

ASSOCIATED STUDENTS, INC.
California State University, San Bernardino
5500 University Parkway
San Bernardino, CA 92407

**BOARD OF DIRECTORS
AGENDA**

April 17, 2026
12:00 p.m.

Santos Manuel Student Union South
Boardroom – 219

Zoom Option: <https://csusb.zoom.us/j/87625480894>

Call to Order

Roll Call

Approval of Minutes

Adoption of Agenda

Executive Officer Reports (2 minutes/speaker)

Executive Director Report

ASI Committees Reports (2 minutes/speaker)

Open Forum (5 minutes/speaker)

Guest Speaker

NEW BUSINESS

BD 29-26 Permission to change auditing firms from Clifton, Larson & Allen to BakerTilly for the next three academic years (beginning with the remainder of this year). (Action) (Rister)

BD 30-26 Resolution authorizing Worker's Compensation insurance coverage for ASI Community Garden volunteers. (Action) (Rister)

BD 31-26 Resolution to continue participation in the CSURMA AORMA Programs. (Action) (Rister)

Reports: Board of Directors (2 minutes/speaker)

Campus-wide Committees (2 minutes/speaker)

ANNOUNCEMENTS

ADJOURNMENT

FEBRUARY 5, 2026

California State University San Bernadino

PROPOSAL FOR AUDIT AND TAX SERVICES

Amanda Moore, Principal

Matt Dinsdale, Senior Manager

Baker Tilly
975 Oak Street, Suite 500
Eugene, OR 97401
(541) 686-1040

Dear Jason:

Thank you for the opportunity to present this proposal for professional auditing and tax services to California State University, San Bernardino (CSUSB). Our focus is to align our firm with clients that share our high standards for quality and ethics in the workplace and we know CSUSB is just that type of institution. Outlined below, and throughout our proposal, we'll demonstrate why Baker Tilly is the right choice for you.

Jason A. Espinoza
Executive Director

University Enterprises Corporation
5500 University Parkway
San Bernardino, CA 92407

- **Passion for higher education.** Like you, we have a passion for higher education and serving those who want to move our society forward through education. Altogether, our higher education clients represent the enrollment of hundreds of thousands of full-time equivalent students and a combined annual budget of several billion dollars. All told, we serve more than 1,560 not-for-profit clients, including over 200 higher education institutions and related entities. Your engagement team will feature a combination of both local and regional professionals who'll provide you with the wisdom of their experience and responsive service.
- **Dedicated service from principals and senior managers.** One of our firm's service hallmarks is the high level of principal and senior manager time we build into our engagements. From senior principals to staff, we're invested in supporting your success, listening to your needs, and understanding how you run your organization.
- **Communication throughout the year.** Baker Tilly isn't your once-a-year service provider. During the audit and throughout the year, we solicit and encourage communication to facilitate a smooth process and keep management apprised of new accounting pronouncements and new application of accounting policies. At the end of fieldwork, we'll conduct a formal exit meeting designed to keep you updated on the status of your audit and alert you of any issues. If any issues arise post-fieldwork, we'll communicate these items to management in a timely manner to make sure we have the appropriate facts and circumstances.
- **Efficient and effective service approach.** Our service approach is designed to reduce costs and save time while meeting CSUSB's specific needs. We'll utilize our powerful data mining tools to analyze large sets of data quickly and efficiently and carefully plan your engagement to make sure we meet your deadlines. Our approach utilizes analytical procedures in conjunction with a deep understanding of organizations like yours—which eliminates the need for excess sampling.

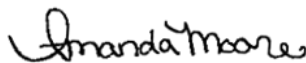
Jason A. Espinoza
Executive Director

**University Enterprises
Corporation**
5500 University Parkway
San Bernardino, CA 92407

- **Superior client service.** You'll get close attention from an industry-focused team that's consistent from year to year, and a firm that cares about your organization. Whether it's a phone call for advice or an in-person meeting, we're committed to going beyond the task at hand to help you prepare for the future. Your dedicated team understands the issues you face and will remain actively involved with CSUSB throughout our working relationship.
- **Meeting your deadlines.** We plan and perform our engagements on time. Once the project begins, we'll move directly to fieldwork so the entire process can be completed in a timely manner. When problems arise, we'll address them promptly to meet your preferred time frame.
- **Smooth transition.** We've put a lot of effort into designing a transition process that minimizes the impact on you and your staff. We take responsibility for setting meetings, getting to know your operations, and making accommodations so you can focus on running your operations.

You'll find that Baker Tilly offers an exceptional combination of experience and resources to not only meet your needs but also add value to CSUSB at a competitive price. We bring a rare blend of inspiration and technical excellence to help our clients discover and claim the future. Our focus on helping you recognize and take advantage of rising opportunities is what sets us apart from other firms.

Sincerely,



Amanda Moore
Principal
(541) 732-3865
amanda.moore@bakertilly.com



Matt Dinsdale
Senior Manager
(858) 627-1478
matthew.dinsdale@bakertilly.com

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1. Understanding of the engagement and audit approach

The most effective solutions are born from a deep industry understanding. Our decades-long record of serving clients like you is how we'll bring deep contextual value for CSUSB.

As of June 3, 2025, Baker Tilly and Moss Adams have merged. The statistics provided are combined unless otherwise noted and are based on data currently available. Actual counts may vary slightly and will be finalized during the integration process.

We understand your needs

We understand CSUSB is looking for a CPA firm that has extensive experience providing audit and tax services to perform the required services for the fiscal year ending June 30, 2026. Subject to your approval, the initial engagement term will be for three years. Your engagement team respects deadlines and will work hard to provide the following services in your expected time frame.

We'll prepare and deliver the following audit and tax reports for each auxiliary organization in accordance with CSU, AICPA, and all applicable federal and state requirements.

Audit Reports

- Independent Auditors' Reports
- OMB Uniform Guidance Report, including Schedule of Expenditures of Federal Awards (UEC only)
- Management Letter summarizing findings and recommendations
- Report to the Board of Directors and Audit Committee

Tax Filings

- Federal Form 990
- Federal Form 990-T (if applicable)
- California Form 199
- California Form 109
- California Form RRF-1
- Annual Registration Renewal Fee Report

We understand that we shall provide both electronic (PDF) copies and, upon request, up to three bound hard copies of all required audit and tax reports for each auxiliary.

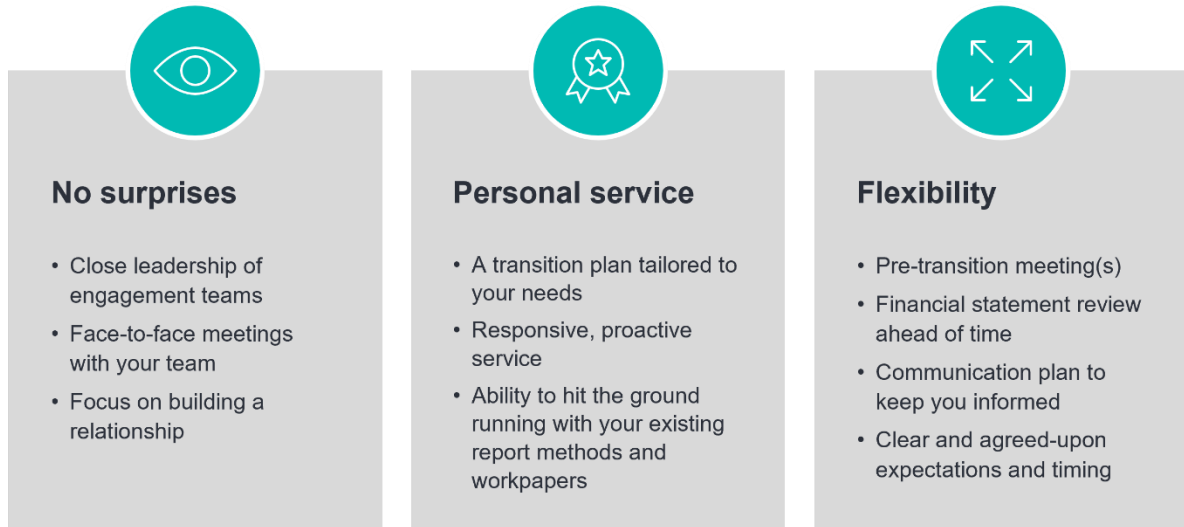
We're not once-a-year service providers who disappear for many months, only to return in time for the next engagement. We're a constant resource for questions and advice with a quick response time. We look forward to performing these services for CSUSB.

Risk assessment process and planned audit approach

For each of your audits, we'll utilize a customized, risk-based audit approach and prioritize timely and effective communication and coordination of our audit activities. Below is a high-level overview of our audit process.

