elected/Appointed Officers</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Volunteers</li> <li><input type="checkbox"/> Grant Recipients</li> <li><input checked="" type="checkbox"/> Staff</li> <li><input type="checkbox"/> Students</li> </ul> |
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## DEFINITIONS

For Purpose of this policy, the terms used are defined as follows:

Terms	Definitions
<b>Associated Students Fund</b>	The Associated Students Fund is maintained to account for all financial resources derived from the mandatory Associated Student Body fee.
<b>Diversification</b>	A risk management technique that mixes a wide variety of investments within a portfolio.
<b>Equities</b>	An instrument that signifies an ownership position, or equity, in a corporation, and represents a claim on its proportionate share in the corporation's assets and profits.
<b>Local Reserves</b>	Reserves maintained within the financial records and accounts of Associated Students Inc.
<b>Reserves</b>	Funds held for future use by the organization
<b>Retained Earnings</b>	The accumulated net income retained for reinvestment in a business.
<b>Socially Responsible Investing</b>	An investment strategy which seeks to consider both financial return and social/environmental good to bring about a positive change.
<b>Titan Student Centers Fund</b>	The Titan Student Centers Fund is maintained to account for all financial resources derived from the

Terms	Definitions
	mandatory Campus Union (Student Body Center) fee.
<b>University-Held Reserves</b>	Reserves maintained on behalf of the Titan Student Centers within the financial records and accounts of the California State University, Fullerton.
<b>Working Capital</b>	The assets of a business that can be applied to its operation. The amount of current assets that exceeds current liabilities.

## STANDARDS

### 1. CORPORATE INVESTMENTS

*a. Finance Goals and Investment Objectives*

Investment objectives are to effectively diversify, preserve and grow funds consistent with a reasonable level of risk. Investment strategies shall emphasize protecting principal from inflation, interest rate and market risk while maximizing return. The following considerations will apply to the construction and on-going management of funds.

**Financial Goal:** Real growth of principal and income

**Risk Tolerance:** Moderate

**Time Horizon:** Long term to perpetual

**Tax Status:** Exempt

**Investment Objective:** Growth and Income

*b. Socially Responsible Investing*

ASI is committed to being a responsible investor. ASI supports the view that responsible management includes consideration of environmental, social, and governance issues and that such management must be practiced by companies in order to be included in the portfolio.

The Investment Committee will have responsibility for determining what constitutes socially responsible investing. Should the Investment Committee determine a company does not qualify for portfolio selection or retention, it shall forward its recommendation to the ASI Board of Directors for consideration. The Executive Director will communicate action taken to the investment manager.

Subject to this restriction, the investment manager will have sole responsibility for selecting portfolio companies in accordance with the investment objectives and guideline herein.

*c. Guidelines for Investments*

Assets of retirement funds will at all times be managed in compliance with all standards of the Employees Retirement Income Security Act. Invested funds will be managed on a total rate of return basis. Total rate of return consists of dividends, interest and any net increase/decrease in market value of the securities for the fiscal year. Distributions may be taken from income, principal or both. Risk shall be managed on an overall portfolio basis rather than by the security concerns of the individual security. Funds shall always be managed in such a manner as to protect principal from the impact of short and long-term inflation. Sufficient liquidity shall be maintained to accommodate necessary distributions.

*Diversification*

The investment manager will seek to diversity funds across asset classes, market sectors, and individual securities to reduce portfolio risk. The standards of the "Prudent Investor Rule" will apply to the selection of all securities.

*d. Asset Allocation*

Guideline asset allocation target and ranges are as follows:

	<u>Range</u>	<u>Target</u>
Cash	00 - 30%	05%
Fixed Income	30 - 60%	35%
Equity	30 - 70%	60%

The actual asset allocation, within ranges set by this policy, will be at the discretion of the investment manager.

*Allowable Investments*

Investment vehicles shall be limited to the following:

- Money market and cash equivalents
- Certificate of deposits
- U.S. Government agency obligations
- U.S. Treasury obligations
- Corporate investment grade bonds (BBB or better, Standard & Poor's)
- Corporate Commercial paper
- Mutual Funds and Exchange Traded Funds (ETFs)
- American Depository Receipts
- Mortgage backed instruments
- Common stock
- Preferred stock

e. Direction for Plan Portfolio Securities

*Equities*

The quality of equity securities may vary dependent on the objective for that security within an overall portfolio. However, at all times, standards of the prudent investor rule will apply when determining the minimum acceptable quality. Mutual funds of ETFs may be used when appropriate for diversification.

