

Audit Committee Meeting
Tuesday, September 23, 2025
9:00 – 10:00 a.m.
Hybrid:
Parma Payne Goodall Alumni Center



Agenda

- | | | |
|------|--|----------------|
| I. | Call to Order | Alan Dulgeroff |
| II. | FY 2024/25 Audit Financial Statements Presentation | Marla Hummel |
| | a) Motion to recommend Board Resolution | Jodi Kimmerle |
| III. | Meeting Adjournment | Alan Dulgeroff |

Next Meeting:

TBD



The Campanile Foundation
Audit Committee Meeting
Tuesday, September 23, 2025
9:00 – 10:00 a.m.
Hybrid (PPGAC in person & Zoom)



High Level Summary of FY24/25 Financial Statements

- **FY2024/25 Audit Results (page 3)**
 - Unqualified Opinion (a clean and most favorable opinion)
- **Statements of Financial Position (page 8)**
 - Total Assets grew to \$640M in 2025 (up \$46M, or 7.8%)
 - Driven by strong investment growth
 - Due to University decreased in 2025
 - 2024 included an accrual of more than \$8M to Athletics
 - Net Assets increased to \$586M (up \$56M, or 10.5%)
 - Reflecting donor support (growth in restricted funds) and favorable investment performance
- **Statements of Activities (page 9)**
 - Total Revenues reached \$108M in 2025 (up \$9M, or 8.9%)
 - Driven by strong investment returns and donor contributions
 - Total Expenses were \$52M in 2025 (down \$12M, or 18.6%)
 - Reflecting lower transfers to Campus programs administered by the University
- **Endowment balance as of 6/30/2025 (page 20)**
 - \$488,793,044 (per audited Financial Statement)
 - \$501,467,744 (market value of pooled endowment)
- **Investments (page 21)**
 - Private equity has reached \$68M
 - Representing 13.4% of the pooled endowment balance, moving closer to our target allocation of 18%.
- **Fair Market Value Measurements (page 23)**
 - Leveling of several investments has been updated for both years

Financial Statements and
Supplementary Information as
Required by the California State
University and Report of Independent
Certified Public Accountants

The Campanile Foundation

June 30, 2025 and 2024

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REPORT OF INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

Board of Trustees
The Campanile Foundation

Report on the audit of the financial statements**Opinion**

We have audited the financial statements of The Campanile Foundation (a California State University Auxiliary Organization and Component Unit of San Diego State University) (the "Organization"), which comprise the statements of financial position as of June 30, 2025 and 2024, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as of June 30, 2025 and 2024, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for opinion

We conducted our audits of the financial statements in accordance with auditing standards generally accepted in the United States of America (US GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States (*Government Auditing Standards*). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Organization and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of management for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for one year after the date the financial statements are issued.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with US GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with US GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Supplementary information

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The supplementary information as required by the California State University on pages 29 - 44 is presented for purposes of additional analysis and is not a required part of the financial statements. Such supplementary information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audits of the financial statements and certain additional procedures. These additional procedures included comparing and reconciling such information directly to the

underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with US GAAS. In our opinion, the accompanying supplementary information is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other reporting required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated September XX, 2025 on our consideration of the Organization's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Organization's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control over financial reporting and compliance.

GRANT THORNTON LLP

San Diego, California
September XX, 2025

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**REPORT OF INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS ON
INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON
COMPLIANCE AND OTHER MATTERS REQUIRED BY GOVERNMENT
AUDITING STANDARDS**

Board of Trustees
The Campanile Foundation

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States (*Government Auditing Standards*), the financial statements of The Campanile Foundation (a California State University Auxiliary Organization and Component Unit of San Diego State University) (the "Organization"), which comprise the statement of financial position as of June 30, 2025, and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated **September XX, 2025**.

Report on internal control over financial reporting

In planning and performing our audit of the financial statements, we considered the Organization's internal control over financial reporting ("internal control") as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the Organization's financial statements will not be prevented, or detected and corrected, on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

Report on compliance and other matters

As part of obtaining reasonable assurance about whether the Organization's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements,

noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

GRANT THORNTON LLP

San Diego, California

September XX, 2025

The Campanile Foundation
STATEMENTS OF FINANCIAL POSITION

June 30,

	2025	2024
ASSETS		
Cash equivalents (Note 1)	\$ -	\$ -
Short-term investments (Note 4)	13,627,140	7,154,240
Long-term investments, net (Note 4)	566,864,967	529,113,764
Promises to give receivable, net (Note 6)	38,376,457	44,499,780
Due from affiliate (Note 2)	12,768,065	5,947,145
Beneficial interest in trusts (Note 5)	4,449,069	4,392,042
Intangible assets - cryptocurrency (Note 1)	57,642	34,262
Other receivables, net (Note 1)	3,947,771	2,521,582
	<u>3,947,771</u>	<u>2,521,582</u>
Total assets	<u>\$ 640,091,111</u>	<u>\$ 593,662,815</u>
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable	\$ 222,375	\$ 207,249
Accrued liabilities	342,304	97,741
Liabilities under deferred gift agreements	2,635,187	2,983,115
Deferred revenues	5,513,058	6,870,497
Amounts held on behalf of others (Note 7)	500	-
Due to University (Note 10)	1,710,248	10,314,495
Due to SDSURF (Note 5)	44,190,455	43,298,601
	<u>44,190,455</u>	<u>43,298,601</u>
Total liabilities	54,614,127	63,771,698
Net assets		
With donor restriction (Note 3)	568,571,425	516,736,313
Without donor restriction	16,905,559	13,154,804
	<u>16,905,559</u>	<u>13,154,804</u>
Total net assets	585,476,984	529,891,117
Total liabilities and net assets	<u>\$ 640,091,111</u>	<u>\$ 593,662,815</u>

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

The Campanile Foundation

STATEMENTS OF ACTIVITIES

Years ended June 30,

	2025			2024		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
Revenues, gains (losses) and other support:						
Contributions - community and campus programs	\$ -	\$ 34,899,750	\$ 34,899,750	\$ -	\$ 34,977,699	\$ 34,977,699
Contributions - nonfinancial assets (Note 9)	-	4,926,925	4,926,925	-	2,992,552	2,992,552
Other revenues	-	19,323,135	19,323,135	-	20,662,344	20,662,344
Gains (losses) from the remeasurement of cryptocurrency	-	23,380	23,380	-	(175)	(175)
Investment return, net	1,095,991	47,389,507	48,485,498	741,844	39,524,716	40,266,560
Net assets released from restrictions (Note 3)	54,727,585	(54,727,585)	-	68,380,653	(68,380,653)	-
Total revenues, gains (losses) and other support	55,823,576	51,835,112	107,658,688	69,122,497	29,776,483	98,898,980
Expenses:						
Campus programs	21,472,029	-	21,472,029	15,478,067	-	15,478,067
Campus programs administered by the University	19,989,315	-	19,989,315	37,574,268	-	37,574,268
Student scholarships (Note 2)	7,335,990	-	7,335,990	6,970,053	-	6,970,053
Fundraising	2,592,729	-	2,592,729	3,302,785	-	3,302,785
General administration	682,758	-	682,758	589,410	-	589,410
Total expenses	52,072,821	-	52,072,821	63,914,583	-	63,914,583
CHANGE IN NET ASSETS	3,750,755	51,835,112	55,585,867	5,207,914	29,776,483	34,984,397
Net assets, beginning of year	13,154,804	516,736,313	529,891,117	7,946,890	486,959,830	494,906,720
Net assets, end of year	\$ 16,905,559	\$ 568,571,425	\$ 585,476,984	\$ 13,154,804	\$ 516,736,313	\$ 529,891,117

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

The Campanile Foundation
STATEMENTS OF CASH FLOWS
Years ended June 30,

	<u>2025</u>	<u>2024</u>
Cash flows from operating activities		
Change in net assets	\$ 55,585,867	\$ 34,984,397
Adjustments to reconcile change in net assets to net cash used in operating activities:		
Contributions restricted for long-term investments	(39,826,675)	(37,970,251)
Net realized and change in unrealized gains on investments	(45,373,576)	(37,392,934)
Change in value of deferred gift liabilities	(347,928)	(350,912)
Investment income restricted for long-term investments	3,135,302	2,873,451
(Increase) decrease in assets:		
Short-term investments	(6,496,280)	2,376,327
Other receivables, net	(1,426,189)	(27,451)
Promises to pay receivable, net	9,050,331	3,145,040
Increase (decrease) in liabilities:		
Accounts payable	15,126	(186,061)
Accrued liabilities	244,563	(100,625)
Deferred revenues	(1,357,439)	654,596
Amounts held on behalf of others	500	(23,021)
Due to University	(8,604,247)	7,111,978
Net cash (used) in operating activities	<u>(35,400,645)</u>	<u>(24,905,466)</u>
Cash flows from investing activities		
Purchase of investments	(179,419,414)	(138,002,262)
Sale of investments	178,513,945	129,278,312
Beneficial interest in trusts	(57,027)	(57,512)
Due from affiliate	(6,820,920)	688,064
Net cash (used) in investing activities	<u>(7,783,416)</u>	<u>(8,093,398)</u>
Cash flows from financing activities		
Proceeds from contributions with donor restrictions	46,319,363	35,872,315
Investment income restricted for long-term investments	(3,135,302)	(2,873,451)
Net cash provided by financing activities	<u>43,184,061</u>	<u>32,998,864</u>
NET CHANGE IN CASH	-	-
Cash equivalents, beginning of year	-	-
Cash equivalents, end of year	<u>\$ -</u>	<u>\$ -</u>
Supplemental disclosure of investing activities		
Change in investments held for SDSURF	<u>\$ 891,854</u>	<u>\$ 2,366,702</u>

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

The Campanile Foundation

NOTES TO FINANCIAL STATEMENTS

June 30, 2025 and 2024

NOTE 1 - NATURE OF OPERATIONS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES***Nature of Organization***

The Campanile Foundation ("TCF") is an auxiliary organization of San Diego State University (the "University"), organized and operated in accordance with the Education Code of the State of California and the California Code of Regulations. TCF is a nonprofit corporation chartered to provide and augment programs that are an integral part of the educational mission of the University. TCF was organized in August 1999 to assist the University in the acquisition of gifts, the management of philanthropic gifts and the investment of certain endowment gifts. TCF began its operations on January 1, 2000.

Affiliated Organizations

TCF is related to other auxiliaries of the University, including Associated Students of San Diego State University ("Associated Students"), San Diego State University Research Foundation ("SDSURF"), Aztec Shops, Ltd, and Mission Valley Enterprises (collectively, the "Auxiliaries"). These Auxiliaries and the University periodically provide various services for one another.

A summary of TCF's significant accounting policies is as follows:

Basis of Accounting and Reporting

The financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America ("U.S. GAAP").

TCF's financial statements present net assets and contributions classified as with donor restrictions and without donor restrictions. These classifications are based on the existence or absence of donor-imposed restrictions related to contributions and are summarized as follows:

Without Donor Restrictions

Without donor restrictions consist of net assets that are not subject to donor-imposed stipulations.

With Donor Restrictions

With donor restrictions consist of unspent net assets that are subject to specific donor-imposed stipulations. This category includes amounts restricted by the donor in perpetuity, restricted for specified purposes, restricted by the passage of time and for amounts of underwater endowments. Also included are charitable remainder trusts ("CRT").

As stated above, the classification of net assets is based upon the existence or absence of donor-imposed restrictions on contributions. Net assets also include funds other than contributions that have been designated for specific purposes, which are classified as without donor restrictions in the financial statements.

Contributions, including unconditional promises to give are recognized in the year the promise is made as opposed to when assets are received. Contributions with donor-imposed restrictions are reported as contributions with donor restrictions. Net assets with donor restrictions are reclassified to without donor restrictions at such time as TCF has fulfilled the donor-imposed restriction.

Net assets with donor restrictions can also be reclassified to without donor restrictions at such time that the donors' consent to the release of the previous donor-imposed restriction.