A smooth transition to Baker Tilly

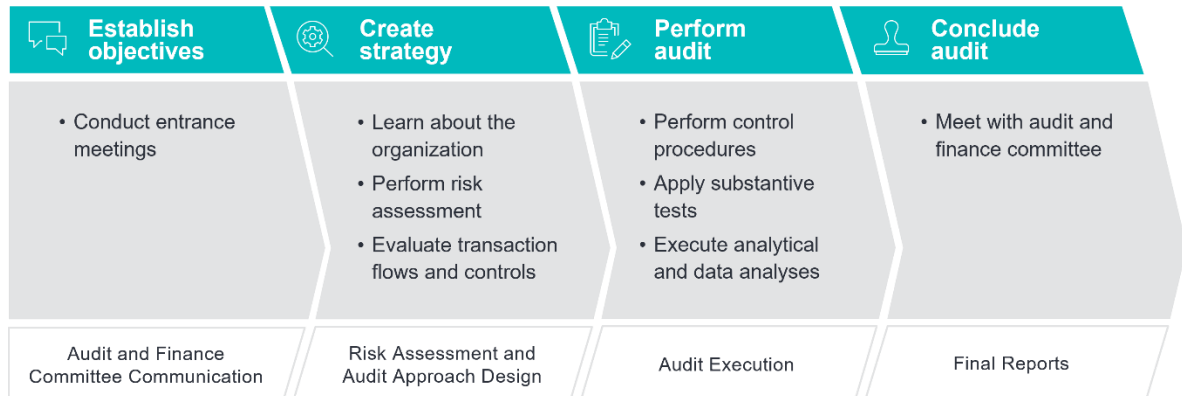
It's our first step in welcoming you as a new audit client—and it's an important one. Our goal is to avoid disruption to your staff and make the transition period as smooth as possible. You'll get the following:



Transition steps

1. **Have entrance meetings.** Conference with your finance department and other appropriate groups to discuss risks, expectations, processes, and timelines.
2. **Hold planning sessions.** Meet with key managers to discuss risks, expectations, the audit process, and timelines; and to share key strategic, financial, and operational information.
3. **Review working papers.** Read your prior auditor's working papers to understand their audit approach and the timing of their procedures and to determine the scope of any additional procedures our team will perform on the opening balances in your financial statements.
4. **Design audit approach.** Devise an efficient and effective approach that addresses the potential risks we discover during the transition.

Financial statement audit approach



With dedicated and ongoing involvement from our principals and senior-level professionals, the audit will be planned and executed by an experienced team that understands your industry. During the audit, your Baker Tilly engagement leader, Amanda Moore, will review the work in progress and address any issues with management. Amanda is also the engagement leader for the CSU Cal Poly Humboldt auxiliaries and is familiar with CSU deadlines and meeting those deadlines. This reduces time spent on post-audit procedures and wrap-up.

Our emphasis on tailoring an audit to focus on the areas of significant risks allows us to complete the audit in an efficient and effective manner. Our audit will include the following:

- Plan the engagement based on a thorough understanding of your business risks and transactions
- Communicate and coordinate activities with management and the audit committee based on an agreed-upon timeline
- Conduct continuous audit procedures to increase efficiency and reduce the burden on your personnel at year-end
- Work with management to resolve any complex accounting or reporting issues as early as possible in the audit process
- Provide recommendations to management for areas of improvement

Internal control review

As a part of any audit, we perform risk assessment procedures that include, among other activities, gaining an understanding of your relevant internal controls, the effectiveness of their design, and whether they've been placed in operation. As a result of these procedures, we assess control risk and determine whether a plan to rely on controls is appropriate. Whether or not we plan to rely on controls, as we gain the required understanding of controls we look for opportunities for you to improve your internal control and accounting procedures. We communicate our recommendations for improvement as appropriate. We consider this a significant part of the value we bring to you, and it's included in the audit fee.

Audit sampling

We use two basic approaches to audit sampling for tests of monetary balances: statistical sampling using our data extraction software's monetary unit sampling (MUS) approach, and nonstatistical sampling. Considerable judgment is required in determining the appropriate values for the inputs used to compute the sample size. The following five factors are among those considered when using MUS or nonstatistical sampling:

- Desired level of confidence in or assurance from the sample
- Tolerable misstatement in dollars or tolerable deviation rate
- Expected misstatement in dollars or expected deviation rate
- Population size in dollars or number of items
- Number and total dollar amount of individually significant items in the population

Coordination plan and communicating with management and those charged with governance

We believe in proactive communication—no aspect of this work should come as a surprise. To support this, we build in a variety of communication touch points throughout the process.

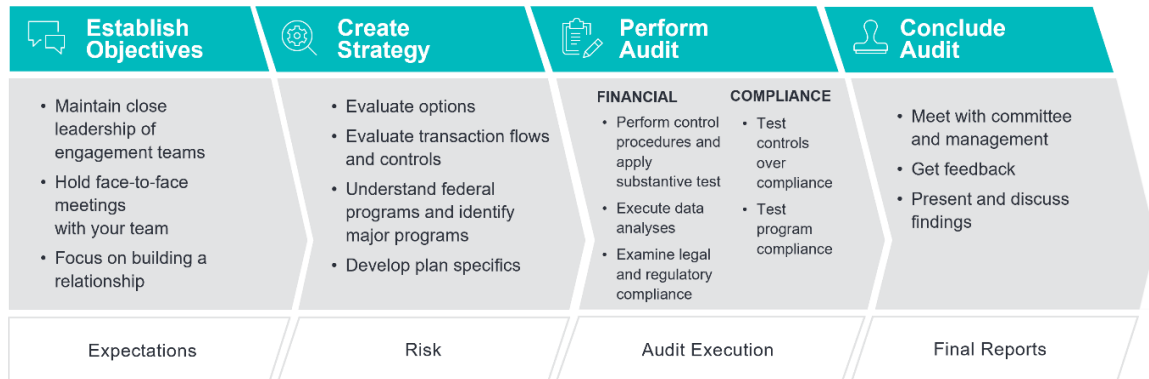
Your auditor is required by auditing standards to communicate certain matters to those charged with governance of your organization, such as your audit committee or board of directors, and with management. Such communications are required when planning the audit as well as when the audit is complete.

In the planning phase, we'll communicate such matters as our responsibilities concerning the financial statement audit, independence matters, and the planned scope and timing of the audit. At the outset of the engagement, we'll strive to create two-way communication so we can hear from you about matters you consider relevant to the audit, such as strategic decisions that may significantly affect the nature, timing, and extent of audit procedures; the suspicion or the detection of fraud; or other concerns you have.

At the conclusion of the audit, we'll communicate the results of our audit and significant findings or issues from the audit. These may include our views about the qualitative aspects of your significant accounting practices, including accounting policies, estimates, and financial statement disclosures. We'll also communicate material audit adjustments and uncorrected misstatements. In addition, we're required to communicate to you all significant deficiencies and material weaknesses.

Finally, our communication typically includes best practices, exceptions encountered during testing, other deficiencies in internal control that aren't considered material weaknesses or significant deficiencies, and recommended areas of improvement.

Federal compliance audit approach and procedures



Given our vast experience in this area and our sizable Not-for-Profit Practice, we have a deep understanding of the challenges involved in adhering to grant requirements at all levels: federal, state, and local. We understand federal compliance audit principles and the compliance requirements contained in the Office of Management and Budget (OMB) Compliance Supplement as well as other sources of compliance requirements. We maintain relationships with the Government Accountability Office (GAO), OMB, and several federal and state agency personnel. This allows us to communicate with them directly to determine their specific needs and requirements from the audit process.

Our general audit approach follows the guidelines and framework in Government Auditing Standards (GAS) and the Uniform Guidance for Federal Awards. This approach is risk-based, beginning with the identification of major programs for audit and the related applicable compliance requirements described in the OMB Compliance Supplement, grants, and contract agreements.

Planning

During the federal compliance audit planning phase, we develop an efficient audit approach and design audit programs after considering the following matters:

- Results of prior single audits
- Your schedule of expenditures of federal awards
- Satisfaction of federal and other relevant legal, regulatory, or contractual requirements
- Determination of entity and program risk
- Satisfaction of the additional requirements of GAS
- Satisfaction of federal compliance audit requirements regarding scope of testing, working papers, and audit follow-up
- Timing of conduct and completion of the audit and reporting submission deadlines
- Results of our preliminary risk assessment
- Determination of preliminary level of materiality
- Determination of applicable laws, regulations, and compliance requirements
- Understanding of applicable state and local compliance and reporting requirements
- Results of desk reviews and on-site reviews performed by grantor, pass-through, or other oversight agencies

For federal financial assistance programs, we use our knowledge and the guidance and procedures within the federal compliance audit requirements and the OMB Compliance Supplement for the selection of major programs and the preliminary identification of risks associated with those programs. Once the major programs have been selected, we further plan our audit by performing a combination of interviews with program officials, reviews of internal audit work, and in-depth reviews of the grant or program agreements. We also read and understand program reviews from external agencies, applicable audit guides and updates, instructions from pass-through agencies, and existing regulatory guidance from the granting agency. For federal programs not selected as major, we determine which programs or specific agreements may have a direct and material effect on the financial statements. Lastly, we rely on our experience with other clients in the same industry, and our extensive professional education programs that keep us current and informed.