No issue shall comprise more than 10% of the equity portion of a portfolio or 5% of the total market value of a portfolio, whichever is larger.

An equity portfolio may be invested in a mix of large, medium, and small capitalization stocks and international securities. International equities shall not comprise more than 25% of an equity portfolio.

*Fixed Income Securities*

Nothing below investment grade bonds as defined by Moody's and Standard & Poor's will be utilized in a portfolio.

No issue shall comprise more than 10% of the fixed income portion of a portfolio or 5% of the market value of a total portfolio, whichever is larger except for US Treasury or government agency obligations, which have no concentration restrictions. Mutual funds of ETFs may be used when appropriate for diversification.

f. Guidelines for Transactions

Except under unusual circumstances, all transactions should be entered into on the basis of best execution, which means best realized net price.

g. Monitoring of Objectives and Performance

All objectives and policies are in effect until modified by the Investment Committee who will review them with the investment manager at least annually for continued appropriateness. If at any time, the investment manager believes that any policy guideline inhibits investment performance, they shall communicate this view to the Investment Committee.

The investment manager shall meet with the Investment Committee to communicate investment strategy and market outlook at least annually or more frequently as desired by the Investment Committee.

The investment objective is to obtain a minimum total annual rate of 5% plus the rate of inflation. Recognizing the volatility of equities and securities, it is understood that this objective may not be met on an annual basis. However, it is expected to be achieved when measured over a longer period of time.

The investment manager is expected to produce a total annual return that exceeds the median of a universe of investments with similar average asset allocation objectives and risk profile. Accordingly, performance will be measured against established benchmarks. For equities this will be the Standard & Poor's 500 Index. For fixed income securities, the benchmark will be the appropriate Barclays U.S. Government/Credit 1-5 Year Index.

## **2. INVESTMENT OF WORKING CAPITAL FUNDS**

The primary objectives of the investment of working capital are to provide:

- Safety and protection of funds.
- Appropriate liquidity of funds
- Maximum return on invested funds

In accordance, ASI shall limit its investment of working capital funds to the following institutions:

- Banks doing business in the State of California and whose accounts are fully insured by the Federal Deposit Insurance Corporation
- Savings & Loan Associations doing business in the State of California and whose accounts are fully insured by the Federal Savings & Loan Insurance Corporation
- Federal or State Credit Unions doing business in the State of California and whose accounts are fully insured by the National Credit Union Administration
- Trust accounts of the centralized California State Treasury System

At the beginning of each fiscal quarter, the ASI Executive Director shall report to the ASI Board of Directors the status of all invested funds to include the type, location, amount, and expected return on investments.

## **3. CHILDREN'S CENTER INVESTMENT ACCOUNT**

### ***a. Goals and Objectives***

The Children's Center Investment Account shall be managed and invested as a specific ASI restricted account to enable ASI to financially serve a specific need of the present and future CSU Fullerton students, educational opportunities for expanded preschool careers and serve the campus community with quality daycare.

### ***b. Investment and Administration***

The Children's Center Investment Account shall be actively managed pursuant to this policy. The ASI Board of Directors empowers the Investment Committee to review status, accountability, and requests for withdrawals at regular meetings established at least semi-annually.

### ***c. Purpose of Investment Committee***

For the Children's Center Reserve, the Investment Committee shall:

- Review and evaluate investments made by an active investment manager,
- Select, annually, an investment manager,
- Evaluate and forward to the ASI Board of Directors its approval or disapproval of all withdrawal requests,
- Report annually to the ASI Board of Directors the status and projections of the financial condition of the Children's Center Reserve and assess and evaluate the projected capital needs of the Children's Center.

## **4. RESTRICTED SCHOLARSHIP INVESTMENT ACCOUNTS**

This policy is designed to establish a procedure for the distribution of interest earned on restricted ASI Scholarship Accounts.

*a. Interest Earned on ASI Restricted Scholarship Accounts*

Each quarter the ASI Controller or designee shall compute earned interest for each restricted ASI Scholarship Account based on the current balance in each account. Accounting staff shall then credit the computed interest amounts to the appropriate accounts.

When the donor places limitations or restrictions on the use of the funds donated, ASI is governed by the intent of the donor (external donor); therefore, the funds must be expended for the purpose(s) indicated.

## **5. DEPOSIT OF ASI FUNDS/INVESTMENTS AND SIGNING AUTHORITY**

The ASI Executive Director shall annually present to the ASI Board of Directors for its review and action a listing of the financial institutions with which ASI/TSC bank/investment accounts are held. Additionally, the Executive Director shall provide the names and titles of individuals proposed as authorized check signers on all such accounts.

