



**FINANCIAL STATEMENTS
FOR THE YEARS ENDED JUNE 30, 2020 and 2019
with
REPORT OF INDEPENDENT AUDITORS**

THE ALUMNI ASSOCIATION OF
THE UNIVERSITY OF MICHIGAN

June 30, 2020 and 2019

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Report of Independent Auditors

To the Board of Directors and Business and Financial Affairs Committee of the Alumni Association of the University of Michigan

We have audited the accompanying financial statements of the Alumni Association of the University of Michigan (the "Association"), which comprise the statements of financial position as of June 30, 2020 and 2019, and the related statements of activities and of cash flows for the years then ended.

Management's Responsibility 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; this includes 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.

Auditors' Responsibility

Our responsibility is to express an opinion on the financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the Association's preparation and fair presentation of the financial statements 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 Association's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Alumni Association of the University of Michigan as of June 30, 2020 and 2019, 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.

Emphasis of Matter

As discussed in Note 1 to the financial statements, the Association changed the manner in which it accounts for revenue in 2020. Our opinion is not modified with respect to this matter.

PricewaterhouseCoopers LLP

PricewaterhouseCoopers LLP
October 14, 2020

THE ALUMNI ASSOCIATION OF
THE UNIVERSITY OF MICHIGAN

Statement of Financial Position

	June 30,	
	2020	2019
Assets		
Cash and cash equivalents	\$ 159,700	\$ 309,172
Accounts receivable, net	770,378	673,410
Pledges receivable, net	3,959,057	4,172,430
Inventories and prepaid expenses	4,705,515	8,650,928
Investments on deposit with the University	102,705,223	105,299,286
Capital assets, net	12,372,813	9,191,531
Total Assets	\$ 124,672,686	\$ 128,296,757
Liabilities and Net Assets		
Accounts payable	\$ 288,234	\$ 263,692
Accrued compensation payable	1,003,229	1,058,024
Deposits of affiliates	64,729	78,743
Deferred revenue	788,257	4,200,542
Scholarships payable	3,931,845	3,996,601
University affiliation loan	4,000,000	-
Total Liabilities	10,076,294	9,597,602
Net Assets:		
Without donor restrictions	83,703,444	92,256,916
With donor restrictions	30,892,948	26,442,239
Total Net Assets	114,596,392	118,699,155
Total Liabilities and Net Assets	\$ 124,672,686	\$ 128,296,757

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

THE ALUMNI ASSOCIATION OF
THE UNIVERSITY OF MICHIGAN

Statement of Activities

	Year Ended June 30,	
	2020	2019
Changes in Net Assets Without Donor Restrictions		
Operating Revenues and Gains:		
Alumni and student memberships	\$ 3,198,738	\$ 3,659,227
Alumni gifts and bequests	1,393,503	1,694,613
Net investment income	4,297,991	4,159,201
Program and service fees, alumni and students	3,784,086	4,397,979
University support	750,000	750,000
Advertising and sponsorship	317,907	162,190
Alumni travel commissions	433,025	737,731
Athletic tour	178,312	186,209
Credit card royalties	922,700	915,000
Merchandise sales and other	803,097	774,756
Gifts-in-kind	758,028	818,969
Total Operating Revenues and Gains	16,837,387	18,255,875
Operating Expenses:		
Program services	9,874,675	11,051,316
Administrative and general	4,586,972	4,594,452
Fundraising	4,378,037	5,588,854
Total Operating Expenses	18,839,684	21,234,622
Decrease in Net Assets Without Donor Restrictions from Operations	(2,002,297)	(2,978,747)
Other Changes in Net Assets Without Donor Restrictions:		
Net unrealized (loss) gain on investments on deposit with the University	(3,847,759)	1,375,755
Net assets placed into restriction	(2,703,416)	(1,627,481)
Total Other Changes, Net	(6,551,175)	(251,726)
Decrease in Net Assets Without Donor Restrictions	(8,553,472)	(3,230,473)
Changes in Net Assets With Donor Restrictions		
Alumni gifts and bequests	3,136,956	3,206,533
Net unrealized (loss) gain on investments on deposit with the University	(1,487,014)	404,806
Net investment income	97,351	92,220
Net assets placed into restriction	2,703,416	1,627,481
Increase in Net Assets With Donor Restrictions	4,450,709	5,331,040
(Decrease) Increase in Net Assets	(4,102,763)	2,100,567
Net Assets, Beginning of Year	118,699,155	116,598,588
Net Assets, End of Year	\$ 114,596,392	\$ 118,699,155