The Campanile Foundation

NOTES TO FINANCIAL STATEMENTS - CONTINUED

June 30, 2025 and 2024

Revenue from contributions is recognized in accordance with Accounting Standards Update (“ASU”) 2018-08, *Not-for-Profit Entities (Topic 958): Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*. Accordingly, TCF evaluates whether a transfer of assets is (1) an exchange transaction in which a resource provider is receiving commensurate value in return for the resources transferred or (2) a contribution. If the transfer of assets is determined to be a contribution, TCF evaluates whether the contribution is conditional based upon whether the agreement includes both (1) one or more barriers that must be overcome before TCF is entitled to the assets transferred or promised and (2) a right of return of assets or a right of release of a promisor’s obligation to transfer assets. There are no conditional contributions for the years ended June 30, 2025 and 2024. Contributions which are deemed to be unconditional are considered to be available for general purposes (without donor restrictions) unless specifically restricted by the donor.

Promises to give that are expected to be collected within one year from the date of gift are recorded at their net realizable value. Promises to give that are expected to be collected in future years are discounted to their estimated net present value (see Note 6).

During the fiscal year ended June 30, 2023, the Department of Athletics (“Department”) opened Snapdragon Stadium and played their inaugural football season in the stadium. TCF provides support to the Department in managing multi-year philanthropic gifts associated with the stadium, as well as multi-year premium seating commitments for University Football games.

For each agreement, a donor enters into two separate agreements with TCF. The first agreement is referred to as ‘The Capital Gift’ and represents a one-time donation that can be paid through multi-year installments. This gift does not provide seating rights and directly supports the stadium construction costs. TCF recognizes these commitments as philanthropic contribution, eligible for tax deduction. TCF recognizes revenue when the donor signs the promise to give agreement.

The second agreement is referred to as ‘Annual Commitment’ and covers the premium associated with obtaining seating access. Unlike the Capital Gift, the Annual Commitment does not qualify as a contribution due to the presence of existing performance obligations by the University outlined in the contract, such as the games being played in the stadium. TCF recognizes revenue when the performance obligation has been fulfilled.

Cash Equivalents

TCF considers all highly liquid accounts with original maturity dates of three months or less that are not designated for investment purposes to be cash equivalents. Cash and cash equivalents have a zero balance as of June 30, 2025 and 2024. SDSURF handles cash management on behalf of TCF.

Investments

Investments are reported at fair value, with gains and losses included in the statements of activities. Short-term investments consist primarily of highly liquid accounts that are designated for investment purposes, including certain cash and equivalents held in brokerage accounts.

The beneficial interest in trust investments is reported at the fair value of the underlying portfolio of investments within each trust, which primarily consist of mutual funds invested in equities, fixed income and real estate instruments.

TCF holds closely-held securities where the fair value is not readily determinable. These investments are reported as part of long-term investment, net on the statements of financial position. TCF values these investments based on their cost minus impairment, if applicable, adjusted for observable price changes in orderly transactions for identical or similar investments of the same entity.

The Campanile Foundation

NOTES TO FINANCIAL STATEMENTS - CONTINUED

June 30, 2025 and 2024

Other Receivables, Net

Other receivables, net consist largely of funds made available to the University to be used for student loans. The University periodically assesses the loans for collectability. TCF has not experienced any significant losses on these loans and therefore has not recorded an allowance against these balances. The remaining balance primarily consists of investment interest receivable and the accrual of other revenues that were dated prior to but received after year end.

Liabilities Under Deferred Gift Agreements

TCF serves as trustee and administrator for various types of trust arrangements, including split-interest agreements, whereby the beneficial interest is shared with one or more parties. The arrangements generally require payment of annual trust income to the income beneficiary or beneficiaries over the term of the trust, with the remainderman portion of the assets reverting to TCF. The liability under deferred gift agreements on the statements of financial position represents the present value of the estimated future payments to be distributed to these beneficiaries over the life expectancies of the beneficiaries, as derived using actuarial tables. TCF uses the approved Internal Revenue Service rate specific to each trust to discount the estimated future payments to be distributed to the beneficiaries.

During the year ended June 30, 2015, TCF was granted its Certificate of Authority by the California Department of Insurance to hold Charitable Gift Annuity ("CGA") assets. The CGA asset value totaled \$2,478,728 and \$2,322,512 for the years ended June 30, 2025 and 2024, respectively.

Decrease in the liability under deferred gift agreements are included in contributions - community and campus programs in the accompanying statements of activities and totaled \$347,928 and \$350,912 for the years ended June 30, 2025 and 2024, respectively.

The Campanile Foundation

NOTES TO FINANCIAL STATEMENTS - CONTINUED

June 30, 2025 and 2024

Functional Allocation of Expenses

The costs of providing various programs, fundraising, and other activities have been summarized in the statements of activities. Fundraising costs incurred that benefit the different programs across the University are gathered and combined with the central fundraising costs to determine the total fundraising expense.

TCF's primary program services are fundraising, student scholarships, and University campus support. These expenses include salaries and benefits, operating expenses, scholarship awards and transfers to University and other Auxiliaries on campus.

2025						
	Campus Programs	Campus Programs Administered by the University	Student Scholarships	Fundraising	General Administration	Total
Salaries and wages	\$ 4,816,201	\$ -	\$ -	\$ 114,245	\$ -	\$ 4,930,446
Employee benefits	857,609	-	-	18,545	-	876,154
Services, supplies, and other expenses	15,798,219	-	-	2,459,939	682,758	18,940,916
Scholarship payments	-	-	7,335,990	-	-	7,335,990
Transfer to University and other auxiliaries	-	19,989,315	-	-	-	19,989,315
Total expenses	<u>\$ 21,472,029</u>	<u>\$ 19,989,315</u>	<u>\$ 7,335,990</u>	<u>\$ 2,592,729</u>	<u>\$ 682,758</u>	<u>\$ 52,072,821</u>
2024						
	Campus Programs	Campus Programs Administered by the University	Student Scholarships	Fundraising	General Administration	Total
Salaries and wages	\$ 4,093,567	\$ -	\$ -	\$ 176,520	\$ -	\$ 4,270,087
Employee benefits	787,870	-	-	24,711	-	812,581
Services, supplies, and other expenses	10,596,630	-	-	3,101,554	589,410	14,287,594
Scholarship payments	-	-	6,970,053	-	-	6,970,053
Transfer to University and other auxiliaries	-	37,574,268	-	-	-	37,574,268
Total expenses	<u>\$ 15,478,067</u>	<u>\$ 37,574,268</u>	<u>\$ 6,970,053</u>	<u>\$ 3,302,785</u>	<u>\$ 589,410</u>	<u>\$ 63,914,583</u>

The Campanile Foundation

NOTES TO FINANCIAL STATEMENTS - CONTINUED

June 30, 2025 and 2024

Income Taxes

TCF follows the guidance that clarifies the accounting for uncertainty in tax positions taken or expected to be taken in a tax return, including issues relating to financial statement recognition and measurement. This guidance provides that the tax effects from an uncertain tax position can only be recognized in the financial statements if the position is "more-likely-than-not" to be sustained if the position were to be challenged by a taxing authority. The assessment of the tax position is based solely on the technical merits of the position, without regard to the likelihood that the tax position may be challenged.

TCF is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code, though it is subject to tax on income unrelated to its exempt purpose unless that income is otherwise excluded by the Code. TCF has also been recognized by the California Franchise Tax Board as an organization that is exempt from California franchise and income taxes under Section 23701(d) of the California Revenue and Taxation Code. TCF has processes presently in place to ensure the maintenance of its tax-exempt status; to identify and report unrelated income; to determine its filing and tax obligations in jurisdictions for which it has nexus; to identify and evaluate other matters that may be considered tax positions. TCF has determined that there are no material uncertain tax positions that require recognition or disclosure in the financial statements.

Use of Estimates

The preparation of financial statements in accordance with U.S. GAAP requires management to make estimates and assumptions that affect the amount reported in the financial statements and accompanying notes. Significant estimates include the discount rates on promises to give receivable, the CRT liabilities, the life expectancy of annuitants of CRTs, the collectability of promises to give receivables and the fair values of alternative investments. Actual results could differ from those estimates.

Reclassifications

Certain amounts in the prior periods presented have been reclassified to conform to the current period's financial statement presentation. These reclassifications have no effect on previously reported net assets.

Recent Accounting Pronouncement

In December 2023, the Financial Accounting Standards Board ("FASB") issued ASU 2023-08, *Intangibles - Goodwill and Other - Crypto Assets (Subtopic 350-60)*, to improve the accounting for and disclosure of crypto assets. The amendments require entities holding crypto assets to measure them at fair value and provide detailed disclosures about the types and changes in these holdings. TCF has early adopted ASU 2023-08, applying it to the fiscal year starting on July 1, 2023, to ensure accurate financial reporting for crypto assets.

In August and October 2021, TCF received donations of Bitcoin and Ethereum, with a total of 0.544 Bitcoin and 0.054 Ethereum. The aggregate cost basis of these donated cryptocurrencies was \$34,436. These assets are restricted and were contributed by multiple donors. Originally, the \$34,436 was recorded as gifts in kind to the University. To accommodate this newly adopted accounting standard, a reclassification entry was posted to record the intangible assets - cryptocurrency in the fiscal year ended June 30, 2024.

The Campanile Foundation

NOTES TO FINANCIAL STATEMENTS - CONTINUED

June 30, 2025 and 2024

As of June 30, 2024, TCF held 0.544 Bitcoin with a fair value of \$34,076 and 0.054 Ethereum with a fair value of \$186. The total fair value of the cryptocurrencies held by TCF as of June 30, 2024, was \$34,262. These assets are presented at fair market value separately from other assets in the statements of financial position. A loss of \$175 due to the fair market value adjustment as of June 30, 2024, is presented separately from the investment return, net, in the statements of activities.

As of June 30, 2025, TCF held 0.544 Bitcoin with a fair value of \$57,511 and 0.054 Ethereum with a fair value of \$131. The total fair value of the cryptocurrencies held by TCF as of June 30, 2025, was \$57,642. These assets are presented at fair market value separately from other assets in the statements of financial position. A gain of \$23,380 due to the fair market value adjustment as of June 30, 2025, is presented separately from the investment return, net, in the statements of activities.

	Bitcoin	Ethereum	Total
Fair value as of date of adoption July 1, 2023			
Quantity	0.544 BTC	0.054 ETH	
Cost basis	\$ 34,231	\$ 206	\$ 34,436
Fair value measurement on June 30, 2024			
Quantity	0.544 BTC	0.054 ETH	
Fair market value	34,076	186	34,262
Fair value measurement on June 30, 2025			
Quantity	0.544 BTC	0.054 ETH	
Fair market value	57,511	131	57,642
Gains (losses) from the remeasurement of cryptocurrency	\$ 23,435	\$ (55)	\$ 23,380

NOTE 2 - OPERATING AGREEMENT

TCF has an operating agreement with SDSURF to receive certain administrative services, including cash management processes, gift account administration, and accounting and financial reporting assistance. SDSURF receives an administrative fee when TCF funds are expended and at year end, an additional administrative fee is assessed to TCF Operations to meet the agreed-upon annual fee. The due from affiliate asset represents the status of that relationship as of June 30, 2025 and 2024 in terms of balances held by SDSURF that are being managed on behalf of TCF. In April 2018, the agreement was slightly revised and renewed for five years through June 30, 2023. A clause was added in the April 2018 revision that either party can terminate the agreement with six months' written notice. In June 2023, both parties agreed to renew the agreement for another year, extending it through June 2024. In June 2024, the agreement was further revised and extended for an additional three years, extending through June 30, 2027.

The balance of due from/(to) affiliate as of June 30, 2025 represents \$(1,306,932) held for campus programs, \$12,542,067 for student aid and \$1,532,930 for endowments.

The balance of due from/(to) affiliate as of June 30, 2024 represents \$(5,284,743) held for campus programs, \$11,220,049 for student aid and \$11,839 for endowments.

During the years ended June 30, 2025 and 2024, TCF transferred \$7,335,990 and \$6,970,053, respectively, from its net assets to the University for scholarships.

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NOTES TO FINANCIAL STATEMENTS - CONTINUED

June 30, 2025 and 2024

As of June 30, 2025 and 2024, scholarship funds held by TCF are committed to students for the following school year. However, qualifying events have not occurred to release the funds to the University for disbursement to the recipients.