Drawing audit samples for compliance testing

For the major programs to be tested, we determine the direct and material compliance requirements through review of grant agreements and contracts, as well as published regulatory guidance, including the OMB Compliance Supplement. The review will generate specific compliance tests, many of which will involve audit sampling. We'll select the most appropriate sampling technique for a given compliance test, tailored to the type and nature of the test. When we apply a sampling approach, we often use data extraction software that helps isolate and manipulate a large volume of data without interrupting current processes and without affecting the original data. This has proven to be very efficient and effective for large-scale sampling.

Our approach to audit sampling in a compliance audit of federal awards is based on the audit sampling considerations in the AICPA's Audit Guide for Government Auditing Standards and Single Audits that was designed to increase the quality of federal compliance audits. In fact, representatives from Baker Tilly participated with the AICPA to create this guidance.

Reporting noncompliance and findings

Not every error or instance of noncompliance discovered in the single audit test work requires formal reporting. We use a tiered approach to assess the significance of the error, lack of control mechanism, or instance of noncompliance. That assessment includes the materiality of the issue to each major program and an analysis of the pervasiveness of the issue. We identify and formally report those major systemic problems that put you at risk for noncompliance or constitute significant noncompliance, using the reporting frameworks required by federal compliance audit guidance and GAS. Isolated instances and less significant administrative errors are usually reported only to management.

2. Firm description and qualifications

This is more than a proposal. It's a promise. To serve as your sounding board, your navigator and your second set of eyes on the horizon.

Guiding you with our resources, reputation and reach

At Baker Tilly, we bring a legacy and commitment to helping our clients embrace what's next. With **more than 11,000 professionals, including 1,000+ principals** from coast to coast, our resources fuel our ability to offer clients deep industry insights, bold thinking and holistic solutions. Our ranking as the sixth-largest advisory CPA firm means we're actively shaping the industry landscape across markets.

Baker Tilly will successfully guide CSUSB through changing landscapes with skills, stability and strength as one of the oldest and largest advisory, tax and assurance firms in the United States.

Baker Tilly at a glance

6th

largest U.S.
accounting firm

~3,400

Certified Public
Accountants

11,000+

team members,
1,000+ principals

\$3B+

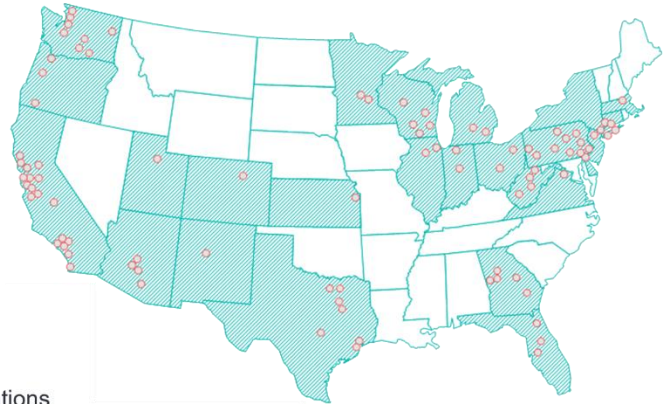
firm revenue in
FY2024

100+

years in business

100+

worldwide office locations



Over a century of service

Every business, managed well, has the potential for tremendous growth and durability. We know, because it's our story too. We started by planting strong roots more than a century ago. From there, we never stopped growing.

Since our founding, we've grown organically as well as through strategic combinations, expanding to encompass 75 different business combinations united under one calling: to deliver high-quality accounting and advisory services to our clients. We've augmented our scope across industries, services and areas of expertise to better serve our clients.

Organization structure

Baker Tilly is a limited liability partnership. As Baker Tilly US, LLP is a privately held organization, specific ownership percentages are not disclosed. No individual principal owns 10% or more of the company.

The Baker Tilly service philosophy

At Baker Tilly, we're all in, personally engaging with clients to help them anticipate, prepare for, and embrace the future. We take the time to understand your business or individual situation, anticipate needs, and identify gaps before they become obstacles, so you can grow, manage, and protect your prosperity with confidence.

One of the ways we foster closer relationships with our clients is through a high level of principal involvement with each engagement. You get personal attention from our most experienced professionals, who lend their proven technical skills, thoughtful guidance, and steady hand to your most complex business challenges.

And thanks to a staff-to-principal ratio that averages around ten to one, we've created an environment of intense professional development. This means our principals—and also our senior managers, managers, and other personnel—can provide CSUSB with well-trained, seasoned, tested expertise.

From our clients, we expect total honesty. In return, we promise to be proactive, candid, accessible, and knowledgeable—always ready to share our expertise but seeking first to listen to make sure we understand your business, its unique needs, and how we can help. Our professional skills are the foundation upon which we build a successful client relationship. It's the innovative way we apply those skills to your unique circumstances that sets Baker Tilly apart.

Quality control systems

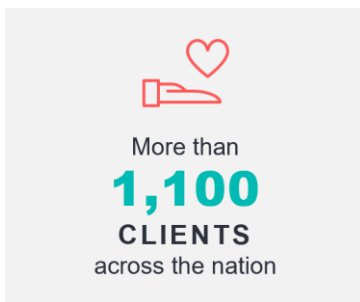
While Baker Tilly has centralized quality control, our engagement principals and client service teams are only one level removed from the technical and quality control professionals in our National Office. We consult as necessary with our National Office on both technical and regulatory matters, many of which are voluntary consultations in an effort to draw on our firm's deep expertise and deliver the best service to our clients.

When we do have a need to consult with our National Office, we've streamlined our process to ensure timely turnaround of consultations. We evaluate each service and advise your audit committee in our routine communications of any matters that may be classified as anything but "audit." Our service approach is designed to effectively serve the audit committee and be responsive to management. Our consultation process offers personal contact and interactive dialogue that translates to timely responses.

Higher education and foundations expertise

We have a passion for higher education and serving those who want to move our society forward through education. We serve nearly 3,700 not-for-profit clients, including nearly 600 higher education institutions and related entities. Baker Tilly is a leader in providing audit, tax, and consulting services to institutions of higher learning. Your proposed engagement team is comprised of the most talented people in our firm who devote their time and attention to higher education clients. Your engagement team will feature a combination of firmwide professionals who'll provide you with insights from their specialized experience and responsive service.

Selecting one advisor over another is much easier when a particular firm has experience working with organizations similar to yours in scope or organizational mission. For example, it allows for a clearer understanding of the specific issues you face, what to anticipate when conducting an audit, and how long it will take. This results in a more efficient experience and effective solution for you.



Our Foundation Practice serves more than 1,100 independent grant-making foundations, higher education foundations, community foundations, corporate foundations, hospital foundations, private foundations, and operating foundations throughout the United States, most of which are large entities with hundreds of millions of dollars in assets. As funding intermediaries, foundations distribute grants from earnings of endowment investments and other sources, as well as contributions from donors, all of which require the support of advisors with deep expertise in foundations.

Foundations in a range of industries and fields look to our professionals for support, including:

- Community foundations
- Corporate foundations
- Higher education foundations
- Hospital foundations
- Private foundations

Disruption across the economic landscape brings both challenges and opportunities for foundations. Fluctuating markets can impact your ability to manage payout requirements and endowment spending obligations, complex investment portfolios and unique noncash gifts are on the rise and require significant attention, and hybrid workforces bring evolving operational requirements. That's why foundations must strategically stay ahead of change, and this is where Baker Tilly can help and provide value. Our industry-focused services can help your foundation maintain focus on what matters most—delivering on your mission.

Deeply immersed within the not-for-profit sector, our professionals understand the nuanced business needs of foundations. Our collaborative approach takes the time to understand the specifics of your foundation and strategically develop unique solutions contextualized among greater economic trends and activity.

Our clients aren't the only foundation leaders who look to us for guidance. We're members of and frequently collaborate with influential foundation organizations including the Council on Foundations (COF), Catalyst of San Diego & Imperial Counties, Grantmakers of Oregon & Southwest Washington, Northern California Grantmakers, Philanthropy Northwest, Philanthropy Southwest, and Southern California Grantmakers. We also serve as advisors to community foundations nationally through the Fiscal & Administrative Officers Group (FAOG). Liz Dollar, our Not-for-Profit Practice Leader, and Wendy Campos, our Foundations Practice Leader and proposed member of your tax team, serve as advisors to the accounting practices committee for FAOG and meet with the group monthly to discuss accounting

and auditing updates relevant to community foundations. We've also participated in and sponsored several FAOG and COF events over the years. Most recently, we delivered education and collaboration for the FAOG conference and FAOG membership.

Higher education and foundation client portfolio

Selecting one advisor over another is much easier when a particular firm has experience working with organizations similar to yours in scope or organizational mission. For example, it allows for a clearer understanding of the specific issues you face, what to anticipate when conducting an audit, and how long it will take. This results in a more efficient experience and effective solution for you. Listed below are some foundation, not-for-profit, and higher education organizations our firm serves that are similar to the Foundation.