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

THE ALUMNI ASSOCIATION OF
THE UNIVERSITY OF MICHIGAN

Statement of Cash Flows

	Year Ended June 30,	
	2020	2019
Cash Flows from Operating Activities		
(Decrease) Increase in net assets	\$ (4,102,763)	\$ 2,100,567
Adjustments to reconcile (decrease) increase in net assets to net cash used in operating activities:		
Depreciation	861,441	972,518
Net unrealized loss (gain) on investments on deposit with the University	5,334,773	(1,780,561)
Alumni gifts and bequests restricted for long-term purposes	(3,136,956)	(3,206,533)
Investment earnings restricted for long-term purposes	(97,351)	(92,220)
Changes in operating assets and liabilities:		
Accounts receivable, net	(96,968)	149,468
Pledges receivable, net	213,373	(182,835)
Inventories and prepaid expenses	3,945,413	(6,644,314)
Accounts payable	24,542	139,468
Accrued compensation payable	(54,795)	26,716
Scholarships payable	(64,756)	341,910
Deposits of affiliates	(14,014)	2,589
Deferred revenue	(3,412,285)	381,239
Net Cash Used in Operating Activities	(600,346)	(7,791,988)
Cash Flows from Investing Activities		
Net (increase) decrease in investments on deposit with the University	(2,740,711)	6,401,986
Purchases of capital assets	(4,042,722)	(1,196,640)
Net Cash (Used In) Provided by Investing Activities	(6,783,433)	5,205,346
Cash Flows from Financing Activities		
Alumni gifts and bequests restricted for long-term purposes	3,136,956	2,197,152
Proceeds from University affiliation loan	4,000,000	-
Investment earnings restricted for long-term purposes	97,351	92,220
Net Cash Provided by Financing Activities	7,234,307	2,289,372
Net Decrease in Cash and Cash Equivalents	(149,472)	(297,270)
Cash and Cash Equivalents, Beginning of Year	309,172	606,442
Cash and Cash Equivalents, End of Year	\$ 159,700	\$ 309,172

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

THE ALUMNI ASSOCIATION OF
THE UNIVERSITY OF MICHIGAN

Notes to Financial Statements

June 30, 2020 and 2019

Note 1--Organization and Summary of Significant Accounting Policies

Organization and Basis of Presentation: The Alumni Association of the University of Michigan (the “Association”) is a separate nonprofit organization affiliated with the University of Michigan (the “University”) and is exempt from income taxes under Internal Revenue Code Section 501(c)(3). The Association’s mission is to develop, maintain and strengthen the relationship between the University and its graduates, through communications and through programs and services that connect alumni with the University and with each other.

Net assets are categorized as:

- **Without donor restrictions** - Net assets that are not subject to externally imposed stipulations. This net asset category principally consists of fees for service and related expenses associated with the core activities of the Association. Net assets without donor restrictions may be designated for specific purposes by action of the Board of Directors.
- **With donor restrictions** - Net assets subject to externally imposed stipulations that will be met either by actions of the Association or the passage of time. Included in this category are net assets to be maintained permanently by the Association, in which the donor has stipulated the corpus of the gift be held in perpetuity and that only the income be made available for program operations.

Adoption of New Accounting Standards: During 2020, the Association adopted Accounting Standards Update No. 2014-09, *Revenue from Contracts with Customers (Topic 606)*. This standard requires entities to measure and recognize the consideration received in exchange for goods and services by allocating the transaction price to identified performance obligations. Consideration is then recognized into revenue as these performance obligations are satisfied. In adopting the standard, the Association determined that membership revenue qualifies as contribution revenue. The Association has adopted the standard retrospectively.

Additionally, in June 2018, the Financial Accounting Standards Board (“FASB”) issued ASU No. 2018-08, *Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*. The new guidance applies to all entities that receive or make contributions. This ASU includes specific criteria to consider when determining whether a contract or agreement should be accounted for as a contribution or as an exchange transaction. ASU No. 2018-08 also provides a framework to determine whether a contribution is conditional or unconditional, which may impact the timing of revenue recognition. Under the new guidance, if a transaction is considered an exchange transaction, it is accounted for under the applicable revenue recognition standards. The Association adopted this standard retrospectively during 2020.

THE ALUMNI ASSOCIATION OF
THE UNIVERSITY OF MICHIGAN

Notes to Financial Statements--Continued

Note 1—Organization and Summary of Significant Accounting Policies—Continued

Adjustments to the June 30, 2019 financial statements are summarized in the table below:

	June 30, 2019 As Previously Reported	Adjustments	June 30, 2019 As Revised
Statement of Financial Position			
Liabilities and Net Assets			
Unearned annual membership income	\$ 1,322,895	\$ (1,322,895)	
Net assets without donor restrictions*	90,934,022	1,322,895	\$ 92,256,917
Total Net Assets	117,376,260	1,322,895	118,699,155
Statement of Activities			
Changes in Net Assets Without Donor Restrictions			
Operating Revenues and Gains			
Annual memberships	\$ 1,431,038	\$ (1,431,038)	
Alumni and student memberships		3,659,227	\$ 3,659,227
Total Operating Revenues and Gains	16,027,686	2,228,189	18,255,875
Other Changes in Net Assets Without Donor Restrictions			
Life memberships	2,396,074	(2,396,074)	
Total Other Changes, Net	2,144,348	(2,396,074)	(251,726)
Decrease in Net Assets Without Donor Restrictions	(3,062,588)	(167,885)	(3,230,473)
Increase in Net Assets	2,268,452	(167,885)	2,100,567
Net Assets, Beginning of Year	115,107,808	1,490,780	116,598,588
Statement of Cash Flows			
Cash Flows from Operating Activities			
Increase in net assets	\$ 2,268,452	\$ (167,885)	\$ 2,100,567
Unearned annual membership income	(167,885)	167,885	

*The Association's net assets without donor restrictions was additionally revised by reclassification of donor restricted funds as discussed later in this Note.

THE ALUMNI ASSOCIATION OF
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Notes to Financial Statements--Continued

Note 1--Organization and Summary of Significant Accounting Policies--Continued

Revision of Previously Issued Financial Statements: The 2019 financial statements have been revised to correct an error for the historical improper classification of unrealized gains and losses on its restricted endowment funds as part of the Increase (Decrease) in Net Assets Without Donor Restrictions. As a result, the impact of the correction of the error on the Statement of Financial Position was to reclassify net assets from net assets without donor restrictions to net assets with donor restrictions. There is no impact on 2019 total net assets. The impact of the correction of the error on the Statement of Activities reclassifies amounts previously reported as Net unrealized gain on investments on deposit with the University within Other Changes in Net Assets Without Donor Restrictions to Changes in Net Assets With Donor Restrictions.

Management has concluded that these errors were not material to the previously issued 2019 financial statements.

Revisions to the June 30, 2019 financial statements are summarized in the table below:

	June 30, 2019 As Previously Reported	Revisions	June 30, 2019 As Revised
Statement of Financial Position			
Net assets without donor restrictions*	\$ 98,207,811	\$ (7,273,790)	\$ 90,934,022
Net assets with donor restrictions	19,168,449	7,273,790	26,442,239
Statement of Activities			
Other Changes in Net Assets Without Donor Restrictions			
Net unrealized gain on investments on deposit with the University	\$ 1,738,753	\$ (362,998)	\$ 1,375,755
Decrease in Net Assets Without Donor Restrictions	(2,699,590)	(362,998)	(3,062,588)
Changes in Net Assets With Donor Restrictions			
Net unrealized gain on investments on deposit with the University	41,808	362,998	404,806
Total Other Changes			
Increase in Net Assets With Donor Restrictions	4,968,042	362,998	5,331,040

*The Association's 2019 Net assets without donor restrictions was also adjusted as a result of adoption of new accounting standards discussed previously in Note 1.

THE ALUMNI ASSOCIATION OF
THE UNIVERSITY OF MICHIGAN

Notes to Financial Statements--Continued

Note 1--Organization and Summary of Significant Accounting Policies--Continued

Summary of Significant Accounting Policies: The accompanying financial statements have been prepared on the accrual basis. The Association adheres to accounting principles generally accepted in the United States of America in reporting expenses by their functional classification.

For purposes of the statement of cash flows, the Association considers all highly liquid investments purchased with a maturity of three months or less to be cash equivalents.

Accounts receivable, both general receivables and membership receivables, are recorded net of an allowance for uncollectable accounts receivable. The allowance is maintained at a level to absorb losses inherent in the accounts receivables. Management determines the adequacy of the allowance by applying estimated loss ratios based on recent loss experience. However, actual loss ratios will vary from those projected amounts. The allowance related to accounts receivable was \$74,970 and \$40,337 at June 30, 2020 and 2019, respectively.

The Association receives pledges and bequests of financial support from corporations, foundations and individuals. Revenue is recognized when a pledge representing an unconditional promise to give is received and all eligibility requirements, including time requirements, have been met. In the absence of such a promise, revenue is recognized when the gift is received.

Unconditional promises to give that are expected to be collected in future years are recorded at the present value of the estimated future cash flows. The discounts on these amounts are computed using risk-free interest rates applicable to the years in which the promises are made, commensurate with expected future payments. An allowance for uncollectible pledges receivable is provided based on management's judgment of potential uncollectible amounts and includes such factors as prior collection history, type of gift and nature of fundraising. The fair value of pledges receivable approximates their financial statement carrying amount.

Inventories are stated at the lower of cost (first-in, first-out basis) or market. Capital assets are recorded at cost or, if donated, at appraised value at the date of donation. Depreciation is provided on a straight-line method over the estimated useful lives of the respective assets, which range from five to twenty-five years.