NOTE 3 - RESTRICTIONS ON NET ASSETS***With Donor Restrictions***

Net assets with donor restrictions as of June 30 are available for the following purposes and periods:

	2025	2024
Student aid	\$ 166,727,541	\$ 151,964,344
Campus programs	388,721,173	352,068,610
Annuity life income trusts for campus programs and student aid	13,122,711	12,703,359
	<u>\$ 568,571,425</u>	<u>\$ 516,736,313</u>

Included in the Campus Programs balances are nonexpendable endowment funds. As of June 30, 2025, the balance of funds to be held in perpetuity was \$349,986,342 and as of June 30, 2024, \$317,162,286.

Net assets released from restrictions were released by the incurrence of expenses satisfying the restricted purpose or by the occurrence of events specified by the donors.

	2025	2024
Released from restrictions		
Use or time restricted	\$ (47,391,595)	\$ (63,287,090)
Student aid	(7,335,990)	(5,093,563)
	<u>\$ (54,727,585)</u>	<u>\$ (68,380,653)</u>

TCF's pooled endowment portfolio consists of over 1,300 individual donor-restricted funds established for a variety of purposes. As required by U.S. GAAP, net assets associated with endowment funds, including funds designated by the Board of Trustees (the "Board") to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

TCF's Board has interpreted the California Uniform Prudent Management of Institutional Funds Act ("UPMIFA") as requiring the Board's goal, using prudent investment techniques, to be the preservation of the fair value of the original endowed gifts, absent explicit donor stipulations to the contrary.

In accordance with UPMIFA, an organization considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

- The duration and preservation of the fund;
- The purpose of the organization and the donor-restricted endowment fund;
- General economic conditions;
- The possible effect of inflation and deflation;
- The expected total return from income and the appreciation of investments;
- Other resources of the organization; and
- The investment policies of the organization.

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NOTES TO FINANCIAL STATEMENTS - CONTINUED

June 30, 2025 and 2024

TCF's Board classified CRTs as net assets with donor restrictions. A CRT is an arrangement in which a donor establishes and funds a trust with specified distributions to be made to a designed beneficiary or beneficiaries over the trust's term. Upon termination of the trust, TCF receives the assets remaining in the trust. TCF recognizes the contributions in the period in which the trust is established. In subsequent periods, adjustments to net assets with donor restrictions are made to reflect changes in the fair value, payments to beneficiaries and changes in actuarial assumptions during the term of the trust.

TCF's Board also classified as net assets with donor restrictions the original value of gifts donated to a permanent endowment fund and the original value of subsequent gifts to the permanent endowment. The remaining portion of the donor-restricted endowment fund is also classified as net assets with donor restrictions until such time as appropriated for expenditure.

Endowment investments are made according to the Investment Policy Statement adopted by TCF's Board of Trustees. These guidelines provide for investments in various asset classes, with performance measured against appropriate indices. TCF has contracted with an investment firm to act as its Outsourced Chief Investment Officer ("OCIO").

This investment policy and strategy is to emphasize total return - that is, the aggregate return from capital appreciation and dividend and interest income - in an attempt to provide a predictable stream of funding to programs supported by its endowment while seeking to maintain the purchasing power of the endowment assets. Within this framework, specific investment objectives for endowment investments include liquidity, preservation of capital, preservation of purchasing power, and long-term growth of capital.

The investment policy establishes an achievable return objective through diversification of asset classes. The current long-term return objective is to produce, after investment expenses, a minimum annual compound total rate of return of 4% in excess of the rate of inflation. Actual returns in any given year may vary from this amount.

To satisfy its long-term rate-of-return objectives, TCF relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). TCF targets a diversified asset allocation that places a greater emphasis on equity-based investment to achieve its long-term return objectives with prudent risk parameters.

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NOTES TO FINANCIAL STATEMENTS - CONTINUED

June 30, 2025 and 2024

Target asset allocation

The asset allocation of TCF shall be reviewed at least quarterly by the Finance and Investment Committee to ensure that the target allocation is in compliance with the following guidelines:

<u>Asset Class</u>	<u>Target Allocation</u>	<u>Minimum</u>	<u>Maximum</u>
Growth assets			
Global equity	42%	40%	72%
Private equity	18%	5%	23%
Credit			
High yield bonds	3%	0%	6%
Bank loans	3%	0%	6%
Emerging markets debt	2%	0%	4%
Inflation hedges			
Natural resources (public)	0%	0%	6%
Natural resources (private)	3%	0%	6%
Real estate	4%	0%	8%
TIPS	3%	0%	6%
Precious metals	3%	0%	6%
Risk mitigation			
Core fixed income	14%	6%	22%
Hedge funds	5%	0%	10%
Cash	0%	0%	10%

The assets mix policy and acceptable minimum and maximum ranges established by the Finance and Investment Committee, and approved by the Board, represent a long-term view. Rapid and significant market movements may cause the fund's actual asset mix to fall outside the policy range. Any such divergence should be of a short-term structure.

Endowment distributions are performed in accordance with TCF's Board Policy on Investments. For the fiscal years ended June 30, 2025 and 2024, the Board's adopted distribution rate was 4% of the endowment principal market value using a three-year moving average. However, in both fiscal years, in the event that the market value of a true endowment's share of the pooled endowment portfolio falls below the original value of the gift, distributions are limited to certain reserves created from "reinvesting" dividend and interest income.

Amounts distributed from endowments per the Board's policy are classified as with donor restrictions for a specific purpose on the statements of financial position. Purpose restrictions generally include student aid, faculty and program excellence.

The composition of donor-restricted endowment funds is as follows:

<u>As of</u>	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>
June 30, 2025	\$ 10,994,354	\$ 477,798,690
June 30, 2024	10,750,693	448,810,521

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NOTES TO FINANCIAL STATEMENTS - CONTINUED

June 30, 2025 and 2024

Changes in endowment net assets for the fiscal year ended June 30, 2025, are as follows:

	Without Donor Restrictions	With Donor Restrictions	Total Net Assets
Endowment net assets, beginning of year	\$ 10,750,693	\$ 448,810,521	\$ 459,561,214
Investment return			
Investment income	92,853	4,549,873	4,642,726
Net appreciation (depreciation)	1,003,137	39,351,051	40,354,188
Total investment return	1,095,990	43,900,924	44,996,914
Contributions	3,517,204	18,713,374	22,230,578
Appropriations for expenditure	(4,369,533)	(33,626,129)	(37,995,662)
Endowment net assets, end of year	\$ 10,994,354	\$ 477,798,690	\$ 488,793,044

Changes in endowment net assets for the fiscal year ended June 30, 2024, are as follows:

	Without Donor Restrictions	With Donor Restrictions	Total Net Assets
Endowment net assets, beginning of year	\$ 5,466,049	\$ 410,237,198	\$ 415,703,247
Investment return			
Investment income	64,556	3,355,742	3,420,298
Net appreciation (depreciation)	677,288	32,878,064	33,555,352
Total investment return	741,844	36,233,806	36,975,650
Contributions	4,558,625	15,814,953	20,373,578
Appropriations for expenditure	(15,825)	(13,475,436)	(13,491,261)
Endowment net assets, end of year	\$ 10,750,693	\$ 448,810,521	\$ 459,561,214

Funds with Deficiencies

From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that the donor or UPMIFA requires TCF to retain as a fund of perpetual duration. As of June 30, 2025 and 2024, no deficiency of this nature existed in donor-restricted endowment.

NOTE 4 - INVESTMENTS

TCF has investments that include mutual funds and external investment funds and is therefore subject to concentrations of credit risk. Investments are selected by the investment firm that TCF has contracted to act as its OCIO. Selections must abide by TCF's Investment Policy Statement and are reviewed at least quarterly by TCF's Finance and Investment Committee.

The investments of TCF are exposed to interest rate and market risk. Economic conditions can impact these risks and resulting market value can be either positively or adversely affected. If the level of risk increases in the near term, it is possible that the investment balances and the amounts reported in the financial statements could be materially affected by market fluctuations. Although the market value of

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NOTES TO FINANCIAL STATEMENTS - CONTINUED

June 30, 2025 and 2024

investments is subject to fluctuations on a year-to-year basis, management believes the investment policy is prudent for the long-term welfare of TCF and its beneficiaries.

As of June 30, total net investments consisted of the following:

	2025	2024
Growth assets		
Global equity	\$ 230,137,166	\$ 234,829,630
Private Equity	68,221,362	52,688,390
Credit		
High yield bonds	44,309,047	33,841,904
Inflation hedges		
Natural resources	15,122,682	14,374,088
Real estate	16,263,363	15,730,602
TIPS	14,764,591	15,836,578
Precious Metals	18,708,679	14,698,658
Risk mitigation		
Core fixed income	124,074,205	112,211,647
Hedge funds	21,567,150	22,709,404
Cash	12,546,956	4,910,517
Other		
Deferred gifts	13,718,846	13,518,516
Other investments	1,058,060	918,070
	<u>\$ 580,492,107</u>	<u>\$ 536,268,004</u>

Deferred gifts are invested primarily in fixed income and low-risk equities with the long-term investment portfolio designed to minimize risk and maintain the ability to meet the payment obligations to the beneficiaries as determined in the gift agreements.

Effective July 1, 2007, TCF agreed to be the endowment pool manager for SDSURF. As of June 30, 2025 and 2024, SDSURF had (at fair value) \$ 44,190,455 and \$43,298,601, respectively, in the endowment pool. That amount is included in the long-term investments of TCF and the related liability is shown as due to SDSURF in the liabilities of TCF as stated on the statements of financial position.

Effective July 1, 2020, TCF agreed to help the University fund the Mission Valley property acquisition. TCF provided \$18,500,000 from the pooled endowment through the Fixed Income allocations, at the time equal and secured by the balance in two quasi-endowments. The quasi-endowments were collateral for the funds and remained in the pooled endowment for five years and continued to generate returns and make distributions according to TCF policy. At the end of the fiscal year ended June 30, 2025, TCF fully repaid the \$18,500,000 to the pooled endowment using the balance in the quasi-endowments. During the five-year period, the University made quarterly institutional support payments to the pooled endowment.

NOTE 5 - FAIR VALUE MEASUREMENTS

Short-term investment amounts, due from an affiliate, accrued liabilities, accounts payable, Amounts held on behalf of others, and deferred revenue approximate fair value due to the immediate short-term maturity of these financial instruments. Other receivables are presented at their net realizable value. The carrying

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NOTES TO FINANCIAL STATEMENTS - CONTINUED

June 30, 2025 and 2024

amount of long-term promises to give receivable, due to University, liabilities under deferred gift agreements are discounted to their estimated net present value, which approximates fair value. Investments are presented in the financial statements at fair value in accordance with U.S. GAAP. Investments in securities traded on a national securities exchange, or reported on the NASDAQ national market, are stated at the last reported sales price on the day of valuation; other securities traded in the over-the-counter market and listed securities for which no sales were reported on that date are stated at the last quoted bid price. Investments that consist of funds that utilize a variety of absolute return strategies are reported at the fair value of the shares owned in each fund.

Investments in commingled funds are valued at fair value based on the applicable percentage ownership of the underlying partnerships' net assets as of the measurement date, as determined by the general partner. In determining fair value, the general partner utilizes valuations provided by the underlying investment partnerships. The underlying investment partnership values securities and other financial instruments on a fair value basis of accounting. The estimated fair values of certain investments of the underlying investments partnerships, which may include private placements and other securities for which prices are not readily available, are determined by the general partner or sponsor of the respective investment partnership and may not reflect amounts that could be realized upon immediate sale, nor amounts that ultimately may be realized. Accordingly, the estimated fair values may differ significantly from the values that would have been used had a ready market existed for these investments. The fair value of the partnership's investments in investment partnerships generally represents the amounts the partnership would expect to receive if it were to liquidate its investment in the investment partnerships, excluding any redemption charges that may apply.

Intangible assets - cryptocurrency are presented in the financial statements at fair value in accordance with U.S. GAAP. The fair value of cryptocurrency is determined based on the quoted prices in active markets on the measurement date.

Due to SDSURF is carried at the fair value of the related investments included in the pooled endowment funds.