HIGHER EDUCATION FOUNDATION CLIENTS	
<ul style="list-style-type: none"> • Arizona State University Foundation • Bronco Bench Foundation • Cal Poly Humboldt • California Lutheran Education Foundation • California Health Sciences University • California Institute of Technology • California University of Science & Medicine • CDU Foundation • Central New Mexico Community College Foundation • Central Washington University Foundation • Claremont McKenna College Foundation • Clark College Foundation • Concordia University Irvine Foundation • Construction Industry Advancement Fund of Southern California • Dental Implant Opportunity Fund • Doc Smith Legacy Foundation • Fresno State University Auxiliary Corporations • Gonzaga Law School Foundation • CSU Cal Poly Humboldt Foundation • CSU Cal Poly Humboldt Sponsored Programs Foundation • CSU Fresno State University Auxiliaries 	<ul style="list-style-type: none"> • New Mexico Tech Research Foundation • North Idaho College Foundation • Northern Arizona University Foundation • Oregon Research and Education Foundation • Perry Technical Foundation • Portland State University Foundation • Roseman University Foundation • San Mateo County Community College District Foundation • Santa Barbara City College Foundation • Skagit Valley College Foundation • Sun Devil Club • The Agricultural Foundation of California State University, Fresno • The Bushnell Foundation • University of Idaho Foundation • University of Judaism Foundation • University of San Francisco • University of New Mexico Anderson School Foundation • UT Health San Antonio • Wellcome Leap • Western University of Health Sciences • Vanguard University Foundation

Public College and University Clients

Below is a partial list of public college, community college, and university clients:

PUBLIC COLLEGE, COMMUNITY COLLEGE AND UNIVERSITY CLIENTS	
<ul style="list-style-type: none">• American Samoa Community College• Arizona State University• California Institute of Technology• California Northstate University• California Polytechnic State University San Luis Obispo• California State University Monterey Bay• California State University San Marcos• Central New Mexico Community College• Central Washington University• Chemeketa Community College• Clark College• Columbia Gorge Community College• Community Colleges of Spokane• Eastern Washington University• Edmonds College• El Camino Community College District• Foothill-De Anza Community College• Humboldt State University• Kansas State University• Lane Community College• Lone Star College System• New Mexico Highlands University• New Mexico Institute of Mining and Technology	<ul style="list-style-type: none">• New Mexico State University• Pierce College• Portland State University• Rancho Santiago Community College District• San Francisco State University• Treasure Valley Community College• UC College of the Law, San Francisco (UC Law SF)• UC Davis Medical School• Umpqua Community College• University of California Berkeley (UC Berkeley)• University of California, Irvine (UC Irvine)• University of California, San Diego• University of Colorado• University of Nevada School of Medicine• University of New Mexico• University of Oregon• University of Portland• University of Texas System• University of Utah• University of Western States• University of Wisconsin System• Washington State University

Overcome industry challenges

From strengthening your internal operations to leveraging technology for support, our business solutions can help you plan for what's next.



Protect Valuable Assets and Data

Prepare your foundation before a cyberattack strikes with our cybersecurity services.



Pursue ESG Initiatives

Align your business practices with ESG principles to help accelerate your mission and transform your culture.



Make Data-Driven Decisions

Illuminate vital data to transform your foundation into a collaborative, data-driven organization.



Enhance Performance & Safeguard Risks

Fulfill your mission more efficiently by aligning your organization, streamlining processes, and developing policies.



Maintain Grant Compliance

Maintain continued eligibility for future funding with our grant compliance services.

Our foundations and higher education industry involvement

Baker Tilly is actively involved with the academic community through our professional participation in associations and with standard-setting entities, including the American Institute of Certified Public Accountants (AICPA), Financial Accounting Standards Board (FASB), Governmental Accounting Standards Board (GASB), and National Association of College and University Business Officers (NACUBO). For these and other national and regional entities, our professionals attend annual meetings, trade shows, lectures, and industry-specific events as guests, speakers, and trainers. Here are a few of our affiliations; some of your engagement team members have spoken at these events.

TYPE	OUR INDUSTRY INVOLVEMENT
Association Affiliations	<ul style="list-style-type: none"> • Association of Business Administrators of Christian Colleges (ABACC) • Association of Governing Boards (AGB) of Universities and Colleges • Association of Independent Research Institutes (AIRI) • Association of Jesuit Colleges and Universities (AJCU) • Central Association of College and University Business Officers (CACUBO) • Council on Foundations (COF) • FAOG (Fiscal Accounting Officers Group) • National Association of College and University Business Officers (NACUBO) • Philanthropy Northwest • Philanthropy Southwest

TYPE	OUR INDUSTRY INVOLVEMENT
	<ul style="list-style-type: none"> • Southern Association of College and University Business Officers (SACUBO) • Western Association of College and University Business Officers (WACUBO) • Western Association of Schools & Colleges (WASC)
Speaking Engagements	<ul style="list-style-type: none"> • AGB National Conference on Trusteeship • AICPA Government and Not-for-Profit Training Program • AICPA Governmental Auditing and Accounting Conferences • AICPA National Not-for-Profit Industry Conference • AICPA Not-for-Profit Financial Executives Forum • Association of College and University Auditors (ACUA) • Association of Independent Technical Universities (AITU) • California Society of CPAs NFP Conference • California Society of CPAs School Districts Conference • NACUBO Global Operations Forum • NACUBO Higher Education Accounting Forum • NACUBO Tax Forum / NACUBO UBIT Forum • NACUBO Webcasts • National Association of College and University Attorneys (NACUA) • Northwest Independent Colleges Business Officers Association (NICBOA) • Oregon Society of CPAs NFP Conference • Pacific Consortium (PAC-CON) of West Coast Small College Business Officers • Transnational Association of Christian Colleges and Schools (TRACS) • WACUBO Annual Conference • Washington Society of CPAs NFP Conference • West Coast Comprehensive Institutions (WCCI) Conference

Key differentiators

Our client portal

As a client-centric advisory firm, Baker Tilly is focused on elevating the digital servicing experience for our clients. To do this, we use our client portal, a secure web-based tool that easily transfers and temporarily stores sensitive documents related to your engagement. The portal can accommodate extremely large data files, and because it's a private portal, it's also vastly more secure than email or physical media. The portal stores data files on our servers located at our off-site commercial data center. It's designed to be user-friendly and accommodate the way your team works, while simultaneously streamlining the file-sharing process and accelerating the transfer of your files.

The portal creates a single entry point for all things Baker Tilly—whether providing engagement documents, checking status, or getting relevant accounting, consulting, or wealth management information. This is a self-managed, simplified way for our clients to engage and interact with us on a value-added, differentiated basis.

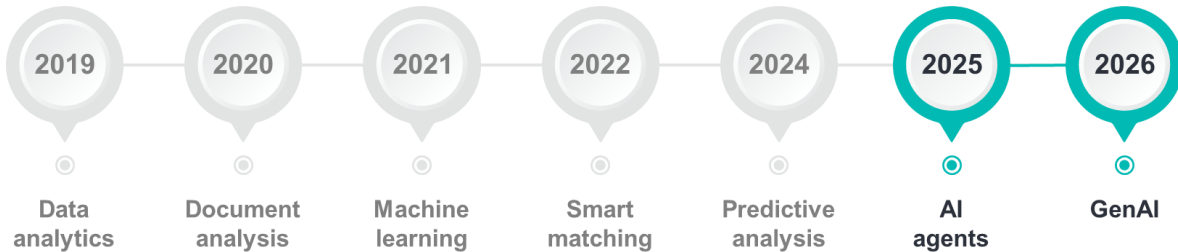
Emerging audit technology

At Baker Tilly, we continually explore new ways to advance our business intelligence and technology tools so we can stay ahead of disruption in our profession and continue to modernize our audit approach. The following are some of the most leading-edge tools our teams are using to increase the efficiency, learning, and value we deliver to clients during the audit process:

- **DataRobot** is a tool that allows our professionals to develop predictive models that can be applied to a wide variety of problems and opportunities associated with unstructured and structured data. Application within our Assurance Practice has included providing additional risk-driven insights to our clients and engagement teams, increasing the value proposition of our approach.
- **Robotic Process Automation (RPA)** is a cutting-edge form of business process automation technology. RPA helps automate redundant processes such as data mining and entry, freeing up our practitioners to focus on analyzing and interpreting information that will provide our clients with valuable insights. For example, we could use RPA to teach a computer to input information from a website into a spreadsheet for further analysis—ultimately leading to more advanced analytics.
- **Data visualization** isn't necessarily a new technology, but leveraging it within our Assurance Practice has proven to further increase our effectiveness in delivering service to our clients. We've introduced technologies such as Tableau and Microsoft PowerBI within our engagement processes, resulting in advanced visualization of client data which we utilize during our engagements and share with our clients, increasing insight into important operational data.
- **Workflow automation** products help automate redundant processes to assist our people in analyzing data and various pieces of the processes. The software is designed to make advanced analytics automation accessible to any data worker. It allows us to easily transform and cleanse data sets so we can start our real work faster. It also allows us to link various data sets together to increase our analytical capabilities. We currently use this tool for quality control steps and data transformation in our Assurance Practice and have many proof-of-concepts in flight.
- **Machine learning** tools leverage advanced algorithms and data analysis techniques to automate processes, uncover insights, and enhance decision-making. We use machine learning tools like MindBridge and Kira to assist auditors in analyzing content from contracts and documents. These tools aid in journal entry testing procedures by identifying outliers and anomalous transactions, providing a comprehensive analysis of all transactions within a general ledger dataset.

