

# Reserves, University Student Union

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## Purpose

The Associated Students, Incorporated is entrusted with the management and operation of the University Student Union facility and program. Critical to the management of a comprehensive student facility like the University Student Union is effective long-term financial planning. At the direction of the California State University's Chancellor, auxiliary organizations are required to establish and maintain adequate reserve funding. Reserves are intended to meet the potential and anticipated business and operational needs of the University Student Union. The evaluation of reserves conducted in connection with the annual budgeting process provides management with the necessary information for ensuring adequate professional management of retained earnings and reserve accounts.

## Policy Statement

It is the policy of the Associated Students, Incorporated to provide adequate reserves for current operations, working capital, minor capital outlay, future business requirements, debt repayment,

and facility repair and replacement, as needed. The University Student Union Board of Trustees shall establish, review, and approve the funding levels annually in accordance with the established budget process and the availability of funds. The University Student Union Board of Trustees reserves the right to establish additional reserves on a case-by-case basis during the budget year. The Director of the University Student Union shall submit annually to the University Student Union Board of Directors proposals for the accumulation and use of reserve funds.

## Who Should Know This Policy

- |  |  |   |
|--|--|---|
| <input checked="" type="checkbox"/> Budget Area Administrators | <input checked="" type="checkbox"/> Elected/Appointed Officers | <input type="checkbox"/> Grant Recipients |
| <input checked="" type="checkbox"/> Management Personnel       | <input type="checkbox"/> Program Advisors                      | <input type="checkbox"/> Staff            |
| <input type="checkbox"/> Supervisors                           | <input type="checkbox"/> Volunteers                            |   |

## Definitions

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

Term	Definition
Working Capital	The assets of a business that can be applied to its operation. The amount of current assets that exceeds current liabilities.
Major Maintenance and Repair/Capital Renovations and Upgrade Reserve (Repair and Replacement Reserve)	Reserves maintained by University on behalf of the USU for the purpose of facility related improvements, repairs, and construction.
Capital Development for New Projects Reserve	Reserves maintained by ASI for the purpose of new future business needs of the organization.
Catastrophic Event Reserve	Reserve maintained by the University on behalf of the University Student Union for the purpose of losses caused by disasters such as earthquakes, floods, high winds, fire, or criminal activities such as bombings or arson.
Minor Capital Outlay Reserve	Reserves maintained by ASI for the purpose of replacing existing equipment and furniture.
Retirement Liability Reserve	Reserves maintained by ASI for the purpose of future retiree medical benefit liability.
Retained Earnings	The accumulated net income retained for reinvestment in a business.
Reserve Funding	Funds held for future use by the organization
Local Reserves	Reserves maintained within the financial records and accounts of Associated Students, Incorporated
University-held Reserves	Reserves maintained on behalf of the University Student Union within the financial records and accounts of the university

## Regulations

### 1.0 Fiscal Viability Report

Per California State University Policy governing auxiliary organizations, University Student Union management and the Board of Trustees will annually review the fiscal viability of the organization,

which includes an evaluation of the need for reserves and the establishment or revision of reserves in accordance with this review.

### **1.1 Evaluation of Need for Reserves**

In evaluating the need for reserves, USU management will analyze the following areas:

- Working Capital – Analysis shall determine if the amount of cash on hand is sufficient to cover operating expenses during those times when expenditures precede revenue, i.e. summer months.
- Current Operations – Analysis shall determine if the University Student Union will be able to cover projected expenses with projected income for the coming year.
- Capital Replacement – Analysis shall determine if the USU's investment in fixed assets and capital improvements is sufficient to maintain facilities at current standards, provide services at current levels, and offset the economic effects of depreciation.
- Capital Development for New Projects – Analysis shall determine if there are any future business needs that cannot be funded through the annual operating budget without causing a significant reduction in current programs or services.
- Retirement Liability – Analysis shall determine the estimated cost for medical benefits for the staff expected to retire in the next five years.

This review shall be documented in writing and presented to the USU Board of Trustees as part of the annual budget process.

## **2.0 Establishment or Revision of Reserves**

### **2.1 Local Reserves**

Based on previous evaluations of need, the University Student Union has established the following local reserves and reserve levels.

#### **2.1.1 Reserve for Working Capital**

The Reserve for Working Capital shall be maintained to provide cash on hand to meet expenditures for at least ninety days. This reserve shall be maintained at a level not to exceed 25% of the prior year's income from operations.

#### **2.1.2 Reserve for Minor Capital Outlay**

The Reserve for Minor Capital Outlay shall be maintained to provide a funding source for the replacements of furniture and equipment, which if entirely funded from an annual operating budget, would result in a significant deficit. This reserve shall be maintained at an amount equivalent to the projected amount of depreciation expense for the coming fiscal year.

#### **2.1.3 Capital Development for New Projects**

The Reserve for Capital Development for New Projects shall be maintained to provide for future business requirements and/or new requirements for current business that have been

recognized by the university and the University Student Union as appropriate and within the educational mission of the university. All retained earnings not otherwise designated for other purposes shall be maintained in this reserve with an initial goal of \$2,250,000.

#### 2.1.4. Retirement Liability Reserve

The Reserve for Retirement Liability shall be maintained to provide for medical expenses associated with expected future retirees. This reserve shall be maintained at an amount equivalent to one year's total benefit expense for each employee attaining eligibility within the next five years.

### **2.2 University-held Reserves**

The establishment of the following reserves is intended to provide a mechanism for the maintenance and application of the USU funds held by the University in a prudent and sustainable manner.

#### 2.2.1 Major Maintenance and Repair/Capital Renovations and Upgrade Reserve (Repair and Replacement Reserve)

The Reserve for Major Maintenance and Repair/Capital Renovations and Upgrade shall be maintained to provide a funding source for emergency and long-term repairs and deferred maintenance of Student Union facilities, which if entirely funded from an annual operating budget, would result in a significant deficit. All retained student fee income not otherwise designated for other purposes shall be maintained in this reserve. In addition, annual transfers will be made to this reserve at a minimum level of 5% of prior year's revenue from mandatory student fees.

#### 2.2.2 Catastrophic Event Reserve

The Reserve for Catastrophic Event shall be maintained to pay for any self-insurance retention and for uninsured losses resulting from national or other disasters such as earthquakes, floods, high winds, fire, or criminal activities such as bombings or arson. This reserve shall be maintained in an amount equal to 1/3 of prior year's operating budget.

### **3.0 Funding Reserves**

Funds for reserves shall be derived from retained earnings. As needed, or as determined appropriate by the USU Board of Trustees, earnings from projected operations, student fees, and interest income may be designated to fund reserves in order to attain the levels prescribed above.

### **4.0 Process**

Annually, during the budget process, the ASI Associate Executive Director/Director of the University Student Union will submit recommendations for reserves funding and use to the University Student Union Board of Trustees for approval.

Upon approval from the University Student Union Board of Trustees, the reserves will be recorded into separate accounts on the financial records of the USU at the beginning of each fiscal year.

Expenditures from reserve accounts not identified during the annual budget process require the University Student Union Board of Trustees' 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.

## **Forms**

There are no forms associated with the execution of this policy.