THE ALUMNI ASSOCIATION OF
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Notes to Financial Statements--Continued

Note 1--Organization and Summary of Significant Accounting Policies--Continued

Investments on deposit with the University represent deposits in the University Investment Pool ("UIP"), a short-term commingled pool managed by the University that can be readily liquidated to pay contractual liabilities, and investments in the University Endowment Fund ("UEF"), a commingled pool invested entirely in the Long Term Portfolio, a diversified, equity-oriented investment pool managed by the University. The University establishes the fair value of the UIP at \$1.00 per share and any participant in the pool may purchase or redeem shares at that price. The University determines the fair value of UEF shares at the end of each calendar quarter based on the fair value of the pool. Participants may purchase or redeem UEF shares at fair value at each valuation date, subject to minimum holding and notice requirements.

Deferred revenue consists primarily of cash received from contracts, sponsorships, alumni and other agreements which have not yet been earned under the terms of the arrangement.

Revenues are reported as increases in net assets without donor restrictions unless use of the resources are limited by donor conditions. Contributions and endowment income with donor restrictions that are met in the same year as received or earned are reported as revenues without donor restrictions. Contributions, endowment income, and unrealized investment activity with donor restrictions that are not met in the same year as received or earned are reported as donor restricted revenues and are reclassified to net assets without donor restrictions when an expense is incurred that satisfies the donor restrictions.

Alumni and student memberships, received in annual and life member portions, are recognized as contributions in the year promised or received. Memberships and UEF earnings are used to fund the ongoing costs associated with providing programming to all alumni.

Credit card royalties are recognized under a contract that expires in 2026 in which the Association allows the use of its image and logo in a credit card program. Under the terms of this contract, revenue is recognized based on the average guaranteed royalty amount of \$915,000 per year for each of the 10 years of the contract. Additional royalty amounts paid under the terms of the contract are recognized the year in which they are earned.

THE ALUMNI ASSOCIATION OF
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Notes to Financial Statements--Continued

Note 1--Organization and Summary of Significant Accounting Policies--Continued

Program and service fees from alumni and students are primarily contract revenues from the Association's family camp in Boyne City, Michigan. Deposits and up-front payments are recorded as deferred revenue upon receipt. Revenue is recognized upon completion of the Association's performance obligation as families complete their stay at camp.

Net investment income represents distributions from pooled investments. Unrealized investment gains and losses are reported separately as nonoperating activity. Unrealized gains or losses on investments with donor restrictions are reported as changes in net assets with donor restrictions.

Expenses are reported as decreases in net assets without donor restrictions. Expirations of externally imposed stipulations that simultaneously increase one class of net assets and decrease another are reported as net assets released from restrictions between the applicable classes of net assets.

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

The COVID-19 pandemic and related actions taken by federal and state governments in response may materially impact the Association's financial position and its results of operations, including those related to its family summer camp activities. While the Association continues to develop and execute plans to mitigate these risks, the extent of the impact to the Association will depend on future developments beyond its control, including the overall duration and spread of the outbreak, and cannot be fully determined at this time.

The Association has performed an evaluation of subsequent events through October 14, 2020, the date the financial statements were issued.

THE ALUMNI ASSOCIATION OF
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Notes to Financial Statements--Continued

Note 2--Investments

The Association's investments on deposit with the University at June 30, 2020 and 2019 are summarized as follows:

	2020	2019
University Investment Pool	\$ 5,863,026	\$ 3,975,512
University Endowment Fund	96,842,197	101,323,774
	<u>\$ 102,705,223</u>	<u>\$ 105,299,286</u>

The Association's investments are maintained in the University's centralized investment pools. Cash reserves and relatively short duration assets are invested in the UIP, while longer term assets held in the UEF are invested in the University's Long Term Portfolio. The UIP is principally invested in investment-grade money market securities, U.S. government and other fixed income securities and absolute return strategies. The longer investment horizon of the University's Long Term Portfolio allows for an equity-oriented strategy to achieve higher expected returns over time, and permits the use of less liquid alternative investments, providing for equity diversification beyond the stock markets.

The University's investment policies are governed and authorized by University Bylaws and the Board of Regents. The approved asset allocation policy for the Long Term Portfolio, in which the UEF invests, sets general targets for both equities and fixed income securities. Since diversification is a fundamental risk management strategy, the Long Term Portfolio is broadly diversified within these general categories. At June 30, 2020 and 2019, the Long Term Portfolio consisted of cash equivalents (2 percent and 1 percent), fixed income securities (8 percent and 4 percent), U.S. and non-U.S. equities (4 percent and 9 percent), commingled funds (19 percent and 25 percent) and nonmarketable alternative investments (67 percent and 61 percent).