Assurance innovation and technology: Digitizing the audit

We've demonstrated a long history of evolving our digital tools and processes to remain responsive to client needs and industry dynamics. We look forward to continuing that legacy as we capture data and leverage new AI technologies to propel our firm and your business into the future.



Where we're going with GenAI

- **Empowering people through upscaling.** GenAI acts as a learning buddy, accelerating auditor training and reducing errors. Clients will receive higher-quality work from better-prepared teams.
- **Emerging technology and AI integration.** Context-aware AI agents streamline audit workflows. Clients will benefit from faster, more accurate procedures.
- **Quality, safety, and compliance.** Built-in self-review and skepticism prompts strengthen audit rigor. Clients can gain confidence that results meet the highest standards.
- **Efficiency and operational effectiveness.** Automated write-ups free auditors to focus on engagement management and insights. Clients experience smoother audits and more advisory value.
- **Data-driven insights and integration.** Integrated dashboards provide proactive risk detection. Clients will receive timely, actionable insights into the audits.
- **Modern experience for talent and clients.** A GenAI-enabled platform ensures faster turnaround, clearer reporting, and stronger assurance. Clients can feel supported and confident.

Firm innovation

At Baker Tilly, we understand the importance of evolving to meet the changing needs of our clients and the world. That's why we foster a culture of innovation in everything we do. We believe that innovation is not just about staying ahead of the competition; it's about continuously finding new ways to add value to our clients' businesses. We encourage our people to think outside the box, challenge the status quo, and explore new ideas and approaches. Our commitment to innovation is reflected in our investment in cutting-edge technology and tools, our dedication to business transformation and sustainable growth, and our focus on inclusion and diversity. We seek to innovate as a firm in the following ways:

Technology innovation

- Our technology innovation team works diligently to explore emerging technologies, leverage analytical tools, and build new tools to maintain a competitive edge in the ever-evolving landscape of technology.
- Our technology innovation team provides our people opportunities to upskill through our micro-rotation program, enabling them to enhance their skills and deliver increased value to the engagement team.
- As emerging technologies continue to disrupt the market, our technology innovation team remains dedicated to researching and building out proof of concepts to provide engagement teams with new, more effective ways to serve our clients.

Business transformation

- Our business transformation team considers our clients and the market to rethink how we function as a firm and make comprehensive changes to better meet the needs of our people and our clients.
- Through our focus on our business transformation goals, we seek to expand our people's skills, enhance efficiency, improve collaboration, center diverse perspectives, and maintain a fresh approach to our work.

Social responsibility

- For over a century, Baker Tilly has been committed to responsible growth and the sustainability of our clients, people, and neighborhoods.
- In our effort to minimize our environmental impact, we've developed specific goals and policies related to the percentage of recycled materials and the total amount of supplies we use in our offices, the amount of water we withdraw, and the direct and indirect energy we consume.
- For additional information about our corporate social responsibility initiatives and progress reports, please visit [our website](#).

Diversity, equity, and inclusion

- People are at the heart of innovation. That's why we're determined to create a lasting culture of belonging for everyone at the firm and to maintain a focus on expanding diverse talent at all levels.

Staffing capacity

You'll have immediate access to our deep bench of experienced professionals with specialized service expertise. Your needs aren't siloed, and neither are we. We devote the talents of our full team to address your needs across accounting, consulting, and wealth management. You'll have open access to all our senior-level technical and industry professionals—not just those in a given office.

Tax-exempt support

Baker Tilly has an experienced team of professionals with expertise in tax issues related to not-for-profit organizations. This expertise ranges from compliance issues, such as the IRS Form 990, to complex issues and creative plans for reorganizations and affiliate business relationships, strategic planning for revenue enhancement opportunities, and reduction of unrelated business taxable income.

Our professionals provide services to a wide spectrum of not-for-profit organizations including colleges and universities, research entities, foundations, associations, and social service and other tax-exempt organizations. Our breadth of experience has created a unique base of knowledge in addressing federal, state, and international tax issues and enables us to consult with you on:

- The tax-exempt status of the organization
- Independent contractor versus employee determinations
- Fellowship/scholarship versus compensation tax treatment for services rendered
- Charitable giving arrangements with individuals and their families
- Reporting issues of IRS Forms 1042-S and 1099
- Third-party management agreements
- Technology transfer and associated royalty arrangements
- Private benefit of tax-exempt bond financed facilities
- Unrelated business income tax
- Tax issues associated with formation or operation of subsidiaries of tax-exempt entities
- Tax aspects of doing business in foreign countries
- Sales and use tax exemptions; property tax exemptions and valuations

Regardless of the tax issue you face, you'll have access to experienced tax professionals who'll be able to help you address any issues as they arise. And our professionals will be available to your organization at any time, not just during the audit engagement.

3. Key engagement personnel

We assemble the right team with the right experience to serve you year after year and take you further than anyone thought possible.

Each team member is in good standing, with no complaints leveled against them by the state board of accountancy or any other regulatory authority.

THE TEAM TO ACHIEVE CSUSB'S GOALS



Amanda Moore, CPA – Principal

**Engagement Role: Engagement Lead/Engagement Reviewer
100% dedicated to this engagement**

Amanda has practiced public accounting since 2000 and focuses on serving clients in the government and not-for-profit industries. She provides a range of services to her tax-exempt clients and leads the not-for-profit and government group in the Pacific Northwest. She has extensive experience in accounting, auditing, and consulting, as well as significant experience conducting audits in accordance with Government Auditing Standards and OMB Uniform Guidance. Additionally, Amanda is currently on the special review committee for the GFOA certificate program.

Professional certifications and licenses

- Member, American Institute of Certified Public Accountants
- Member, Oregon Society of Certified Public Accountants

Education

- BS, accounting, Southern Oregon University

Specific Experience

- Higher Education Experience: 7 years auditing institutions of higher education
- Research Institutes: 7 years auditing research institutes
- Auxiliary Experience: 7 years (public)



Matt Dinsdale, CPA – Senior Manager

Engagement Role: Engagement Senior Manager
100% dedicated to this engagement

Matt has practiced public accounting since 2008. He provides assurance and advisory services to a variety of higher education institutions, research institutes, foundations, not-for-profit organizations, and government agencies. Matt also assists for-profit entities with federal grant funding matters. Matt has significant experience conducting audits in accordance with Government Auditing Standards and the Single Audit Act and has published numerous articles and spoken at events and conferences on these topics. Matt partners with CalCPA, NAVREF, Catalyst of San Diego, and other large and small associations to deliver education on topics including not-for-profit technical accounting updates, board training and governance strategies, federal compliance updates and other topics throughout the year. He is a resource on these topics both internal to the firm and externally.

Matt is a member of the firm's single audit technical committee, charged with reviewing all single audit reports issued by the firm, to ensure the reporting meets both firm standards and uniform guidance requirements.

Professional certifications and licenses

- Member, American Institute of Certified Public Accountants
- Member, California Society of Certified Public Accountants
- Audit Committee Member, Center for Community Solutions
- Treasurer and Board Member, Lakeside's River Park Conservancy

Education

- BS, accounting, San Diego State University

Specific Experience

- Higher Education Experience: 18 years auditing institutions of higher education
- Research Institutes: 16 years auditing research institutes
- Auxiliary Experience: 16 years (private non-profit) and 4 years (public)



Arthur Ngo, CPA, Senior Manager

**Engagement role: Audit Concurring Reviewer
100% dedicated to this engagement**

Arthur has practiced public accounting since 2007. He specializes in financial statement and performance audits, single audits, internal controls evaluations, and financial reporting for a variety of clients, including not-for-profit organizations, education agencies, and higher education institutions. Arthur has performed compliance audits for not-for-profit and education entities that participate in federal programs under the Yellow Book, the OMB Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. He's also experienced in auditing college foundations and performing state compliance audits for California Community Colleges and California education agencies.

Professional certifications and licenses

- Member, American Institute of Certified Public Accountants
- Member, California Society of Certified Public Accountants

Education

- BS, business administration (accounting emphasis), California State University, Fresno

Specific Experience

- Higher Education Experience: 18 years auditing institutions of higher education
- Auxiliary Experience 18 years



Wendy Campos, CPA – Principal

Engagement Role: Tax Principal
100% dedicated to this engagement

Wendy has practiced public accounting since 2000, focusing primarily on tax-exempt organizations, including private and public foundations, higher education institutions, hospitals, credit unions, trade associations, and other not-for-profit organizations. She's a highly capable business advisor to her clients including private foundations and higher education institutions and provides both compliance and consulting services in the areas of unrelated business income, compensation reporting, payroll tax issues, distribution and grant making, excise tax rate planning, self-dealing, international activities, and the Forms 990, 990-PF, and 990-T.