The FASB's authoritative guidance on fair value measurements establishes a framework for measuring fair value and expands disclosure about fair value measurements. This guidance enables the reader of the financial statements to assess the inputs used to develop those measurements by establishing a hierarchy for ranking the quality and reliability of the information used to determinate fair values. Under this guidance, assets and liabilities carried at fair value must be classified and disclosed in one of the following three categories:

- Level 1 - Observable inputs such as quoted market prices in active markets. Classifications currently include cash and investments in funds that are priced daily and trade over an active exchange such as the New York Stock Exchange.
- Level 2 - Inputs other than the quoted prices in active markets, which are observable either directly or indirectly.
- Level 3 - Unobservable inputs in which there is little or no market data, which require the reporting entity to develop its own assumptions. Classifications currently include commingled funds that do not have daily pricing on an active exchange but where a substantial portion of a fund's fair value could be determined based on quoted market prices of underlying investments held by the fund and the estimated fair value of certain investments of the underlying investment partnership, which may include private placements and other securities for which prices are not readily available, and are determined by the general partner or sponsor of the respective other investment partnership and may not reflect

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NOTES TO FINANCIAL STATEMENTS - CONTINUED

June 30, 2025 and 2024

amounts that could be realized upon immediate sale, nor amounts that ultimately may be realized.

Investments measured using a net asset value (NAV) per share, or its equivalent, are not classified in the fair value hierarchy above because they may or may not be redeemed at the NAV or because redemption at NAV is uncertain due to lock-up periods or other investments restrictions.

During the years ended June 30, 2025 and 2024, respectively, TCF did not purchase or sell any Level 3 investments.

As of June 30, assets (liabilities) measured at fair value on a recurring basis are as follows:

		2025			
	Total	Level 1	Level 2	Level 3	NAV
Growth assets					
Global equity	\$ 230,137,166	\$ 6,102,356	\$ 89,565,714	\$ -	\$ 134,469,096
Private equity	68,221,362	-	-	-	68,221,362
Credit					
High yield bonds	44,309,047	31,636,124	-	-	12,672,923
Inflation hedges					
Natural resources	15,122,682	-	13,946,119	-	1,176,563
Real estate	16,263,363	-	-	-	16,263,363
TIPS	14,764,591	14,764,591	-	-	-
Precious metals	18,708,679	-	-	-	18,708,679
Risk mitigation					
Core fixed income	124,074,205	10,427,357	103,018,504	-	10,628,344
Hedge funds	21,567,150	-	-	-	21,567,150
Cash	12,546,956	12,546,956	-	-	-
Other					
Deferred gifts	13,718,846	13,718,846	-	-	-
Other investments	1,058,060	962,239	48,500	-	47,321
Total investments	<u>\$ 580,492,107</u>	<u>\$ 90,158,469</u>	<u>\$ 206,578,837</u>	<u>\$ -</u>	<u>\$ 283,754,801</u>
Beneficial interest in trusts	\$ 4,449,069	\$ -	\$ -	\$ 4,449,069	\$ -
Intangible assets -					
cryptocurrency	57,642	57,642	-	-	-
Due to SDSURF	(44,190,455)	-	-	(44,190,455)	-

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NOTES TO FINANCIAL STATEMENTS - CONTINUED

June 30, 2025 and 2024

	2024				
	Total	Level 1	Level 2	Level 3	NAV
Growth assets					
Global equity	\$ 234,829,630	\$ 4,480,133	\$ 99,269,961	\$ -	\$ 131,079,536
Private equity	52,688,390	-	-	-	52,688,390
Credit					
High yield bonds	33,841,904	25,977,002	-	-	7,864,902
Inflation hedges					
Natural resources	14,374,088	13,808,031	-	-	566,057
Real estate	15,730,602	-	-	-	15,730,602
TIPS	15,836,578	15,836,578	-	-	-
Precious metals	14,698,658	-	-	-	14,698,658
Risk mitigation					
Core fixed income	112,211,647	55,474,196	47,139,864	-	9,597,587
Hedge funds	22,709,404	-	-	-	22,709,404
Cash	4,910,517	4,910,517	-	-	-
Other					
Deferred gifts	13,518,516	13,518,516	-	-	-
Other investments	918,070	822,249	48,500	-	47,321
Total investments	<u>\$ 536,268,004</u>	<u>\$ 134,827,222</u>	<u>\$ 146,458,325</u>	<u>\$ -</u>	<u>\$ 254,982,457</u>
Beneficial interest in trusts	\$ 4,392,042	\$ -	\$ -	\$ 43,92,042	\$ -
Intangible assets -					
cryptocurrency	34,262	34,262	-	-	-
Due to SDSURF	(43,298,601)	-	-	(43,298,601)	-

The fair value of the beneficial interest in trusts has been determined based on the fair value of the assets discounted using the single and joint and survivor life expectancies from the 2012 Individual Annuity Reserve Table for the 2025 valuation year.

The following table reflects a reconciliation of TCF's beginning and ending liability to SDSURF:

	2025	2024
Beginning balance	\$ 43,298,601	\$ 40,931,899
Realized and unrealized gains	4,805,898	4,100,948
Realized and unrealized losses	(1,005,222)	(848,962)
Additions	779,305	636,956
Withdrawals	(3,688,127)	(1,522,240)
Ending balance	<u>\$ 44,190,455</u>	<u>\$ 43,298,601</u>

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NOTES TO FINANCIAL STATEMENTS - CONTINUED

June 30, 2025 and 2024

The following tables set forth additional disclosures of TCF's investments whose fair value is estimated using NAV per share (or its equivalent) as of June 30, 2025:

	Fair Value	Number of Funds	Unfunded Commitment	Redemption Frequency	Redemption Notice Period ⁽ⁱ⁾
Global Equity ^(a)	\$ 134,469,096	7	\$ -	Daily/Monthly	1 BD - 30 Days
Private Equity ^(b)	68,221,362	30	39,586,716	Illiquid	Illiquid
High Yield Bonds ^(c)	12,672,923	1	-	Illiquid	90 Days
Natural Resources ^(d)	1,176,563	1	2,684,113	Illiquid	Illiquid
Real Estate ^(e)	16,263,363	6	7,401,757	Illiquid	Illiquid
Precious Metals ^(f)	18,708,679	1	-	Monthly	30 Calendar Days
Core Fixed Income ^(g)	10,628,344	1	-	Daily/Monthly	10 Calendar Days
Hedge Funds ^(h)	21,567,150	4	-	Daily/Monthly	0-30 Days
Other Investment ⁽ⁱ⁾	47,321	2	-	Illiquid	Illiquid
	<u>\$ 283,754,801</u>	<u>53</u>	<u>\$ 49,672,586</u>		

- (a) Investment in limited partnerships or joint ventures that provide exposure to global equity markets, including developed and emerging markets.
- (b) Investment in a fund or limited partnership that invests in privately held companies, including buyout, growth, venture, and co-investments.
- (c) Investment primarily in high-yield corporate bonds and other debt instruments.
- (d) Investment in a fund that invests in natural resources and commodities, and in companies tied to those sectors.
- (e) Investment in a fund that invests in real estate through properties, operating companies, and real estate related securities.
- (f) Investment in a fund that invests in gold and other precious metals, as well as related instruments.
- (g) Investment in a limited partnership that invests primarily in fixed income securities, including U.S. government, corporate, and other debt instruments.
- (h) Investment in hedge funds that employ strategies such as systematic trading, global macro, and volatility or tail risk management with a focus on diversification and capital preservation.
- (i) Investment in privately held shares received as a gift. These shares are being temporarily held until they become available for sale.
- (j) Redemption Notice Period is a minimum notice time-frame investor may be required to give advance notice before any redemption. Redemption notice periods range from 30 days to one year, although the most common periods notice periods are 30, 60, and 90 days, T-30, T-60, and T-90, respectively. Some funds do not impose a minimum redemption notice period.

NOTE 6 - PROMISES TO GIVE RECEIVABLE

Contributions are recorded as revenue and as a promises to give receivable when a donor makes an unconditional promise to give. Unconditional contributions expected to be received at the time of gift in more than a year's time are recorded at their expected net present values using discount rates commensurate within the risks involved. The rates used to discount promises to give outstanding at June 30, 2025 and 2024 ranged from 1.25% to 4.76%. Promises to give receivable are assessed periodically for collectability. The allowance for uncollectable promises to give receivables was \$852,419 and \$1,229,199 as of June 30, 2025 and 2024, respectively.

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June 30, 2025 and 2024

Contributions pledged are expected to be collected as follows as of June 30:

	2025	2024
Amounts due in		
Less than one year	\$ 7,120,146	\$ 20,358,434
One to five years	25,173,359	19,063,945
More than five years	11,973,628	10,378,621
Less: Discount to present value	(5,038,257)	(4,072,021)
Less: Allowance for uncollectable pledges	(852,419)	(1,229,199)
	<u>\$ 38,376,457</u>	<u>\$ 44,499,780</u>

NOTE 7 - AMOUNTS HELD ON BEHALF OF OTHERS

TCF administers service scholarship funds for the University where the recipient of the scholarship is pre-determined by the donor when the funds are donated to TCF. In accordance with U.S. GAAP, these funds are held as a liability on the statements of financial position, as TCF has no variance power.

NOTE 8 - LIQUIDITY

The following chart represents TCF's financial assets available to meet cash needs for general expenditure within one year as of June 30, 2025 and 2024. Amounts not available include amounts set aside for long-term investing in the endowment that is unavailable for expenditure, beneficial interest in trusts, and noncurrent portions of promises to give receivables. Financial assets are considered unavailable if not liquid or convertible within one year.

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NOTES TO FINANCIAL STATEMENTS - CONTINUED

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TCF commitments to campus programs and student scholarships are dependent on available resources. For example, as mentioned in Note 3, TCF has established an annual spending rate of 4.0% of endowment principal based upon a rolling three-year average market value. In the event that the market value of a true endowment's share of the pooled endowment portfolio falls below the original value of the gift, distributions are limited to certain reserves created from "reinvesting" dividends and interest income.

	2025	2024
Cash equivalents	\$ -	\$ -
Short-term investments	13,627,140	7,154,240
Long-term investments	566,864,967	529,113,764
Promises to pay receivable, net	38,376,457	44,499,780
Due from affiliate	12,768,065	5,947,145
Beneficial interest in trusts	4,449,069	4,392,042
Intangible assets - cryptocurrency	57,642	34,262
Other receivables, net	3,947,771	2,521,582
Total financial assets	640,091,111	593,662,815
Less financial assets unavailable for general expenditure within one year		
Long-term investments	(566,864,967)	(529,113,764)
Noncurrent portion of pledge receivable	(31,514,963)	(24,784,407)
Beneficial interest in trusts	(4,449,069)	(4,392,042)
Liquid financial assets available within one year	\$ 37,262,112	\$ 35,372,602

NOTE 9 - CONTRIBUTED NONFINANCIAL ASSETS

For the years ended June 30, 2025 and 2024, respectively, contributed nonfinancial assets recognized within the statements of activities included:

	2025	2024
Archival materials	\$ -	\$ 195,278
Art (works of art)	61,800	300
Books and publications	177,430	661,124
Clothing and household goods	345	-
Collectibles	112,408	50,941
Drugs and medical supplies	2,100	62,075
Equipment	820,012	1,835,125
Event materials	51,702	41,923
Food inventory	2,677	-
Securities - closely held stock	-	2,321
Software	3,698,451	143,465
Total contributed nonfinancial assets	\$ 4,926,925	\$ 2,992,552

The Campanile Foundation

NOTES TO FINANCIAL STATEMENTS - CONTINUED

June 30, 2025 and 2024

Valuation Techniques

The fair market value of a non-cash gift is generally the price for which the asset would sell on the open market on the day of the donation. The donor is responsible for establishing the fair market value of a donated item. It is the responsibility of the donor to obtain appraisals.

Donor Restriction and Contributed Nonfinancial Assets Use

All gifts were recognized in accordance with the donor restrictions and purpose, when applicable.