Commingled (pooled) funds held in the Long Term Portfolio include Securities and Exchange Commission regulated mutual funds and externally managed funds, limited partnerships and corporate structures which are generally unrated and unregulated. Commingled funds have liquidity (redemption) provisions, which enable the University to make full or partial withdrawals with notice, subject to restrictions on the timing and amount. Commingled funds are primarily invested in non-U.S./global equities and absolute return strategies, but also include exposure to domestic fixed income and equity securities. Certain commingled funds may use derivatives, short positions and leverage as part of their investment strategy; however, these investments are structured to limit the University's risk exposure to the amount of invested capital.

THE ALUMNI ASSOCIATION OF
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Notes to Financial Statements--Continued

Note 2--Investments--Continued

Nonmarketable alternative investments held in the Long Term Portfolio consist of limited partnerships and similar vehicles involving an advance commitment of capital called by the general partner as needed and distributions of capital and return on invested capital as underlying strategies are concluded during the life of the partnership. These limited partnerships include venture capital, private equity, real estate, natural resources and absolute return strategies. There is not an active secondary market for these alternative investments, which are generally unrated and unregulated, and the liquidity of these investments is dependent on actions taken by the general partner.

The Long Term Portfolio holds investments denominated in foreign currencies and forward foreign exchange contracts used to manage the risk related to fluctuations in currency exchange rates between the time of purchase or sale and the actual settlement of foreign securities. Various investment managers acting for the University also use forward foreign exchange contracts in risk-based transactions to carry out their portfolio strategies. Foreign exchange risk is the risk that investments denominated in foreign currencies may lose value due to adverse fluctuations in the value of the U.S. dollar relative to foreign currencies. The Long Term Portfolio's non-U.S. dollar exposure amounted to 11 percent of the portfolio at both June 30, 2020 and 2019.

The University's investment strategy incorporates certain financial instruments that involve, to varying degrees, elements of market risk and credit risk in excess of amounts recorded in the financial statements. Market risk is the potential for changes in the value of financial instruments due to market changes, including interest and foreign exchange rate movements and fluctuations embodied in forwards, futures and commodity or security prices. Market risk is directly impacted by the volatility and liquidity of the markets in which the underlying assets are traded. Credit risk is the possibility that a loss may occur due to the failure of a counterparty to perform according to the terms of the contract. The University's risk of loss in the event of a counterparty default is typically limited to the amounts recognized in the statement of net position and is not represented by the contract or notional amounts of the instruments.

The Association receives quarterly distributions from the UEF based on the University's endowment spending rule. The annual distribution rate is 4.5 percent of the one-quarter lagged seven year moving average fair value of fund shares. To protect endowment principal in the event of a prolonged market downturn, distributions are limited to 5.3 percent of the current fair value of fund shares. Monthly distributions are also made from the UIP to the Association based on the 90-day U.S. Treasury Bill rate. The University's costs to administer and grow the UEF and UIP are funded by investment returns.

THE ALUMNI ASSOCIATION OF
THE UNIVERSITY OF MICHIGAN

Notes to Financial Statements--Continued

Note 2--Investments--Continued

Withdrawals may be made quarterly from the UEF, with notice given to the University one month prior to the end of preceding quarter, based upon University policy, generally after a five-year investment period. Withdrawals may be made from the UIP on a daily basis.

Accounting Standards Codification 820, *Fair Value Measurements and Disclosures* (“ASC 820”) establishes a hierarchy of valuation inputs based on the extent to which the inputs are observable in the marketplace. Observable inputs, which should be maximized under ASC 820, reflect market data obtained from sources independent of the reporting entity and unobservable inputs reflect the entity’s own assumptions about how market participants would value an asset or liability based on the best information available. The standard describes a fair value hierarchy based on three levels of inputs, of which the first two are considered observable and the last unobservable, that may be used to measure fair value. The three levels of inputs are as follows:

- Level 1 - Quoted prices in active markets for identical assets or liabilities.
- Level 2 - Inputs other than Level 1 that are observable, either directly or indirectly, such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the same term of the assets or liabilities.
- Level 3 - Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

A significant portion of the underlying investments of the University’s commingled pools include nonmarketable alternative investments and certain commingled funds described earlier in this note that are priced by managers using Level 3 inputs or net asset value, due to the lack of observable market data. The proprietary valuation techniques and unobservable pricing assumptions used by these managers to estimate fair value may have a significant impact on the resulting fair value determination of these investments. However, the Association uses Level 2 inputs to measure the fair value of its investments in the University’s commingled pools described in Note 1 and within this note, since shares may be purchased or sold subject to holding and notice requirements at the fair value determined by the University.