## **6. RESERVES**

To provide the Board of Directors with sufficient funds with which to address contingencies, emergencies, budgetary impacts; and, at the same time, to have adequate working capital to maintain programs, meet obligations, and other priorities of the Corporation, the Board establishes this policy.

The establishment and maintenance of fully funded, board-designated reserves is a high priority. The purpose of these reserves is to ensure the stability of the mission, programs, employment, and ongoing operations of ASI. Reserves are intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or the occurrence of catastrophic events. Reserves will be maintained for both the Associated Students fund and the Titan Student Centers fund as indicated below. The Board of Directors bases this policy on generally accepted good business practices and requirements for adequate reserves and capital as required in the Education Code, Section 89904 (b).

## **7. ASSOCIATED STUDENTS RESERVES**

The following reserves will be maintained in the financial records and accounts of the Associated Students fund and will be funded from retained earnings. In the event any of the following reserves fall below their targeted reserve levels, the shortfall must be eliminated within a minimum of five years, with at least one fifth of the deficit balance being funded in the each of the fifth subsequent years' operating budgets, until the reserve is restored to the target balance. Modifications to this funding plan must be proposed by the Executive Director and approved by the Board of Directors no later than the last meeting of the fall semester.

*a. Reserve for Catastrophic Events*

The Reserve for Catastrophic Events will be maintained to satisfy insurance deductibles and self-insured retentions for possible claims made against the Associated Students. This reserve will be funded at an amount equivalent to the total cost of all specified deductibles and required retentions indicated in the annual "Summary of Insurance" provided by the California State University Risk Management Authority (CSURMA).

***b. Reserve for Equipment Replacement***

The Reserve for Equipment Replacement will be maintained to provide a funding source for the emergency replacement of furniture and equipment not funded in the annual operating budget of the Associated Students. This reserve will be maintained at an amount equivalent to the projected amount of depreciation expense for the coming fiscal year. This reserve will also be used to accumulate funds budgeted for capital expenditures that were not utilized in a given fiscal year.

***c. Reserve for Loss of External Funding***

The Reserve for Loss of External Funds will be maintained to provide for the organized transfer or termination of programs funded by multi-year grants and contracts in the event that a grant or contract is eliminated, cancelled, or not renewed. The target level for this reserve will be an amount equivalent to 50% of the total revenue received from all grants and contracts as reported in the most recent audited financial statements of the Associated Students fund.

***d. Reserve for Working Capital***

The Reserve for Working Capital will be maintained to provide cash on hand to meet operating expenditures during those times when expenditures may precede revenue. This reserve will be maintained at a level not to exceed 25% of the prior year's income from operations.

***e. Reserve for Children's Center***

The Reserve for Children's Center will be maintained to insure there are funds for future repairs, replacements, and operation of the Children's Center physical structures, hardscape, and landscape, as well as the replacement of furniture, fixtures and equipment. The target for this reserve is to reach \$2,000,000 and to maintain at least that balance in perpetuity to meet the future projected capital expenses of the Children's Center. This objective may be increased as reevaluated by the Investment Committee and approved by the majority of the ASI Board of Directors.

## **8. TITAN STUDENT CENTERS RESERVES**

***a. Local Reserves***

The following reserves will be maintained in the financial records and accounts of the Titan Student Centers fund and will be funded from retained earnings. In the event any of the following reserves fall below their targeted reserve levels, the shortfall must be eliminated within a minimum of five years, with at least one fifth of the deficit balance being funded in the each of the five subsequent years' operating budgets, until the reserve is restored to the target balance. Modifications to this funding plan must be proposed by the Executive Director and approved by the Board of Directors no later than the last meeting of the fall semester.

***Reserve for Equipment Replacement***

The Reserve for Equipment Replacement will be maintained to provide a funding source for the emergency replacement of furniture and equipment not funded in the annual operating budget of the Titan Student Centers. This reserve will be maintained at an amount equivalent to the projected amount of depreciation expense for the coming fiscal year. This reserve will also be used to accumulate budgeted capital expenditures not utilized in a given fiscal year.

***b. University-Held Reserves***

The Titan Student Centers Reserve Funds are governed under Executive Order 994, Critical Requirement Reserves, which states the campus is responsible for developing reserve policies that, at a minimum, address major maintenance, renovation projects, working capital, capital development for new projects, and catastrophic events. The establishment of the following reserves is intended to provide a mechanism for the maintenance and application of the TSC funds held by the University in a prudent and sustainable manner.