Wendy has presented on private foundation tax issues at Philanthropy Northwest's Annual Conference and the Council on Foundation's Endowment and Finance Summit. In addition, she's presented webcasts on private foundation issues and has been the primary author of quarterly newsletters and a year-end tax planning guide for private foundations. Wendy led the creation of the firm's *Private Foundation Planning Analysis*, the *2021 Private Foundation Series*, and currently leads the firm's Private Foundation Conference planning committee.

Professional certifications and licenses

- Member, American Institute of Certified Public Accountants
- Member, Oregon Society of Certified Public Accountants
- Member, Seattle Foundation Professional Advisors Council

Education

- BA, accounting, Linfield University

Specific Experience

- Higher Education Experience: 26 years of experience providing tax compliance and consulting services to higher education institutions
- Research Institutes: 26 years
- Auxiliary Experience: 26 years



Ryan Stedman, CPA – Senior Manager

Engagement Role: Tax Senior Manager
100% dedicated to this engagement

Ryan has practiced public accounting since 2013. She provides tax compliance, research, and consulting services to a wide variety of clients with an emphasis on not-for-profit entities. Ryan works with higher education, public charities, and health care industry entities and well as private foundations. She also has experience in exempt status structuring, application, and maintenance. She Ryan consults on a wide range of issues including public support planning, reasonable compensation best practices, tax impact of alternative investments, lobbying and political activities, unrelated business income tax planning, and foreign activities.

Professional certifications and licenses

- Member, American Institute of Certified Public Accountants

Education

- MA, accounting, Walsh College of Accountancy and Business Administration
- BS, psychology, Michigan State University

Specific Experience

- Higher Education Experience: 7 years of experience reviewing Form 990s and providing tax consulting services to higher education institutions
- Research Institutes: 7 years
- Auxiliary Experience: 7 years

4. Estimated hours and staffing plan

Expected timing

A breakdown of each phase of the audits and timing for each can be found in [section 7 Audit schedule and fieldwork timing](#).

Estimated Hours

STAFF LEVEL	EST. HOURS
Principal	38
Senior Manager / Managing Director	64
Manager	183
Senior	241
Staff	391

Number of auditors and amount of time on-site and remote

We anticipate approximately 15 days of audit work for the first-year audit with 6 to 9 auditors. We'll also perform various planning and auditing procedures from the office to limit the disruptions to CSUSB. In subsequent years, we'll likely be able to perform the audit effectively with fewer days on-site to further limit the disruption to CSUSB caused by visits.

We can complete your audit efficiently and at the same standard of quality as we would in person. In today's world of high technology, we're used to working with clients seamlessly even if we're not on-site and are equipped to make your service experience a close, personal one.

Meeting deadlines

Our firm's organization is well suited to remaining nimble when unforeseen issues arise. Overall, the best way to make sure deadlines are met is careful planning. That's why we're so insistent about meeting with your team well before the engagement to agree on responsibilities and deadlines and to be proactive about addressing potential issues. In addition to planning, our relatively low staff turnover makes it extremely likely that your team will remain consistent throughout the engagement and even from year to year. The further value in a consistent team is their familiarity with CSUSB, which leads to more efficiency.

Our firm's staff is also used to being flexible, and our firm's philosophy means our professionals don't work for a particular office or region—they're part of a firmwide team and will go where they're needed at a moment's notice.

Our audit and tax teams work together to give you greater business insight

Due to the increasingly complex nature of the income tax issues our clients are experiencing, we have tax professionals focused on serving University Foundations. Our tax professionals are an integral part of our client service team and attend audit planning meetings, review preliminary client financial information to identify tax issues, and assist the auditors in auditing tax-related matters. This approach helps us devote the talents of our full team to addressing your needs, providing you with more practical, flexible, and agile service.

Engagement team continuity

Keeping your service team consistent from year to year saves you the time required to train a new team during an engagement and allows you to focus on what you do best—managing your day-to-day business. It also helps us complete the engagement in a more efficient and timely manner because the team is already familiar with your operations.

Team continuity is the hallmark of a stable and efficient firm and, with an overall retention rate averaging over 85% firmwide over the past three years, we’re in a strong position to maintain your engagement team continuity.

GROUP	2024 RETENTION	2023 RETENTION	2022 RETENTION
Client Service Professionals	82.5%	84.0%	82.6%
Administrative Staff	90.5%	91.7%	88.8%

Please note, as historic information, this data is not yet representative of—or combined with—retention statistics from our recent merger.

Our policy is to not rotate staff from an engagement team unless absolutely necessary. Typically, this would happen because a staff member left the firm or elected to change professional focus to a different industry group. As our retention statistics indicate, neither situation is very common. Still, if it were to become necessary to change members of your engagement team, we pledge to:

- Discuss any changes with you first
- Replace departing staff members with people of comparable skill and experience
- Take all the steps we can to make sure the transition is smooth

5. References

Hear for yourself the unique experience our clients have in working with our firm. We're confident they'll share stories of how we make their lives easier, help them identify and take advantage of rising opportunities, and guide them to increased prosperity.

Organization name, contact person, title, phone, and email	Description of engagement scope and duration	Year(s) services were performed.
<p>CSU Cal Poly Humboldt Auxiliaries and Ancillary entities</p> <p>Sarah Long, AVP Financial Operations & University Controller (707) 826-4036 sarah.long@humboldt.edu</p>	<p>Financial statement audit and tax for Associated Students of Cal Poly Humboldt</p> <p>Financial statement audit and tax for Cal Poly Humboldt Foundation</p> <p>Financial statement audit, single audit, CPUC examination and tax of for Cal Poly Humboldt Sponsored Programs Foundation</p> <p>Financial statement audit and tax for Humboldt State University Center</p> <p>Financial statement audit for Children's Center of Cal Poly Humboldt</p> <p>NCAA agreed upon procedures (every three years)</p>	<p>2019-Current</p>
<p>ASU Enterprise Partners</p> <p>Virginia DeSanto, Chief Financial Officer / Treasurer (480) 965-1791 virginia.desanto@asuep.org</p>	<p>Financial statement audit and tax services</p>	<p>2023-Current</p>
<p>UC HASTINGS COLLEGE OF THE LAW</p> <p>David Seward, Chief Financial Officer (415) 596-7425 sewardd@uchastings.edu</p>	<p>Financial statement audit, single audit and tax services</p> <p>Consulting engagements</p>	<p>2016-Current</p>

6. Fee proposal

AUDIT SERVICES	FY 2025-26	FY 2026-27	FY 2027-28
University Enterprises Corporation (UEC)			
Financial Statement Audit and Single Audit (assuming one major program)*	\$45,935	\$48,080	\$50,335
The Children's Center of University Enterprises Corporation Financial Statement Audit and Supplemental Reporting for the California Department of Education	\$12,000	\$12,600	\$13,230
Tax Forms	\$6,930	\$7,275	\$7,640
Total	\$64,865	\$67,955	\$71,205
<i>*Any additional major programs will be \$8,000 per program</i>			
CSUSB Philanthropic Foundation			
Financial Statement	\$35,000	\$36,750	\$38,585
Tax Forms – Foundation**	\$6,930	\$7,275	\$7,640
Total	\$41,930	\$44,025	\$46,225
<i>**If changes in alternative investments or hedge funds are noted in the future there may be additional work and fees</i>			
Santos Manuel Student Union of California State University, San Bernardino (GASB)			
Financial Statement Audit	\$36,000	\$37,800	\$39,690
Tax Forms	\$6,930	\$7,275	\$7,640
Total	\$42,930	\$45,075	\$47,330
Associated Students of California State University, San Bernardino (FASB)			
Financial Statement Audit	\$24,000	\$25,200	\$26,460
Tax Forms	\$4,840	\$5,080	\$5,340
Total	\$28,840	\$30,280	\$31,800
Transition meetings, review of predecessor auditor's workpapers, and getting up to speed		Included	
Attendance at your audit committee meetings, including:			
<ul style="list-style-type: none"> • Presentation of audit results • Communication of internal control issues • Management letter 		Included	
Total	\$178,565	\$187,335	\$196,560

All audits will comply with OMB Circular A-133 / Uniform Guidance (2 CFR 200), as applicable.

Billing rates and hours for proposed services

STAFF LEVEL	HOURLY RATE	ESTIMATED HOURS
Principal	\$680–\$710	38
Senior Manager / Managing Director	\$455–\$540	64
Manager	\$355–\$390	183
Senior	\$295–\$305	241
Staff	\$240–\$250	391

Billing rates for out of scope services

Below are our rates for our consulting team.

STAFF LEVEL	HOURLY RATE
Principal	\$695–\$830
Senior Manager	\$540–\$570
Manager	\$410–\$455
Senior	\$320–\$355
Staff	\$260–\$280

Joint pricing discounts for all four auxiliaries

Our fees above include a discount related to our engagement to audit all entities under the scope of this proposal. Fees stated above already include anticipated escalation based on historical indexes.