THE ALUMNI ASSOCIATION OF
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Notes to Financial Statements--Continued

Note 3—Endowment Funds

The Association's endowment consists of 203 individual funds established for a variety of purposes. The Association invests its endowment funds, including both donor-restricted endowment funds and funds designated by the Board of Directors to function as endowments, in the UEF. In general, the purpose of board-designated endowments is to fund scholarships or support the Association's programming. Net assets associated with endowment funds, including funds designated by the Board of Directors to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

The Association is currently following the version of the Uniform Prudent Management of Institutional Funds Act ("UPMIFA") enacted by the State of Michigan in 2009. The Association has interpreted the UPMIFA as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Association classifies the following as permanent endowments within donor-restricted net assets.

The original value of gifts donated to the permanent endowment, the original value of subsequent gifts to the permanent endowment, and accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund that is not classified as described above is classified as funds functioning as endowment until those amounts are appropriated for expenditure by the Association in a manner consistent with the standard of prudence prescribed by the UPMIFA.

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

- (1) The duration and preservation of the fund
- (2) The purposes of the Association and the donor-restricted endowment fund
- (3) General economic conditions
- (4) The possible effect of inflation and deflation
- (5) The expected total return from income and the appreciation of investments
- (6) Other resources of the Association
- (7) The investment policies of the Association

THE ALUMNI ASSOCIATION OF
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Notes to Financial Statements--Continued

Note 3—Endowment Funds--Continued

The composition of endowment net assets by type of fund at June 30, 2020 and 2019 is as follows:

	2020	2019
Donor-restricted funds:		
Endowment principal restricted for investment	\$ 18,422,957	\$ 11,110,232
Cumulative change in market value of principal	7,687,781	10,535,867
Total donor-restricted funds	26,110,738	21,646,099
Board-designated funds:		
Quasi-endowment	70,731,459	79,677,675
Total board-designated funds	70,731,459	79,677,675
Total endowment net assets	<u>\$ 96,842,197</u>	<u>\$ 101,323,774</u>

Change in endowment net assets for the years ended June 30, 2020 and 2019 is as follows:

	2020	2019
With donor restrictions:		
Investment returns, net	\$ (479,569)	\$ 1,179,876
Contributions	2,872,624	1,870,823
Amounts appropriated for expenditure	(1,007,445)	(775,070)
Endowment assets placed into donor restriction	3,079,029	1,627,481
Total change in endowment net assets with donor restriction	4,464,639	3,903,110
Without donor restrictions:		
Investment returns, net	(699,075)	4,768,579
Contributions	600,067	39,105
Amounts appropriated for expenditure	(5,768,179)	(10,556,825)
Endowment assets placed into donor restriction	(3,079,029)	(1,627,481)
Total change in endowment net assets without donor restriction	(8,946,216)	(7,376,622)
Total change in endowment net assets	<u>\$ (4,481,577)</u>	<u>\$ (3,473,512)</u>

THE ALUMNI ASSOCIATION OF
THE UNIVERSITY OF MICHIGAN

Notes to Financial Statements--Continued

Note 3--Endowment Funds--Continued

The Association has the ability to appropriate amounts for spending from underwater endowment funds, consistent with the University's policies governing the UEF, as is considered prudent under the UPMIFA. At June 30, 2020, funds with an original gift value of \$11,600,000 were "underwater" by \$357,000. There were no endowments underwater at June 30, 2019.

Note 4--Financial Assets and Liquidity

Contractual and donor-imposed restrictions or board-imposed limitations require funds to be used in a future period or for a specific purpose, and therefore, the Association must maintain sufficient resources to meet these responsibilities. The Board of Directors may withdraw from quasi-endowment balances in the event of financial distress or an immediate liquidity need.

The Association's financial assets, reduced by amounts not available for general expenditures due to contractual or donor-imposed restrictions, at June 30 are as follows:

	2020	2019
Total assets	\$ 124,672,686	\$ 128,296,757
Less non-financial assets:		
Inventories and prepaid expenses	4,705,515	8,650,928
Capital assets, net	12,372,813	9,191,531
Total financial assets	107,594,358	110,454,298
Less assets unavailable for general expenditures within one year, due to contractual or donor-imposed restrictions:		
Subject to appropriation and holding period requirements	28,195	26,445
Long-term portion of Pledge Receivable	2,460,286	3,227,808
Restricted by donor with time or purpose restrictions	30,892,948	26,442,239
Financial assets available to meet cash needs for general expenditures within one year	\$ 74,212,929	\$ 80,757,806

There is a quasi-endowment fund established by the Board of Directors that may be drawn upon in the event of financial distress or an immediate liquidity need resulting from events outside the typical life cycle of converting financial assets to cash or settling financial liabilities.

The Association has adjusted the 2019 disclosure by \$3,227,808 to reflect the portion of long-term pledge receivable at June 30, 2019. These funds are not immediately available to meet cash needs for general expenditures within one year. The 2019 balance of funds restricted by donor with time or purpose restrictions has also been revised as previously discussed in Note 1.