*Reserve for Economic Uncertainty*

The Reserve for Economic Uncertainty will be maintained to help manage the consequences of cyclical state recessions and to support year-to-year consistency in the operations of the Titan Student Union and Student Recreation Center. The target level for this reserve is to accumulate a minimum of three months, and a maximum of six months, of the annual operating budget for the TSU and SRC.

*TSC Repair and Replacement Fund*

The TSC Repair and Replacement Fund is established to provide for facility repairs and replacement of equipment and to provide a funding source for emergency and long-term repairs, deferred maintenance, and possible future expansion of Titan Student Centers facilities, which if entirely funded from an annual operating budget, would result in a significant deficit. Annual transfers will be made to this reserve at a minimum level of 5% of prior year's revenue from mandatory student fees.

*TSC Catastrophic Fund*

TSC Catastrophic Fund provides funding in the event of unanticipated events that may negatively impact operation of the TSC. Such a catastrophe could be the result of a natural disaster to structures, or damage to campus infrastructure that could result in temporary reduction in enrollment. The catastrophic fund should be maintained at a level equal to approximately 10% of the insurable value of TSC facilities, which would allow the organization to cover the deductible payment in case of a catastrophic event.

## **9. FUNDING RESERVES**

Unless otherwise specified above, funding for reserves will be derived primarily from retained earnings. Should retained earnings be insufficient to fund reserves at the levels prescribed above, an allocation must be included in the following year's operating budget to add to the reserves. As determined appropriate by the Board of Directors, earnings from projected operations, student fees, and interest income may be designated to fund reserves. Allocations from the operating budget to reserves must continue until minimum target levels are reached.

## **10. ANNUAL REVIEW OF RESERVE FUNDING**

*a. Associated Students Reserves*

Annually, following the independent audit, the Executive Director will submit recommendations for reserves funding and use to the Finance Committee for approval.

Upon approval from the Board of Directors, the reserves will be recorded into separate accounts on the financial records of ASI.

*b. Titan Student Centers Reserves*

Annually, during the budget process, the Executive Director will submit recommendations for reserves funding and use to the Finance Committee for approval.

Upon approval from the Board of Directors, the reserves will be recorded into separate accounts on the financial records of the TSC at the beginning of each fiscal year.

Expenditures from reserve accounts not identified during the annual budget process require the Finance Committee's and subsequently the Board of Directors' approval prior to implementing transactions.

Per CSU Chancellor's Office Executive Order 994, at a minimum of once every three years, each campus shall conduct an in-depth review to assess the adequacy of the reserves and the campus reserve policies applicable to the projects funded by debt, and shall make necessary adjustments and changes to account for changing conditions. For Major Maintenance and Repair/Capital Renovation and Upgrade Reserves,



the reviews should include formal studies of facility systems and necessary funding levels to cover all aspects of cost of replacement through the reserve-funding plan.

## **11. USE OF RESERVES**

The Executive Director and staff will identify the need for use of reserves and confirm that the use is consistent with the purpose of the reserves as described in this policy. This will include an analysis of the reason for any shortfall, the availability of any other sources of funds before using reserves, and an evaluation of the time period that the funds will be needed and replenished.

### ***a. Authority to Use Reserves***

The Executive Director, in consultation with the Board of Directors, is delegated authority to use reserves for emergency projects requiring immediate attention. The use of reserves will be reported to the Board of Directors at their next scheduled meeting, accompanied by a description of the analysis and determination of the use of funds and plans for replenishment to restore the reserve fund to the target minimum amount. The use of reserves for any other purpose will require the approval of the Board of Directors by a 2/3 majority vote.

### ***b. Reporting and Monitoring***

The Executive Director is responsible for assuring that reserves are maintained and used only as described in this Policy. Upon approval for the use of reserves, the Executive Director will maintain records of the use of funds and plans for replenishment, if required. The Executive Director will provide regular reports to the Board of Directors on the progress made toward restoring reserves to their target minimum amount, if required.

## **12. ADMINISTRATION**

The Executive Director is responsible for the administration, revision, interpretation, and application of this policy. This Policy will be reviewed by the Board of Directors at a minimum of every three years, or sooner if warranted by internal or external events or changes. Changes to the Policy will be recommended by the Executive Director to the Board of Directors. Any changes to the reserve target levels or to the methods for funding the reserves will require a 2/3 majority vote of the Board of Directors.

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