	2025	2024
Donor Restrictions/Purpose		
Campus programs - Academic Support	\$ 4,721,733	\$ 1,378,176
Campus programs - Athletics	18,429	10,007
Campus programs - Performing Arts	12,697	90,636
Campus programs - Research	147,920	1,507,483
Campus programs - Other	26,146	6,250
	<hr/>	<hr/>
Total contributed nonfinancial assets	\$ 4,926,925	\$ 2,992,552
	<hr/>	<hr/>

NOTE 10 - DUE TO UNIVERSITY

The "Due to University" balance includes amounts for accounts payable, accrued liabilities, and outstanding promises to give designated for the University. TCF serves as the custodian of promises to give payments that are explicitly designated to support construction projects administered by the University. Upon receipt, these funds are transferred to the University in accordance with the established agreement between TCF and the University. Both the funds held and the discounted present value of anticipated promises to give payments in subsequent fiscal periods are reported as a liability within the statements of financial position. The discounted present value of anticipated promises to give payments in subsequent fiscal periods is also incorporated into the Promises to give receivable, net within the statements of financial position.

NOTE 11 - SUBSEQUENT EVENTS

TCF has evaluated subsequent events through _____, 2025, the date the financial statements were available to be issued and has determined that there were no subsequent events to recognize in these financial statements.

SUPPLEMENTARY INFORMATION

The Campanile Foundation

SCHEDULE OF NET POSITION

June 30, 2025
(for inclusion in the California State University)

ASSETS**Current assets**

Cash and cash equivalents	\$ -
Short-term investments	13,627,140
Accounts receivable, net	3,762,667
Lease receivable, current portion	-
P3 receivable, current portion	-
Notes receivable, current portion	-
Pledges receivable, net	6,861,494
Prepaid expenses and other current assets	<u>12,953,169</u>
 Total current assets	 <u>37,204,470</u>

Noncurrent assets

Restricted cash and cash equivalents	-
Accounts receivable, net	-
Lease receivable, net of current portion	-
P3 receivable, net of current portion	-
Notes receivable, net of current portion	-
Student loans receivable, net	-
Pledges receivable, net	31,514,963
Endowment investments	488,793,043
Other long-term investments	78,071,924
Capital assets, net	57,642
Other assets	<u>4,449,069</u>

Total noncurrent assets	<u>602,886,641</u>
 Total assets	 <u><u>\$ 640,091,111</u></u>

The Campanile Foundation

SCHEDULE OF NET POSITION - CONTINUED

June 30, 2025

(for inclusion in the California State University)

Deferred outflows of resources

Unamortized loss on debt refunding	\$	-
Net pension liability		-
Net OPEB liability		-
Leases		-
P3		-
Others		-
		<hr/>
Total deferred outflows of resources		<hr/> -

LIABILITIES**Current liabilities**

Accounts payable	238,609
Accrued salaries and benefits	-
Accrued compensated absences, current portion	-
Unearned revenues	5,144,389
Lease liabilities, current portion	-
SBITA liabilities - current portion	-
P3 liabilities - current portion	-
Long-term debt obligations, current portion	-
Claims liability for losses and loss adjustment expenses, current portion	-
Depository accounts	-
Other liabilities	46,020,032
	<hr/>
Total current liabilities	<hr/> 51,403,030

Noncurrent liabilities

Accrued compensated absences, net of current portion	-
Unearned revenues	3,003,856
Grants refundable	-
Lease liabilities, net of current portion	-
SBITA liabilities, net of current portion	-
P3 liabilities, net of current portion	-
Long-term debt obligations, net of current portion	-
Claims liability for losses and loss adjustment expenses, net of current portion	-
Depository accounts	-
Net other postemployment benefits liability	-
Net pension liability	-
Other liabilities	207,241
	<hr/>
Total noncurrent liabilities	<hr/> 3,211,097
	<hr/>
Total liabilities	<hr/> \$ 54,614,127

The Campanile Foundation

SCHEDULE OF NET POSITION - CONTINUED

June 30, 2025

(for inclusion in the California State University)

Deferred inflows of resources

P3 service concession arrangements	\$	-
Net pension liability		-
Net OPEB liability		-
Unamortized gain on debt refunding		-
Nonexchange transactions		-
Lease		-
P3		-
Others		-
		<hr/>
Total deferred inflows of resources		-
		<hr/>

Net position

Net investment in capital assets	57,642
Restricted for:	
Nonexpendable – endowments	349,986,342
Expendable:	
Scholarships and fellowships	24,844,859
Research	-
Loans	-
Capital projects	-
Debt service	-
Others	193,682,582
Unrestricted	<hr/> 16,905,559
Total net position	<hr/> <hr/> \$ 585,476,984

The Campanile Foundation

SCHEDULE OF REVENUES, EXPENSES AND CHANGES IN NET POSITION

June 30, 2025

(for inclusion in the California State University)

Revenues

Operating revenues:

Student tuition and fees, gross	\$	-
Scholarship allowances (enter as negative)		-
Grants and contracts, noncapital:		
Federal		-
State		-
Local		-
Nongovernmental		-
Sales and services of educational activities		-
Sales and services of auxiliary enterprises, gross		-
Scholarship allowances (enter as negative)		-
Other operating revenues		<u>19,323,135</u>

Total operating revenues		<u>19,323,135</u>
--------------------------	--	-------------------

Expenses

Operating expenses:

Instruction	354,154
Research	-
Public service	-
Academic support	26,199,706
Student services	12,967,033
Institutional support	4,779,680
Operation and maintenance of plant	434,258
Student grants and scholarships	7,337,990
Auxiliary enterprise expenses	-
Depreciation and amortization	<u>-</u>

Total operating expenses	<u>52,072,821</u>
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Operating income (loss)	<u>\$ (32,749,686)</u>
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The Campanile Foundation

SCHEDULE OF REVENUES, EXPENSES AND CHANGES IN NET POSITION - CONTINUED

June 30, 2025

(for inclusion in the California State University)

Nonoperating revenues (expenses)

State appropriations, noncapital	\$ -
Federal financial aid grants, noncapital	-
State financial aid grants, noncapital	-
Local financial aid grants, noncapital	-
Nongovernmental and other financial aid grants, noncapital	-
Other federal nonoperating grants, noncapital	-
Gifts, noncapital	35,203,705
Investment income (loss), net	3,135,302
Endowment income (loss), net	45,373,576
Interest expense	-
Other nonoperating revenues (expenses)	-

Net nonoperating revenues (expenses)	<u>83,712,583</u>
--------------------------------------	-------------------

Income (loss) before other revenues (expenses)	<u>50,962,897</u>
--	-------------------

State appropriations, capital	-
Grants and gifts, capital	1,035,725
Additions (reductions) to permanent endowments	<u>3,587,245</u>

Increase (decrease) in net position	55,585,867
-------------------------------------	------------

Net position

Net position at beginning of year, as previously reported	529,891,117
Restatements	<u>-</u>

Net position at beginning of year, as restated	<u>529,891,117</u>
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Net position at end of year	<u><u>\$ 585,476,984</u></u>
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The Campanile Foundation

OTHER INFORMATION

June 30, 2025

(for inclusion in the California State University)

1 Cash and cash equivalents:

Portion of restricted cash and cash equivalents related to endowments

All other restricted cash and cash equivalents

Noncurrent restricted cash and cash equivalents

Current cash and cash equivalents

Total

\$	-
	-
	-
\$	-

The Campanile Foundation

OTHER INFORMATION - CONTINUED

June 30, 2025

(for inclusion in the California State University)

2.1 Composition of investments:

Investment Type	Current	Noncurrent	Total
Money market funds	\$ 1,012,758	\$ -	\$ 1,012,758
Repurchase agreements	-	-	-
Certificates of deposit	-	-	-
U.S. agency securities	-	20,279,371	20,279,371
U.S. treasury securities	-	30,230,950	30,230,950
Municipal bonds	-	2,251,751	2,251,751
Corporate bonds	-	45,877,318	45,877,318
Asset backed securities	-	-	-
Mortgage backed securities	-	24,422,059	24,422,059
Commercial paper	-	-	-
Supranational	-	-	-
Mutual funds	12,546,955	46,400,715	58,947,670
Exchange traded funds	-	-	-
Equity securities	-	230,137,165	230,137,165
Alternative investments:			
Private equity (including limited partnerships)	-	64,492,240	64,492,240
Hedge funds	-	37,969,195	37,969,195
Managed futures	-	-	-
Real estate investments (including REITs)	-	16,263,363	16,263,363
Commodities	-	33,831,361	33,831,361
Derivatives	-	-	-
Other alternative investment types	-	-	-
Other external investment pools	-	-	-
CSU Consolidated Investment Pool (formerly SWIFT)	-	-	-
State of California Local Agency Investment Fund (LAIF)	-	-	-
State of California Surplus Money Investment Fund (SMIF)	-	-	-
Other investments:			
Deferred Gifts	67,427	13,651,419	13,718,846
Other		1,058,060	1,058,060
Total Other Investments	67,427	14,709,479	14,776,906
Total investments	13,627,140	566,864,967	580,492,107
Less endowment investments (enter as negative number)	-	(488,793,043)	(488,793,043)
Total investments, net of endowments	\$ 13,627,140	\$ 78,071,924	\$ 91,699,064

The Campanile Foundation

OTHER INFORMATION - CONTINUED

June 30, 2025
(for inclusion in the California State University)

2.2 Fair value hierarchy in investments:

	Total	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Net Asset Value (NAV)
Money market funds	\$ 1,012,758	\$ 1,012,758	\$ -	\$ -	\$ -
Repurchase agreements	-	-	-	-	-
Certificates of deposit	-	-	-	-	-
U.S. agency securities	20,279,371	-	20,279,371	-	-
U.S. treasury securities	30,230,950	9,414,601	14,970,760	-	5,845,589
Municipal bonds	2,251,751	-	2,251,751	-	-
Corporate bonds	45,877,318	-	44,814,484	-	1,062,834
Asset backed securities	-	-	-	-	-
Mortgage backed securities	24,422,059	-	20,702,139	-	3,719,920
Commercial paper	-	-	-	-	-
Supranational	-	-	-	-	-
Mutual funds	58,947,670	58,947,670	-	-	-
Exchange traded funds	-	-	-	-	-
Equity securities	230,137,165	6,102,355	89,565,714	-	134,469,096
Alternative investments:					
Private equity (including limited partnerships)	64,492,240	-	-	-	64,492,240
Hedge funds	37,969,195	-	-	-	37,969,195
Managed futures	-	-	-	-	-
Real estate investments (including REITs)	16,263,363	-	-	-	16,263,363
Commodities	33,831,361	-	13,946,118	-	19,885,243
Derivatives	-	-	-	-	-
Other alternative investment types	-	-	-	-	-
Other external investment pools	-	-	-	-	-
CSU Consolidated Investment Pool (formerly SWIFT)	-	-	-	-	-
State of California Local Agency Investment Fund (LAIF)	-	-	-	-	-
State of California Surplus Money Investment Fund (SMIF)	-	-	-	-	-
Other investments:					
Deferred Gifts	13,718,846	13,718,846	-	-	-
Other	1,058,060	962,239	48,500	-	47,321
	14,776,906	14,681,085	48,500	-	47,321
Total investments	\$ 580,492,107	\$ 90,158,469	\$ 206,578,837	\$ -	\$ 283,754,801

The Campanile Foundation

OTHER INFORMATION - CONTINUED

June 30, 2025
(for inclusion in the California State University)

2.3 Investments held by the University under contractual agreements:

	Current	Noncurrent	Total
Investments held by the University under contractual agreements			
e.g. - CSU Consolidated Investment Pool (formerly SWIFT):	\$ -	\$ -	\$ -

The Campanile Foundation
OTHER INFORMATION - CONTINUED
June 30, 2025
(for inclusion in the California State University)