Fee details

SUBJECT	THE DETAILS
Client acceptance procedures	The scope of work and fee quotes are subject to our client acceptance process, which: 1) verifies that all parties understand the specific services we're being asked to perform; 2) ensures contract terms are acceptable to both parties and in agreement with professional standards; and 3) confirms we've staffed the engagement with individuals qualified with the necessary experience to fulfill our commitments to our prospective client. We'll also need to complete our inquiries of your former auditor as required by our professional audit standards.
Expenses	Our engagement letter will provide an estimate of the expenses for the services to be provided. Direct travel expenses will be billed monthly as incurred.
Cost overruns	During the course of the audit, we'll measure our progress against our planned budget. If situations arise that are significantly different than our expectations, we'll bring them to your attention immediately and discuss various options before we proceed. We'll meet weekly during the course of fieldwork with the appropriate parties to ensure there are open lines of communication between our organizations.

SUBJECT	THE DETAILS
Future new audit, review, and accounting standards	Our fee estimate discussed herein is based on accounting and professional standards that exist and are applicable as of the date of this proposal. To the extent that future rulemaking activities require modification to our audit approach, procedures, scope of work, etc., we'll advise you of such changes and the impact on our fee proposal. If we're unable to agree on the additional fees, if any, that may be required to implement any new accounting, auditing, and review standards that are required to be adopted and applied as part of our engagement, we reserve the right to withdraw from the engagement, regardless of the stage of completion.
Routine phone calls and emails	Our policy is to not charge for short telephone calls seeking miscellaneous advice unless those consultations require significant additional work or research. If a matter requires further follow-up, we'll discuss a fee estimate with you before incurring significant time.
Minor research and consultation	If we're requested to provide minor research or consultation service, we'll estimate the number of hours necessary to provide the requested services. We'll then provide a fee quote for your approval before commencing any work. Our fees for these services are generally at our standard billing rates.
Single audit	Our fee estimate for the single audit is based on the assumption that you'll have one major program for fiscal year end June 30, 2026, and that there may be more or fewer major programs in each subsequent fiscal year. If additional major programs are required to be audited, we estimate the additional cost at \$12,000 to \$15,000 per major program.
Audit preparation	Our proposed fees are based on the presumption that your books and records will be ready for audit and minimal audit adjustments will be required. If accounting assistance is required to reconcile accounts, we'll discuss the issues with you, and additional fees will be billed separately, at our standard rates. Additionally, our fee quote assumes that we won't identify any audit findings, including significant deficiencies or material weaknesses. If potential audit findings are identified, costs for investigating and reporting them will be in addition to our audit fees.

7. Audit schedule and fieldwork timing

Timeline and milestones

The following is a proposed first-year engagement e for your engagements. We'll discuss any adjustments you may need when we meet with you.

SERVICE DESCRIPTION	PROPOSED TIMING
AUDITOR TRANSITION	
Schedule to meet with your prior auditor to review their working papers	Upon selection
AUDIT PLANNING	
Meet with management for pre-audit planning and to obtain an understanding of systems, internal controls, and current-year issues	Upon selection
Provide management with a detailed list of items needed to perform the audit, including the timing of when items are needed	April 2026
AUDIT FIELDWORK	
Perform interim audit fieldwork and tests of internal controls, and federal compliance testing (single audit)	June 2026
Send confirmations of cash, investment, and other accounts as deemed necessary	July 2026
Perform substantive audit fieldwork	August 2026
REPORT PREPARATION	
Present draft of financial statements, audit report, and management letter to senior management	August/September 2026
Present draft of financial statements, audit report, and management letter to the audit committee or board of trustees	September 2026
BOARD COMMUNICATIONS	
Present final audit report, financial statements, and management letter to the board of directors or trustees	September 2026
SINGLE AUDIT	
Wrap-up of federal compliance audit (single audit)	September 2026
Present draft of single audit reporting, and audit reports to senior management	October 2026
Present final copy of single audit reporting, and audit reports to senior management	October 2026

Staffing resources and coordination plan

To conduct the best audit possible, we'll assign a manager who will be on-site for the majority of the audit to provide daily supervision of the in-charge and staff accountants. This will involve directing and reviewing the efforts of the staff members performing the engagement and making sure engagement objectives are accomplished. Supervision will occur as work is performed to identify and resolve issues or inefficiencies in real time.

In general, our clients are served by a relationship owner who's responsible for managing the overall relationship and making sure we deliver quality service. The relationship owner is a principal level professional who focuses solely or primarily on serving clients in a particular industry. Each audit also has a quality control reviewer (an informed person not directly involved with the work), who has specialized knowledge and experience with foundations and University auxiliaries. We may also assign several staff- and senior-level accountants to the engagement, depending on the size of the engagement.

The engagement leader will be involved throughout the process and is available for technical questions and support. She, along with the engagement senior manager, will also be on-site for portions of the fieldwork because we believe this improves client service and facilitates rapid responses to any questions that arise during fieldwork. We anticipate approximately 35%–40% of the expected time budgeted for the engagement will be performed by the managers and partners assigned to the engagement.

8. Peer review report

Baker Tilly and its professionals, while conducting our professional services, work hard to meet auditing standards as promulgated by the AICPA and other applicable standard setters. Through the AICPA Peer Review Program, our system of quality control over the accounting and auditing practice applicable to non-SEC issuers is reviewed by another CPA firm every three years.

As of June 3, 2025, Baker Tilly and Moss Adams have merged, and both firms are in the process of integrating. Your proposed engagement team is a legacy Moss Adams team, so we've provided the relevant peer review information below as evidence of our continued ability to meet auditing standards in this response. When our next peer review is conducted, we expect both firms to be represented under one review.

For now, we can refer you to our most recent peer review, as conducted by Cherry Bekaert in 2023, which states that we achieved a "pass" opinion. A full copy of our most recent report is provided on the following pages and also posted on our website at mossadams.com/about/peer-review-and-pcaob-report. We can provide details on Baker Tilly's peer review process and results upon request.

We've been subject to a peer review under the AICPA Peer Review Program every third year since the inception of the program in the 1980s. Our report has always been unmodified. We don't maintain specific records of the engagements selected for review. However, every year, at least one (typically several) government audit has been selected for review.

Peer review report



Report on the Firm's System of Quality Control

To the Partners of Moss Adams LLP
and the National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of Moss Adams LLP (the "Firm") applicable to engagements not subject to Public Company Accounting Oversight Board ("PCAOB") permanent inspection in effect for the year ended April 30, 2023. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants ("Standards").

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a system review as described in the Standards may be found at www.aicpa.org/prsummary. The summary also includes an explanation of how engagements identified as not performed or reported on in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility

The Firm is responsible for designing and complying with a system of quality control to provide the Firm with reasonable assurance of performing and reporting in conformity with the requirements of applicable professional standards in all material respects. The Firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported on in conformity with the requirements of applicable professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of and compliance with the Firm's system of quality control based on our review.

Required Selections and Considerations

Engagements selected for review included engagements performed under *Government Auditing Standards*, including compliance audits under the Single Audit Act; audits of employee benefit plans; audits performed under FDICIA; and examinations of service organizations (SOC 1[®] and SOC 2[®] engagements).

As a part of our peer review, we considered reviews by regulatory entities as communicated by the Firm, if applicable, in determining the nature and extent of our procedures.

Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Moss Adams LLP applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended April 30, 2023, has been suitably designed and complied with to provide the Firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)*, or *fail*. Moss Adams LLP has received a peer review rating of *pass*.

Cherry Bekaert LLP

Atlanta, Georgia
October 10, 2023

Peer review report (Cont.)



National Peer
Review Committee

October 19, 2023

Jeffrey Brown
Moss Adams LLP
999 3rd Ave Ste 2800
Seattle, WA 98104-4057

Dear Jeffrey Brown:

It is my pleasure to notify you that on October 19, 2023, the National Peer Review Committee accepted the report on the most recent System Review of your firm. The due date for your next review is October 31, 2026. This is the date by which all review documents should be completed and submitted to the administering entity.

As you know, the report had a peer review rating of pass. The Committee asked me to convey its congratulations to the firm.

Thank you for your cooperation.

Sincerely,

A handwritten signature in black ink that reads 'Michael Wagner'.

Michael Wagner
Chair, National PRC

+1.919.402.4502

cc: John Klisch, Erica Forhan

Firm Number: 900010050024

Review Number: 602495

9. Exceptions and disclosures

Disciplinary action and litigation statement

As with any large firm, we are occasionally involved in addressing legal and regulatory issues. However, no action, suit, proceeding, inquiry, or investigation before or by any court or federal, state, municipal, or other government authority is pending, or to our knowledge is threatened against our firm, related to or which would have a material effect upon the services contemplated herein.

Conflicts of interest

Baker Tilly doesn't currently serve CSU, CSUSB, or any personnel that we believe create a conflict of interest.

Meeting all your technical qualifications

Our firm can meet all of your technical qualifications and we understand your needs may not be limited to any given engagement or even any given service. Our firm can surpass the level of support and value offered by a standard accounting firm. If you have questions related to any audit, tax, or consulting matters outside of your engagement team's expertise, we'll introduce you to the appropriate resource within our network and meet with you to discuss your options. We're well positioned to meet not only your immediate service needs, but also other needs that arise over time.