THE ALUMNI ASSOCIATION OF
THE UNIVERSITY OF MICHIGAN

Notes to Financial Statements--Continued

Note 5--Transactions with the University of Michigan

Although the Alumni Center was funded with private contributions and constructed for the Association's use, it was built on University land and therefore, is not included in these financial statements as an asset of the Association. The Alumni Center is owned and maintained by the Board of Regents of the University, which pays the operating costs of the center. The estimated fair value of the space used by the Association and related utilities and maintenance of \$758,000 and \$819,000 for the years ended June 30, 2020 and 2019, respectively, is recorded as both gifts-in-kind revenue and as administrative and internal services expense in the accompanying financial statements. Funds internally designated by management for future capital renovations and equipment of the Alumni Center totaled \$4,845,000 and \$3,569,000 as of June 30, 2020 and 2019, respectively, and are included in net assets without donor restrictions.

Staff members of the Association are treated as employees of the University. The Association reimburses the University for payroll, benefits, payroll taxes and payroll processing costs which totaled \$9,622,000 and \$9,858,000 for the years ended June 30, 2020 and 2019, respectively. In addition, the Association purchased supplies, data processing, telephone and other business services from the University, amounting to \$360,000 and \$380,000 for the years ended June 30, 2020 and 2019, respectively.

The Association entered into a five-year affiliation agreement with the University in December 2015. This agreement acknowledges the strong collaborative relationship between the two entities and sets forth a framework by which this relationship will function. As part of the agreement, the University provided monetary support to the Association in the amount of \$750,000 for each of the years ended June 30, 2020 and 2019.

On June 1, 2020, the Association entered into an affiliation advance agreement with the University. Under the terms of the agreement, the University has promised to loan the Association an amount not to exceed \$7,000,000, maturing in installments through 2027. The loan bears interest at 4 percent and establishes the Association's endowment fund held in the UEF as collateral. The collateral must maintain a loan-to-value ratio of no greater than 50 percent, meaning that the outstanding principal due, together with all of the unpaid interest, shall not exceed 50 percent of the fair market value of the collateral. The outstanding balance of the loan is \$4,000,000 at June 30, 2020.

THE ALUMNI ASSOCIATION OF
THE UNIVERSITY OF MICHIGAN

Notes to Financial Statements--Continued

Note 5--Transactions with the University of Michigan--Continued

Payments for the University affiliation loan outstanding at June 30, 2020 are expected to be paid in the following years ended June 30:

2021	\$ 318,089
2022	562,835
2023	585,765
2024	609,630
2025	634,468
2026 and after	1,289,213
	\$ 4,000,000

Note 6--Pledges Receivable

The composition of pledges receivable at June 30, 2020 and 2019 is summarized as follows:

	2020	2019
Pledges outstanding	\$ 4,224,460	\$ 5,033,617
Less:		
Allowance for uncollectible pledges	195,754	612,922
Unamortized discount to present value	69,649	248,265
Total pledges receivable, net	\$ 3,959,057	\$ 4,172,430

Payments on pledges receivable at June 30, 2020 are expected to be received in the following years ended June 30:

2021	\$ 1,764,174
2022	953,286
2023	949,000
2024	421,000
2025	87,000
2026 and after	50,000
	\$ 4,224,460

At June 30, 2020, the Association has received pledges that do not fully meet the criteria for recognition in the statement of financial position of \$158,000 which are expected to be collected through fiscal year 2024.

THE ALUMNI ASSOCIATION OF
THE UNIVERSITY OF MICHIGAN

Notes to Financial Statements--Continued

Note 7--Capital Assets

Capital assets at June 30, 2020 and 2019 are summarized as follows:

	2020	2019
Land and improvements	\$ 499,752	\$ 499,752
Buildings and improvements	15,056,693	14,946,400
Equipment and fixtures	6,109,545	6,045,874
Construction in progress	4,479,318	702,168
	<hr/> 26,145,308	<hr/> 22,194,194
Less accumulated depreciation	13,772,495	13,002,663
	<hr/> <hr/> \$ 12,372,813	<hr/> <hr/> \$ 9,191,531

Note 8--Retirement Plan

The Association participates in the University's retirement plan, a defined contribution retirement plan through TIAA and Fidelity Management Trust Company ("FMTC") mutual funds. All staff are eligible to participate in the plan based upon age and service requirements. Participants maintain individual contracts with TIAA, or accounts with FMTC, and are fully vested.

Eligible employees generally contribute 5 percent of their pay and the Association generally contributes an amount equal to 10 percent of employees' pay to the plan after one year of employment with the University. Participants may elect to contribute additional amounts to the plan within specified limits that are not matched by Association contributions. Contributions made to the plan by the Association amounted to \$596,000 and \$567,000 for the years ended June 30, 2020 and 2019, respectively.