3.1 Capital Assets, excluding ROU assets:

Composition of capital assets, excluding ROU assets:	Balance June 30, 2024	Reclassifications	Prior Period Additions	Prior Period Reductions	Balance June 30, 2024 (Restated)	Additions	Retirements	Transfer of Completed CWIP/PWIP	Balance June 30, 2025
Non-depreciable/Non-amortizable capital assets:									
Land and land improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Works of art and historical treasures	-	-	-	-	-	-	-	-	-
Construction work in progress (CWIP)	-	-	-	-	-	-	-	-	-
Intangible assets:									
Rights and easements	-	-	-	-	-	-	-	-	-
Patents, copyrights and trademarks	-	-	-	-	-	-	-	-	-
Intangible assets in progress (PWIP)	-	-	-	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-	-	-	-
Other intangible assets:									
Cryptocurrencies	34,262	-	-	-	34,262	23,380	-	-	57,642
	-	-	-	-	-	-	-	-	-
Total Other intangible assets	34,262	-	-	-	34,262	23,380	-	-	57,642
Total intangible assets	34,262	-	-	-	34,262	23,380	-	-	57,642
Total non-depreciable/non-amortizable capital assets	34,262	-	-	-	34,262	23,380	-	-	57,642
Depreciable/Amortizable capital assets:									
Buildings and building improvements	-	-	-	-	-	-	-	-	-
Improvements, other than buildings	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
Personal property:									
Equipment	-	-	-	-	-	-	-	-	-
Library books and materials	-	-	-	-	-	-	-	-	-
Intangible assets:									
Software and websites	-	-	-	-	-	-	-	-	-
Rights and easements	-	-	-	-	-	-	-	-	-
Patents, copyrights and trademarks	-	-	-	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-	-	-	-
Other intangible assets:									
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
Total Other intangible assets	-	-	-	-	-	-	-	-	-
Total intangible assets	-	-	-	-	-	-	-	-	-
Total depreciable/amortizable cap	-	-	-	-	-	-	-	-	-
Total capital assets	34,262	-	-	-	-	23,380	-	-	57,642
Less accumulated depreciation/amortization: (enter as negative number, except for reductions enter as positive number)									
Buildings and building improvements	-	-	-	-	-	-	-	-	-
Improvements, other than buildings	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
Personal property:									
Equipment	-	-	-	-	-	-	-	-	-
Library books and materials	-	-	-	-	-	-	-	-	-
Intangible assets:									
Software and websites	-	-	-	-	-	-	-	-	-
Rights and easements	-	-	-	-	-	-	-	-	-
Patents, copyrights and trademarks	-	-	-	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-	-	-	-
Other intangible assets:									
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
Total other intangible assets	-	-	-	-	-	-	-	-	-
Total intangible assets	-	-	-	-	-	-	-	-	-
Total accumulated depreciation/ar	-	-	-	-	-	-	-	-	-
Total capital assets, net excluding	\$ 34,262	\$ -	\$ -	\$ -	\$ 34,262	\$ 23,380	\$ -	\$ -	\$ 57,642

The Campanile Foundation
OTHER INFORMATION - CONTINUED
June 30, 2025
(for inclusion in the California State University)

3.1 Capital Assets, Right of Use

Composition of capital assets - Lease ROU, net:	Balance June 30, 2024	Reclassifications	Prior Period Additions	Prior Period Reductions	Balance June 30, 2024 (Restated)	Additions	Retirements	Transfer of Completed CWIP/PWIP	Balance June 30, 2025
Non-depreciable/Non-amortizable lease assets:									
Land and land improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total non-depreciable/non-amortizable lease assets	-	-	-	-	-	-	-	-	-
Depreciable/Amortizable lease assets:									
Land and land improvements	-	-	-	-	-	-	-	-	-
Buildings and building improvements	-	-	-	-	-	-	-	-	-
Improvements, other than buildings	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-	-	-
Personal property:									
Equipment	-	-	-	-	-	-	-	-	-
Total depreciable/amortizable lease assets	-	-	-	-	-	-	-	-	-
Less accumulated depreciation/amortization: (enter as negative number, except for reductions enter as positive number)									
Land and land improvements	-	-	-	-	-	-	-	-	-
Buildings and building improvements	-	-	-	-	-	-	-	-	-
Improvements, other than buildings	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-	-	-
Personal property:									
Equipment	-	-	-	-	-	-	-	-	-
Total accumulated depreciation/amortization	-	-	-	-	-	-	-	-	-
Total capital assets - lease ROU, net	-	-	-	-	-	-	-	-	-
Composition of capital assets - SBITA ROU, net									
Depreciable/Amortizable SBITA assets:									
Software	-	-	-	-	-	-	-	-	-
Total depreciable/amortizable SBITA assets	-	-	-	-	-	-	-	-	-
Less accumulated depreciation/amortization:									
Software	-	-	-	-	-	-	-	-	-
Total accumulated depreciation/amortization	-	-	-	-	-	-	-	-	-
Total capital assets - SBITA ROU, net	-	-	-	-	-	-	-	-	-
Composition of capital assets - P3 ROU, net:									
Non-depreciable/Non-amortizable P3 assets:									
Land and land improvements	-	-	-	-	-	-	-	-	-
Total non-depreciable/non-amortizable P3 assets	-	-	-	-	-	-	-	-	-
Depreciable/Amortizable P3 assets:									
Land and land improvements	-	-	-	-	-	-	-	-	-
Buildings and building improvements	-	-	-	-	-	-	-	-	-
Improvements, other than buildings	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-	-	-
Personal property:									
Equipment	-	-	-	-	-	-	-	-	-
Total depreciable/amortizable P3 assets	-	-	-	-	-	-	-	-	-
Less accumulated depreciation/amortization:									
Land and land improvements	-	-	-	-	-	-	-	-	-
Buildings and building improvements	-	-	-	-	-	-	-	-	-
Improvements, other than buildings	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-	-	-
Personal property:									
Equipment	-	-	-	-	-	-	-	-	-
Total accumulated depreciation/amortization	-	-	-	-	-	-	-	-	-
Total capital assets - P3 ROU, net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total capital assets, net including ROU assets									\$ 57,642

The Campanile Foundation
OTHER INFORMATION - CONTINUED

June 30, 2025
(for inclusion in the California State University)

3.2 Detail of depreciation and amortization expense:

Depreciation and amortization expense related to capital assets	\$	-
Amortization expense - Leases ROU		-
Amortization expense - SBITA ROU		-
Amortization expense - P3 ROU		-
Depreciation and Amortization expense - Others		-
Total depreciation and amortization	\$	-

Provide explanation for others:

4 Long-term liabilities:

	Balance June 30, 2024	Prior Period Adjustments/ Reclassifications	Balance June 30, 2024 (Restated)	Additions	Reductions	Balance June 30, 2025	Current Portion	Noncurrent Portion
1. Accrued compensated absences	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2. Claims liability for losses and loss adjustment expenses	-	-	-	-	-	-	-	-
3. Capital lease obligations (pre-ASC 842):								
Gross balance	-	-	-	-	-	-	-	-
Unamortized net premium/(discount)	-	-	-	-	-	-	-	-
Total capital lease obligations (pre ASC 842)	-	-	-	-	-	-	-	-
4. Long-term debt obligations:								
4.1 Auxiliary revenue bonds (non-SRB related)	-	-	-	-	-	-	-	-
4.2 Commercial paper	-	-	-	-	-	-	-	-
4.3 Notes payable (SRB related)	-	-	-	-	-	-	-	-
4.4 Finance purchase of capital assets	-	-	-	-	-	-	-	-
4.5 Others:								
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Total others	-	-	-	-	-	-	-	-
Sub-total long-term debt	-	-	-	-	-	-	-	-
4.6 Unamortized net bond premium/(discount)	-	-	-	-	-	-	-	-
Total long-term debt obligations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Campanile Foundation
OTHER INFORMATION - CONTINUED
June 30, 2025
(for inclusion in the California State University)

5 Lease, SBITA, P3 liabilities:

	Balance June 30, 2024	Prior Period Adjustments/Re classifications	Balance June 30, 2024 (Restated)	Additions	Reductions	Balance June 30, 2025	Current Portion	Noncurrent Portion
Lease liabilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SBITA liabilities	-	-	-	-	-	-	-	-
P3 liabilities - SCA	-	-	-	-	-	-	-	-
P3 liabilities - non-SCA	-	-	-	-	-	-	-	-
Sub-total P3 liabilities	-	-	-	-	-	-	-	-
Total Lease, SBITA, P3 liabilities	-	-	-	-	-	-	-	-
Total long-term liabilities	-	-	-	-	-	\$ -	\$ -	\$ -

Future minimum payments schedule - leases, SBITA, P3:

	Lease Liabilities			SBITA liabilities			Public-Private or Public-Public Partnerships (P3)			Total Leases, SBITA, P3 liabilities		
	Principal Only	Interest Only	Interest	Principal Only	Interest Only	Interest	Principal Only	Interest Only	Interest	Principal Only	Interest Only	Interest
Year ending June 30:												
2026	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2027	-	-	-	-	-	-	-	-	-	-	-	-
2028	-	-	-	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	-	-	-	-	-	-	-
2031 - 2035	-	-	-	-	-	-	-	-	-	-	-	-
2036 - 2040	-	-	-	-	-	-	-	-	-	-	-	-
2041 - 2045	-	-	-	-	-	-	-	-	-	-	-	-
2046 - 2050	-	-	-	-	-	-	-	-	-	-	-	-
2051 - 2055	-	-	-	-	-	-	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-	-	-	-	-	-	-
Total minimum lease payments	-	-	-	-	-	-	-	-	-	-	-	-
Less: amounts representing interest												-
Present value of future minimum lease payments												-
Total Leases, SBITA, P3 liabilities												-
Less: current portion												-
Leases, SBITA, P3 liabilities, net of current portion												\$ -

6 Future minimum payments schedule

- Long-term debt obligations:

	Auxiliary revenue bonds (non-SRB related)			All other long-term debt obligations			Total long-term debt obligations		
	Principal Only	Interest Only	Interest	Principal Only	Interest Only	Interest	Principal Only	Interest Only	Interest
Year ending June 30:									
2026	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2027	-	-	-	-	-	-	-	-	-
2028	-	-	-	-	-	-	-	-	-
2029	-	-	-	-	-	-	-	-	-
2030	-	-	-	-	-	-	-	-	-
2031 - 2035	-	-	-	-	-	-	-	-	-
2036 - 2040	-	-	-	-	-	-	-	-	-
2041 - 2045	-	-	-	-	-	-	-	-	-
2046 - 2050	-	-	-	-	-	-	-	-	-
2051 - 2055	-	-	-	-	-	-	-	-	-
Thereafter	-	-	-	-	-	-	-	-	-
Total minimum payments	-	-	-	-	-	-	-	-	-
Less: amounts representing interest									-
Present value of future minimum payments									-
Unamortized net premium/(discount)									-
Total long-term debt obligations									-
Less: current portion									-
Long-term debt obligations, net of current portion									\$ -

The Campanile Foundation

OTHER INFORMATION - CONTINUED

June 30, 2025

(for inclusion in the California State University)

7 Transactions with related entities:

Payments to University for salaries of University personnel working on contracts, grants, and other programs	\$ 345,051
Payments to University for other than salaries of University personnel	853,057
Payments received from University for services, space, and programs	195,631
Gifts-in-kind to the University from discretely presented component units	5,235,086
Gifts (cash or assets) to the University from discretely presented component units	15,437,268
Accounts (payable to) University (enter as negative number)	(1,713,779)
Other amounts (payable to) University (enter as negative number)	-
Accounts receivable from University (enter as positive number)	18,903
Other amounts receivable from University (enter as positive number)	784,858

8 Restatements

Provide a detailed breakdown of the journal entries (at the financial statement line items level) booked to record each restatement:

Debit/(Credit)

Restatement #1:

Restatement #2:

The Campanile Foundation

OTHER INFORMATION - CONTINUED

June 30, 2025
(for inclusion in the California State University)

9 Natural classifications of operating expenses:

	Salaries	Benefit - Other	Benefits - Pension	Benefits - OPEB	Scholarships and Fellowships	Supplies and Other Services	Depreciation and Amortization	Total Operating Expenses
Instruction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 354,154	\$ -	\$ 354,154
Research	-	-	-	-	-	-	-	-
Public service	-	-	-	-	-	-	-	-
Academic support	4,816,201	857,609	-	-	-	20,525,896	-	26,199,706
Student services	-	-	-	-	-	12,967,033	-	12,967,033
Institutional support	114,245	18,545	-	-	-	4,646,890	-	4,779,680
Operation and maintenance of plant	-	-	-	-	-	434,258	-	434,258
Student grants and scholarships	-	-	-	-	7,337,990	-	-	7,337,990
Auxiliary enterprise expenses	-	-	-	-	-	-	-	-
Depreciation and amortization	-	-	-	-	-	-	-	-
Total operating expenses	<u>\$ 4,930,446</u>	<u>\$ 876,154</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 7,337,990</u>	<u>\$ 38,928,231</u>	<u>\$ -</u>	<u>\$ 52,072,821</u>