Looking ahead

Guiding your journey towards future growth and success

As we look ahead, we want to thank you for the valuable insights you've shared with us throughout this proposal process. Your input has allowed us to better understand the unique challenges and opportunities CSUSB faces.

Our services are designed to address these specific needs, helping you navigate complexities and achieve your strategic goals. We are committed to bringing the right people together at the right time to drive your success and look forward to future conversations about your unique opportunities.

We are excited to explore how Baker Tilly's capabilities can support your future growth, success, value creation and efficiencies.

Our team will always look for a better way to help you stay ahead of every curve on our journey together.

THANK
YOU

The information provided here is of a general nature and is not intended to address the specific circumstances of any individual or entity. In specific circumstances, the services of a professional should be sought.

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**Associated Students, Incorporated at
California State University, San Bernardino**

A Resolution Authorizing Workers' Compensation Insurance Coverage for Volunteers

WHEREAS, from time to time, volunteers provide various types of services to Associated Students, Incorporated at California State University, San Bernardino;

WHEREAS, except for certain statutory exceptions, volunteers are not covered by workers' compensation insurance coverage if they are injured as a result of such volunteer services;

WHEREAS, Labor Code Section 3363.6 provides that a private, nonprofit organization may declare its volunteers as employees for workers' compensation insurance purposes by adopting a resolution authorizing such coverage;

NOW, THEREFORE, BE IT RESOLVED, that pursuant to Labor Code Section 3363.6, the Board of Directors declares that certain volunteers performing services without pay for Associated Students, Incorporated at California State University, San Bernardino shall be deemed employees of the organization for workers' compensation purposes, provided such services are authorized by the Board of Directors.

Approved Volunteer Classifications for Coverage

Workers' compensation coverage shall apply **only to the following categories of volunteers, as approved by the Board of Directors:**

- Volunteers working in the ASI garden on CSUSB campus

BE IT FURTHER RESOLVED, that any volunteer not falling within the classifications listed above shall not be considered an employee for workers' compensation purposes.

PASSED AND ADOPTED by Associated Students, Incorporated at California State University,
San Bernardino Board of Directors at a regular meeting held on

_____.

Name and Title

Signature

Date

**CALIFORNIA STATE UNIVERSITY RISK MANAGEMENT AUTHORITY
(CSURMA)**

**AMENDED PARTICIPATION AGREEMENT
FOR THE
AUXILIARIES ORGANIZATIONS RISK MANAGEMENT ALLIANCE (AORMA)
COVERAGE PROGRAMS**

We, Associated Students, California State University, San Bernardino, signatory to the California State University Risk Management Authority ("CSURMA") Joint Exercise of Powers Agreement, have agreed by action of our Board of Directors to continue participation in the following CSURMA AORMA Coverage Programs, hereinafter referred to as "AORMA PROGRAM(S)".

- AORMA Liability Coverage Program
- AORMA Property Coverage Program
- AORMA Crime Coverage Program
- AORMA Workers' Compensation Coverage Program

As evidenced by the authorized signatures on Page 4 of this document, we agree to continue our participation in the AORMA PROGRAMS checked above and be referred to as a "Program Participant."

We understand and agree that this Amended Participation Agreement supersedes and replaces the prior Participation Agreement we entered into. We further understand and agree that this Amended Participation Agreement pertains only to the AORMA PROGRAMS listed above and not to any other program operated by CSURMA.

We understand that the following requirements were met and that insurance coverage through the AORMA PROGRAMS is currently in effect and will continue to be in effect:

- 1) All applicable participation fees have been paid by Program Participant.
- 2) We have executed this Amended Participation Agreement for the CSURMA AORMA COVERAGE PROGRAMS.
- 3) We are a member of the Joint Powers Authority. This means we:
 - a) Have been approved membership by the Executive Committee;
 - b) Have executed the Joint Exercise of Powers Agreement; and,
 - c) Have executed a "Resolution to Join" in accordance with the Joint Exercise of Powers Agreement.

- 4) We received underwriting approval by the AORMA Committee and/or the Executive Committee.

MINIMUM TIME OF PARTICIPATION AND NOTICE OF WITHDRAWAL:

- 1) The Program Year for AORMA PROGRAMS is from July 1 to June 30.
- 2) A Program Participant is prohibited from withdrawing from any AORMA PROGRAM until it has participated in the subject program for three full Program Years. If a Program Participant joins mid-term it would be three full Program Years plus the partial first Program Year in which the Program Participant joins.
- 3) A Program Participant may withdraw only at the end of a Program Year, provided it has given CSURMA at least six (6) month prior written notice of its intent to withdraw.
- 4) Subject to its sole and unrestricted discretion, the AORMA Committee may allow a Program Participant to rescind its notice of withdraw up to 45 days prior to the end of the Program Year.

RESPONSIBILITIES OF PROGRAM PARTICIPANTS:

It is understood that as a Program Participant we are required to do the following:

- 1) Take such action, including providing the AORMA PROGRAMS' staff with such statistical and loss experience data and other information, as is necessary to carry out the CSURMA AORMA PROGRAMS as required by the CSURMA Joint Exercise of Powers Agreement, Bylaws and the policies established by the AORMA Committee, CSURMA Executive Committee and/or the CSURMA Board of Directors,
- 2) Pay the AORMA PROGRAMS, when due, any and all premium taxes and fees. Withdrawal does not relieve a Program Participant from liability for monies owed,
- 3) Fully cooperate with CSURMA AORMA PROGRAMS' staff or their representatives in determining the causes of loss and in the investigation, adjudication and settlement of claims,
- 4) Comply with Section 19, "Responsibilities of the Members," of the CSURMA Joint Exercise of Powers Agreement.

RESPONSIBILITY FOR PROGRAM EXPENSES:

- 1) We understand and agree that Program Participants are responsible for their share of the AORMA PROGRAMS' expenses. A Program Participant's share of the

program costs shall be reflected, as accurately as possible, within its Program Fee, which is based upon the AORMA PROGRAMS' budgetary needs, and any other expenses deemed necessary by the AORMA Committee, CSURMA Executive Committee and/or the CSURMA Board of Directors.

- 2) We understand and agree that the Program Participants are responsible for their share of all AORMA PROGRAM expenses, including the following:

Projected losses, margin for contingency, claims adjusting and legal fees, loss control services, general administration, excess or reinsurance premium cost, and costs for any other services as identified by the AORMA Committee, CSURMA Executive Committee and/or the CSURMA Board of Directors pursuant to the authority provided to them under the CSURMA Joint Exercise of Powers Agreement and/or Bylaws.

- 3) A Program Participant's share of the AORMA PROGRAM's costs shall be reflected, as accurately as possible, within its Deposit Premiums which is based upon the AORMA PROGRAM's budgetary needs, prior claims experience, actuarial projections for future years' losses and any other expenses deemed necessary by the Board of Directors, CSURMA Executive Committee, or the AORMA Committee.

- 4) The withdrawal or termination of a Program Participant from the AORMA PROGRAMS shall not terminate the responsibility to continue to contribute to its share of financial obligations incurred by CSURMA by reason of the Program Participant's previous participation. It is the policy of the AORMA Committee, CSURMA Executive Committee and/or Board of Directors that members who withdraw or are terminated from one or more AORMA PROGRAM(S) remain subject to assessments described here and in the CSURMA Joint Exercise of Powers Agreement, Bylaws, Memorandums of Coverage and other governing documents policy and procedures. Furthermore, members that withdraw or are terminated from one or more AORMA PROGRAM are not eligible for any dividends or return of unencumbered surplus that may be declared.

* * * * *

We acknowledge and agree that this Participation Agreement shall automatically conform to any amendments made to the CSURMA Joint Exercise of Powers Agreement or Bylaws which affect the conditions of participation in the AORMA PROGRAMS and that any such amendments do not require our agreement or consent. Any other amendments to this Participation Agreement shall require a two-thirds vote of the members of the CSURMA Executive Committee and/or the Board of Directors of the CSURMA.

In recognition of the above, this Participation Agreement is executed on _____
(date).

Associated Students, California State University, San Bernardino
Auxiliary Organization Program Participant

Name

Title

Board Resolution to Continue Participation in the CSURMA AORMA Programs

This Resolution of the Board of Directors of Associated Students, California State University, San Bernardino approves the revised Auxiliary Organizations Risk Management Alliance (AORMA) Programs Participation Agreement.

WHEREAS, the Board of Directors has received information regarding revisions to the AORMA Programs Participation Agreement; and

WHEREAS, the Board of Directors desires to continue the organization's participation in the AORMA Programs administered through the California State University Risk Management Authority (CSURMA).

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of Associated Students, California State University, San Bernardino hereby authorizes the Executive Director, or designee, to:

1. Execute the revised AORMA Programs Participation Agreement; and
2. Take any additional actions and execute any documents necessary to effect and maintain participation in the CSURMA AORMA Programs.

I hereby certify that the foregoing is a full, true, and correct copy of a resolution duly adopted by the Board of Directors of Associated Students, California State University, San Bernardino at a meeting held on _____ (date), at which a quorum was present and acting throughout.

Signature

Date

Name

Title