THE ALUMNI ASSOCIATION OF
THE UNIVERSITY OF MICHIGAN

Notes to Financial Statements--Continued

Note 9--Alumni Diversity Scholarship Fund

In 2007, the Board of Directors created the LEAD scholarship to support the continued recruitment of a diverse student body. LEAD undergraduate awardees receive up to \$10,000 per year toward in-state tuition, or up to \$15,000 per year toward out-of-state tuition, renewable for a total of four years and LEAD graduate awardees receive up to \$25,000 per year renewable for a total of three years. Scholarship awards are recorded based on the present value of the payment stream using a risk-free interest rate. As a result of these scholarships, the Association recorded a liability of \$3,931,845 and \$3,996,601 at June 30, 2020 and 2019, respectively.

Payments for scholarships outstanding at June 30, 2020 are expected to be paid in the following years ended June 30:

2021	\$ 1,644,600
2022	\$ 1,262,100
2023	\$ 784,600
2024	\$ 363,050
2025	\$ 10,000

Note 10--Net Assets With Donor Restrictions

Net assets with donor restrictions at June 30, 2020 and 2019 are summarized as follows:

	2020	2019
General operations and scholarships	\$ 26,469,664	\$ 22,243,737
Michigan	1,053,644	800,095
Association affiliates	3,369,640	3,398,407
	<u>\$ 30,892,948</u>	<u>\$ 26,442,239</u>

THE ALUMNI ASSOCIATION OF
THE UNIVERSITY OF MICHIGAN

Notes to Financial Statements--Continued

Note 11--Functional Classification of Expenses

Direct identifiable expenses are charged to one of three functions: Program services, administrative and general, or fundraising. Expenses related to more than one function are allocated to programs and supporting services and include depreciation and facilities, which are allocated on the basis of square footage, and salaries and benefits, which are allocated on the basis of estimated time and effort. Supporting services expenses include those expenses that are not directly identifiable with any other specific function, but provide for the overall support and direction of the Association. Functional expenses, organized by their respective natural classification, for the years ended June 30, 2020 and 2019 are as follows:

	2020			
	Program Services	Administrative and General	Fundraising	Total
Advertising and promotions	\$ 460,363	\$ 43,051	\$ 1,198,891	\$ 1,702,305
Depreciation	585,578	275,863	-	861,441
Facilities	716,160	473,963	184,500	1,374,623
Food and beverages	428,546	14,594	-	443,140
Information technology	624,506	180,774	13,770	819,050
Insurance	173,227	94,364	-	267,591
Interest Expense	-	6,667	-	6,667
Maintenance and repairs	87,381	852	-	88,233
Office	305,422	266,452	51,252	623,126
Postage	5,795	5,018	233,593	244,406
Professional development	32,368	61,681	17,563	111,612
Professional fees	-	99,171	18,477	117,648
Program events and supplies	473,547	24,711	5,829	504,087
Salaries and benefits	3,634,092	2,918,757	2,486,628	9,039,477
Scholarship awards	1,607,563	-	7,615	1,615,178
Temporary payroll	503,911	5,282	15,754	524,947
Travel and hosting	236,216	115,772	144,165	496,153
	<u>\$ 9,874,675</u>	<u>\$ 4,586,972</u>	<u>\$ 4,378,037</u>	<u>\$ 18,839,684</u>

THE ALUMNI ASSOCIATION OF
THE UNIVERSITY OF MICHIGAN

Notes to Financial Statements--Continued

Note 11--Functional Classification of Expenses--Continued

		2019			
		Program Services	Administrative and General	Fundraising	Total
Advertising and promotions	\$	448,046	\$ 15,255	\$ 1,974,433	\$ 2,437,734
Depreciation		686,192	178,790	107,536	972,518
Facilities		748,228	586,168	215,377	1,549,773
Food and beverages		640,904	21,231	-	662,135
Information technology		327,218	407,302	17,087	751,607
Insurance		99,684	89,635	-	189,319
Maintenance and repairs		214,754	11,584	2,381	228,719
Office		872,002	213,474	296	1,085,772
Postage		4,596	8,418	370,517	383,531
Professional development		17,048	38,802	4,814	60,664
Professional fees		3,522	60,462	70,553	134,537
Program events and supplies		535,221	6,529	35,899	577,649
Salaries and benefits		4,268,624	2,739,134	2,577,709	9,585,467
Scholarship awards		1,637,077	-	8,930	1,646,007
Temporary payroll		241,482	20,665	10,643	272,790
Travel and hosting		306,718	197,003	192,679	696,400
		<u>\$ 11,051,316</u>	<u>\$ 4,594,452</u>	<u>\$ 5,588,854</u>	<u>\$ 21,234,622</u>