No pension plan reported

N/A

Deferred outflows/inflows of resources:

1. Deferred Outflows of Resources

Deferred outflows - unamortized loss on refunding(s)	\$ -
Deferred outflows - net pension liability	-
Deferred outflows - net OPEB liability	-
Deferred outflows - leases	-
Deferred outflows - P3	-
Deferred outflows - others:	
Sales/intra-entity transfers of future revenues	-
Gain/loss on sale leaseback	-
Loan origination fees and costs	-
Change in fair value of hedging derivative instrument	-
Irrevocable split-interest agreements	-
Total deferred outflows - others	-
Total deferred outflows of resources	<u>\$ -</u>

2. Deferred Inflows of Resources

Deferred inflows - service concession arrangements	\$ -
Deferred inflows - net pension liability	-
Deferred inflows - net OPEB liability	-
Deferred inflows - unamortized gain on debt refunding(s)	-
Deferred inflows - nonexchange transactions	-
Deferred inflows - leases	-
Deferred inflows - P3	-
Deferred inflows - others:	
Sales/intra-entity transfers of future revenues	-
Gain/loss on sale leaseback	-
Loan origination fees and costs	-
Change in fair value of hedging derivative instrument	-
Irrevocable split-interest agreements	-
Total deferred inflows - others	-
Total deferred inflows of resources	<u>\$ -</u>

11 Other nonoperating revenues (expenses)

Other nonoperating revenues	\$ -
Other nonoperating (expenses)	-
Total other nonoperating revenues (expenses)	<u>\$ -</u>



2025 Annual Audit Presentation

The Campanile Foundation

September 23, 2025

PRESENTATION TO THOSE CHARGED WITH GOVERNANCE

This communication is intended solely for the information and use of management and those charged with governance of The Campanile Foundation (TCF) and is not intended to be and should not be used by anyone other than these specified parties.

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Agenda

- 01 Executive summary
- 02 Audit scope and results
- 03 Required communications
- 04 Appendix





Executive summary

September 23, 2025

On-track for delivery of
audited financial
statements

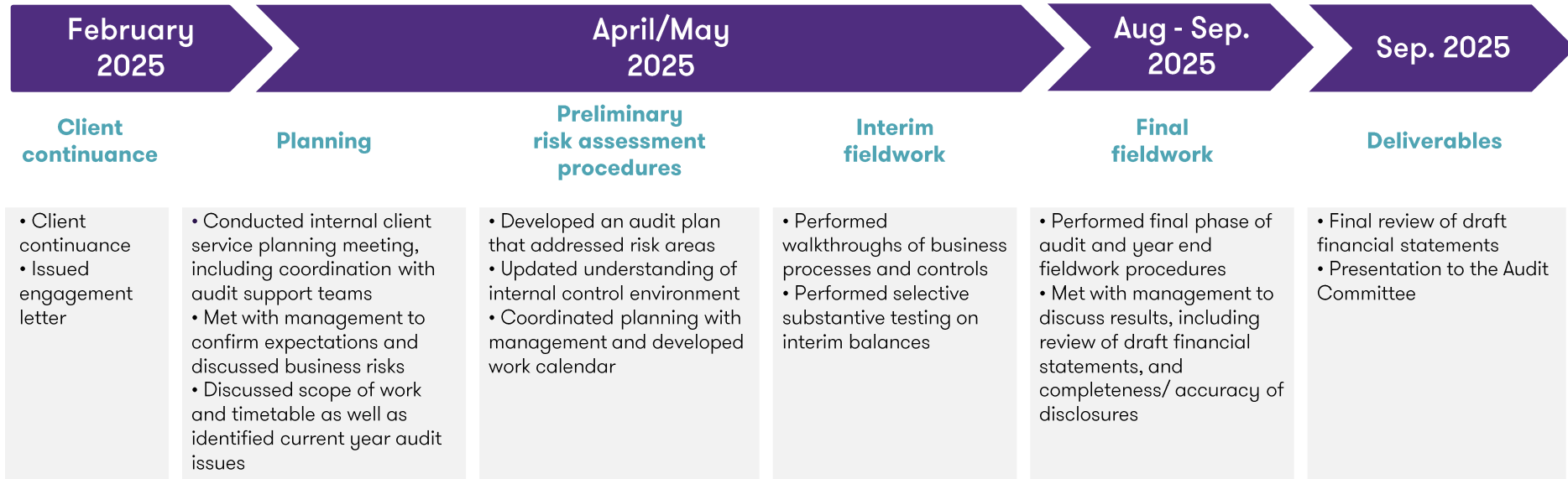
Industry Insights

Providing industry insights
on accounting and
auditing developments as
well as areas of risk

Financial Statements to be issued upon Audit Committee approval.

No deficiencies in internal control over financial reporting.

Audit timeline & scope





Significant risks

The following provides an overview of significant risks based on our risk assessments

Significant risk area

Results

Management override of internal controls

Presumed fraud risk and therefore significant risk in all audits.

- Considered the design and implementation of entity-level controls, including information technology controls, designed to prevent/detect fraud.
- Assessed the ability of TCF to segregate duties in its financial reporting, information technology, and at the activity-level.
- Conducted interviews of individuals involved in the financial reporting process to understand (1) whether they were requested to make unusual entries during the period and (2) whether they are aware of the possibility of accounting misstatements resulting from adjusting or other entries made during the period.
- Performed risk assessment for journal entries and detail test a sample of journal entries based on our risk assessments to ensure propriety of the entries.

Based on the procedures performed, we did not note transactions that are indicative of management override of controls



Significant risks

The following provides an overview of significant risks based on our risk assessments

Significant risk area

Results

Contribution revenue and receivables

- Reviewed significant contribution agreements and assess propriety of revenue recognition, including net asset classification and donor-imposed restrictions/conditions.
- Performed cut-off procedures surrounding contribution revenue recognition.
- Assessed the reasonableness of the allowance for doubtful accounts and discount rate and other assumptions used.
- Reviewed respective disclosures, including net asset composition and releases from restrictions.
- Reviewed membership revenue activity related to the Department of Athletics and the Snapdragon Stadium and assess propriety of revenue recognition.
- Selected a sample of membership transactions and tested for existence and accuracy.
- Performed cut-off procedures surrounding membership revenue recognition.

Based on the procedures performed, we deemed that contribution revenue and receivables are reasonably stated



Significant risks

The following provides an overview of significant risks based on our risk assessments

Significant risk area	Results
Valuation of Investments	<ul style="list-style-type: none">• Reviewed compliance with TCF investment guidelines, policies, procedures and controls.• Confirmed existence of investment holdings directly with custodians.• Tested reasonableness of investment-related income, including unrealized appreciation/(depreciation) in fair values.• Understood, documented and tested alternative investment monitoring procedures and selection process.• Obtained fiscal 2025 roll-forwards for each significant non-marketable alternative investment position. Tested capital additions, withdrawals, fees and income.• Obtained most recent independent auditors' reports for all non-marketable alternative investment positions. Reviewed auditors' reports to assess quality of financial reporting and type of opinion received.• Obtained SSAE16 reports from investment custodians.• For amounts held by the San Diego State University Research Foundation ("SDSURF"), we confirmed with our SDSURF audit team. <p><i>Based on the procedures performed, we deemed that the fair value of investments is reasonably stated</i></p>



Areas of audit focus

The following provides an overview of the areas of significant audit focus based on our risk assessments.

Areas of focus	Results
Net asset classifications and related disclosures	<ul style="list-style-type: none">• Compared results from contributions testing and endowment/investment earnings/gains to activities presented within the respective net asset category.• Selected a sample of amounts released from donor restrictions to ensure release complies with donor-imposed restrictions. <p><i>Based on the procedures performed, we deemed that net asset classifications and related disclosures are reasonably stated</i></p>
Endowment net assets	<ul style="list-style-type: none">• Reviewed endowment activity and perform procedures to substantiate amounts appropriated for expenditure and amounts appropriated under the spending rate, determine that the policy is correctly applied and approved by the appropriate Committee of the Board.• Recalculated the allocation of the total investment return to the individual endowment funds or to the major groupings of endowment funds by restriction type.• Tested the release from restriction of the endowment spending rate and any other appropriated amounts and the endowment total return. <p><i>Based on the procedures performed, we deemed that endowment net assets are reasonably stated</i></p>



Areas of audit focus

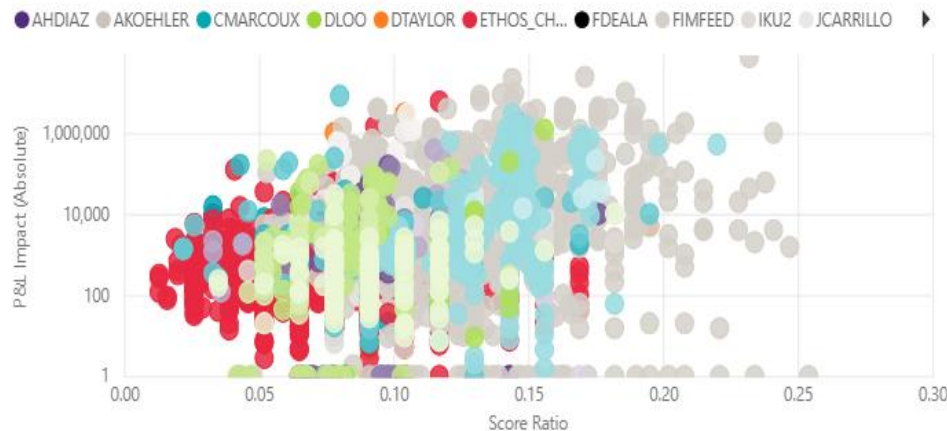
The following provides an overview of the areas of significant audit focus based on our risk assessments.

Areas of focus	Results
Financial statement disclosures	<p>Our procedures included an assessment as to the adequacy of the financial statement disclosures to ensure they are complete, accurate and appropriately describe the significant accounting policies employed in the preparation of the financial statements and provide a detail of all significant commitments, estimates and concentrations of risk, amongst other relevant disclosures required by US GAAP.</p> <p>Key disclosures reviewed by the audit team included functional allocation of expenses, restrictions on net assets, and investments, including the fair value leveling schedule. We also reviewed the supplementary schedules required by the CSU and ensured they were consistent with the financial statements and footnotes.</p> <p><i>Based on the procedures performed, we deemed that the financial statement disclosures are reasonably stated</i></p>

Audit results (continued)

The following provides an overview of our response to the presumed fraud risk of management override of controls.

- **Whole Ledger Analytics** was performed on all journal entries (manual and automated) to pinpoint transactions that appeared to have a higher risk of management override of controls based on the cumulative risk score.
- **The cumulative risk score** is generated based on how the individual transaction performs against 38 routines, which have been designed to identify unusual transactions or those that could indicate fraud (e.g., abnormal size, abnormal volume, unusual account combinations).
- **High risk:** we subjected entries with high cumulative risk scores to further analysis and isolated a subset of these entries for testing.
- **Testing:** for entries tested, we obtained underlying support, evaluated for validity in the normal course of business, and obtained evidence of approval.



WHOLE LEDGER ANALYTICS FOR TCF ARE DEPICTED IN THIS SCATTERPLOT

This shows the cumulative risk score on the x-axis and the financial statement impact on the y-axis. Each dot represents a transaction, while the color indicates the individual who posted the transaction.



Summary of misstatements

Management believes the unrecorded adjustments are immaterial to the financial statements based on an analysis of quantitative and qualitative factors. Unrecorded misstatements could be potentially material to future financial statements.

Description	Increase (Decrease) to:			
	Assets	Liabilities	Equity	Net Income
Material, corrected misstatements				
None noted				
Net impact	\$	\$	\$	\$
Uncorrected misstatements				
Investments	2,720,411			
Unrealized Gain			2,720,411	2,720,411
Net impact	\$2,720,411	\$0	\$2,720,411	\$2,720,411

Uncorrected

- To record unrealized gain on alternative investments.



Required communications

Professional standards
require that we
communicate the
following matters to you,
as applicable

- Going concern matters
- Fraud and noncompliance with laws and regulations
- Significant deficiencies and material weaknesses in internal control over financial reporting
- Use of other auditors
- Use of internal audit
- Related parties and related party transactions
- Significant unusual transactions
- Disagreements with management
- Management's consultations with other accountants

- Significant issues discussed with management
- Significant difficulties encountered during the audit
- Difficult or contentious matters for which we consulted outside the engagement team and that are, in our professional judgment, significant and relevant to you and your oversight responsibilities
- Other significant findings or issues that are relevant to you and your oversight responsibilities
- Modifications to the auditor's report
- Other information in documents containing audited financial statements



Quality of accounting practices

Topic

Discussion

Accounting policies

- Consistency and appropriateness of accounting policies and their application.
- We are not aware of any significant unusual transactions recorded by Foundation of any significant accounting policies used by Foundation related to controversial or emerging areas for which there is a lack of authoritative guidance.
- No alternative accounting treatments for policies and practices related to material items were discussed with management this year.

Accounting estimates

Significant management estimates relate to primarily to:

- Discount rates on pledges receivable
- Collectability of pledge receivable
- CRT liabilities and the life expectancy of annuitants of CRT
- Fair values of alternative investments

Disclosures

We have reviewed TCF's disclosures contained within the notes to the financial statements for the year ended June 30, 2025. All disclosures are clearly communicated and complete.



Auditor independence

Our firm maintains a robust quality control system supported by comprehensive policies and procedures that meets or exceeds regulatory requirements. Our system enables us to evaluate and maintain our independence and serve audit clients with requisite integrity, objectivity, and independence. As you exercise your oversight responsibilities, you should understand the more significant aspects of this system:

Accumulating and communicating relevant information, including a restricted-entity list and use of a tracking system to monitor the financial interests of our worldwide personnel

.....

Obtaining annual written confirmations of compliance from personnel and member firms

.....

Monitoring individual compliance, including periodic audits and disciplinary mechanisms

.....

Conducting a domestic or international relationship check through a robust Relationship Checking System

.....

Evaluating relationships and circumstances that create threats to independence, including relationships identified through a domestic or international check

Monitoring independence for new opportunities

Only permitted nonaudit services or business relationships are cleared, and such services or relationships are monitored for scope creep. As necessary, our firm applies appropriate safeguards to eliminate or mitigate independence threat(s) to an acceptable level. As necessary, or as required by a regulator, the engagement partner will discuss with management and/or those charged with governance any potential independence threats or where additional input is needed in relation to our firm's independence evaluation.



Related parties and related party transactions

Nature of related party relationships

- San Diego State University ("SDSU") – Operating Agreement to assist the University with the acquisition of gifts and management of gifts, and investment of certain endowment gifts.
- SDSU Research Foundation ("SDSURF") – SDSURF processes TCF's expenditures and is essentially the accounting office for TCF.
- KPBS – No intercompany transactions, just some off-the-books campaign reporting to track donation totals.
- Aztec Shops Ltd. – For events or meetings that use catering from campus, TCF would have to pay Aztec Shops, therefore, there are small outstanding receivables at year-end.
- Associated Students of SDSU – For events or meetings that use space at the Student Union building, TCF has to pay Associated Students, and if they use space in the Alumni Center building, sometimes Associated Students pays the SDSU Alumni, therefore, at year-end there are small, immaterial receivables/payables between the two entities.
- SDSU Mission Valley Enterprises (MVE): this new auxiliary was incorporated in June 2023.

Significant findings or issues with related parties

None noted.



Additional information on relevant required communications

Topic	Description of matter(s)
Difficult or contentious matters for which we consulted	
Management's consultation with other accountants	
Disagreements with management	
Difficulties encountered during the audit	
Circumstances that affect the form and content of the auditor's report	
Other findings or issues	
Written representations requested from management	✓ Management representation letter



Commitment to promote ethical and professional excellence

We are committed to promoting ethical and professional excellence. To advance this commitment, we have put in place a phone and internet-based hotline system.

The Ethics Hotline

(1.866.739.4134) provides individuals a means to call and report ethical concerns.

The EthicsPoint URL

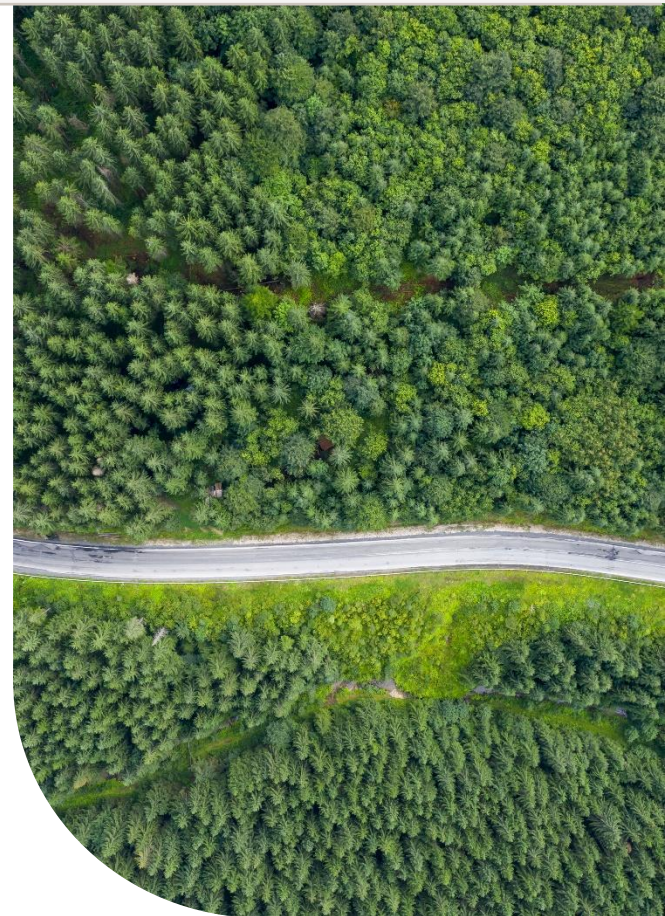
link can be accessed from our external website or through this link:
https://secure.ethicspoint.com/domain/en/report_custom.asp?clientid=15191

Disclaimer: EthicsPoint is not intended to act as a substitute for a company's "whistleblower" obligations.



Appendix

- 1) Technical updates – FASB
- 2) Global Inclusion
- 3) Not-for-profit thought leadership



Technical Updates - FASB



ASU 2023-01 – Leases – Common Control Arrangements

Issue 1: Lease terms and conditions to be considered

Scope

- Private entities and not-for-profit entities that are not conduit bond obligors.

New practical expedient

- Amends ASC 842 to provide a practical expedient for in scope entities to use the written terms and conditions of a common control arrangement to determine:
 1. Whether a lease exists and, if so,
 2. The classification of and accounting for that lease

Effective date

- Effective for fiscal years, including interim periods within those years, beginning after December 15, 2023. Early adoption is permitted.



ASU 2023-01 – Leases – Common Control Arrangements

Issue 2: Amortization of leasehold improvements

Scope

- All lessees that are a party to a lease between entities under common control in which the lessee is the owner of leasehold improvements.

Main provisions

- Leasehold improvements associated with leases between entities under common control must be amortized by the lessee over the useful life of the leasehold improvements (regardless of the lease term) as long as the lessee controls the use of the underlying asset throughout a lease.

Disclosure

- Certain disclosures are required when the useful life of leasehold improvements associated with a common control arrangement exceeds the related lease term.


Effective date

- Effective for fiscal years, including interim periods within those years, beginning after December 15, 2023. Early adoption is permitted.

Global Inclusion

Inclusion & Belonging

What makes us different makes us powerful



People thrive when their perspectives are valued, when they enjoy working with each other and when they are comfortable being exactly who they are. That is why at Grant Thornton, we are committed to building a more diverse, equitable and inclusive workplace, where everyone is valued and respected.

Our culture and practice of inclusion are embraced through action and ongoing commitment from the and the national leadership team, as well as the bottom-up through business resource groups (BRGs) led by employees across the firm.

We recently published our annual ESG report in furtherance of our intensified efforts to build a more diverse, equitable and inclusive firm for all those we serve.

Commitment to a culture of inclusion

Our people thrive personally and professionally because all perspectives are valued and heard. **In turn, our inclusive culture enables us to craft creative solutions for ourselves and the clients we serve.** In keeping with our culture of inclusion, Grant Thornton's Global Inclusion team develops strategies, programs and tools to **unlock the power of difference.**



Bringing people together through Business Resource Groups

Each of our business resource groups (BRGs) is a team of employees from various service lines, career levels and job functions. BRGs are employee-driven and supported by the Global Inclusion Team to cultivate an inclusive culture, which ultimately benefits our clients and drives our business. They operate at both the national and the local levels.

Our Business Resource Groups



Black Professionals & Allies



Disability Alliance



Equality GT



Future Leaders & Allies



Hispanics/Latinxs & Allies



Pan-Asians & Allies



Veterans & Allies



Women & Allies



Working Parents & Allies

Recent Awards & Recognitions

- 100% in Human Rights Campaign Foundation's 2023 – 2024 Corporate Equality Index
- Disability Equality Index's 2024 "Best places to work for disability inclusion"
- 36th out of 500 businesses for "America's best employers for diversity" by Forbes

Not-for-profit thought leadership

Governance IQ – Strengthen your board and audit committee

Addressing today's not-for-profit governance challenges to effectively advance your mission

- Monthly governance insights
- Comprehensive board guidebooks
- Dedicated to serving our clients



ARTICLE

6 actions to take to avoid conflicts of interest

Tax-exempt organizations can take our 6 actions to help avoid conflicts of interest. Protect your assets and tax-exempt status.



ARTICLE

3 legal duties every board member must follow

Make sure you understand and take the right actions.

Sign up at: <https://www.grantthornton.com/industries/nfp-higher-education/governance-iq>

Additional Not-for-profit resources



ARTICLE

Behind the curtain of current donations

Find out why and how you should prepare for a change.



ARTICLE

What should NFP boards know about cybersecurity?

Nonprofit boards must be aware of potential cybersecurity threa...



ARTICLE

Not-for-profits must adapt tax plans for remote work

Many tax rules haven't changed, but your workplace has.



SURVEY REPORT

CFOs juggle costs as they maintain confidence

CFOs aren't letting their optimism about the U.S. economy impeded...

Find all of these articles and more at: <https://grantthornton.com/nfp>

Board and Audit Committee guides



GUIDEBOOK

Not-for-Profit Board Guidebook

Obtain the foundational knowledge you need to better understand your role as a board member.



GUIDEBOOK

Not-for-Profit Audit Committee Guidebook

Understand your role and responsibilities as an audit committee member.

Download and share at: <https://www.grantthornton.com/industries/nfp-higher-education/governance-iq#guidebooks>

Webcast resources

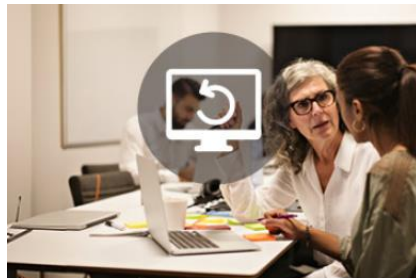
Each year, we provide learning and CPE opportunities through our webcast series on a variety of trending topics and regulatory updates relevant to not-for-profit and higher education management and trustees.

On demand webcasts:



ON-DEMAND WEBCAST

**Not-for-Profit
Accounting and
Uniform Guidance
Compliance Update**



ON-DEMAND WEBCAST

**Not-for-profit reserves
— What's the right
amount for my
organization?**



ON-DEMAND WEBCAST

**Best practices for
effective board and
audit committee
governance webcast**

On demand and Registrations at: <https://www.grantthornton.com/industries/nfp-higher-education#events-and-webcasts>



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