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Part IIISTatement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III

1

Briefly describe the organization’s mission

To provide a superior, student-centered learning experience integrating liberal arts and professional education and preparing individuals for lasting achievement and responsible leadership in their careers and communities

2

Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?

Yes

☒

No

If "Yes," describe these new services on Schedule O

3

Did the organization cease conducting, or make significant changes in how it conducts, any program services?

Yes

☒

No

If "Yes," describe these changes on Schedule O














4

Describe the organization’s program service accomplishments for each of its three largest program services, as measured by expenses Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

|    |  |
|----|--|
| 4a | (Code ) (Expenses \$ 206,190,536 including grants of \$ ) (Revenue \$ 332,288,709 )  |
|    | INSTRUCTION, DEPARTMENTAL AND ACADEMIC SUPPORT INCLUDES THE SALARIES, BENEFITS, SUPPLIES AND DEPARTMENTAL SUPPORT NECESSARY TO DELIVER HIGHER EDUCATION SERVICES FOR THE UNIVERSITY'S APPROXIMATELY 6,300 UNDERGRADUATE, GRADUATE AND PROFESSIONAL STUDENTS ACROSS THREE NORTHERN CALIFORNIA CAMPUSES THE UNIVERSITY'S MAIN CAMPUS IN STOCKTON COMBINES MANY OF THE ADVANTAGES OF A LARGER UNIVERSITY WITH THOSE OF A SMALL LIBERAL ARTS COLLEGE, OFFERING A BROAD ARRAY OF UNDERGRADUATE, GRADUATE AND PROFESSIONAL DEGREE PROGRAMS THROUGH SEVEN SCHOOLS, INCLUDING THE COLLEGE OF THE PACIFIC, THE SCHOOL OF INTERNATIONAL STUDIES, THE SCHOOL OF ENGINEERING AND COMPUTER SCIENCE, THE CONSERVATORY OF MUSIC, THE EBERHARDT SCHOOL OF BUSINESS, THE GLADYS L BENERD SCHOOL OF EDUCATION, AND THE THOMAS J LONG SCHOOL OF PHARMACY AND HEALTH SCIENCES THE SAN FRANCISCO CAMPUS IS HOME TO THE ARTHUR A DUGONI SCHOOL OF DENTISTRY, ONE OF THE LEADING DENTAL SCHOOLS IN THE NATION AND SEVERAL OTHER NEW ACADEMIC PROGRAMS INCLUDING DATA ANALYTICS, AUDIOLOGY, AND MUSIC THERAPY THE SACRAMENTO CAMPUS IS HOME TO THE MCGEORGE SCHOOL OF LAW AND HAS ALSO EXPANDED TO INCLUDE SEVERAL SPECIALIZED LEGAL DEGREE PROGRAMS, GRADUATE PROGRAMS IN BUSINESS AND WILL SOON INCLUDE PHYSICIAN'S ASSISTANT AND DATA ANALYTICS OFFERINGS |
| 4b | (Code ) (Expenses \$ 93,325,157 including grants of \$ 67,027,781 ) (Revenue \$ )  |
|    | STUDENT SERVICES, SCHOLARSHIPS AND FINANCIAL AID INCLUDES EXPENDITURES FOR ALL FORMS OF STUDENT AID AND EXPENDITURES FOR THE EDUCATION AND SUPPORT OF THE UNIVERSITY'S APPROXIMATELY 6,300 STUDENTS THE UNIVERSITY'S FINANCIAL AID PROGRAM DEMONSTRATES AN ONGOING COMMITMENT TO PUT A QUALITY EDUCATION WITHIN REACH, PROVIDING A WIDE RANGE OF SCHOLARSHIPS AND GRANTS, INCLUDING MATCHING CAL GRANTS FOR STUDENTS WHO QUALIFY THE UNIVERSITY'S FOUR-YEAR GUARANTEE PROVIDES STUDENTS ASSURANCE THEY WILL BE ABLE TO GET THE CLASSES THEY NEED TO GRADUATE ON TIME   |
| 4c | (Code ) (Expenses \$ 31,871,623 including grants of \$ ) (Revenue \$ )   |
|    | AUXILIARY ACTIVITIES INCLUDES SERVICES THAT SUPPORT EDUCATIONAL ACTIVITIES AND ATHLETICS ACTIVITIES, INCLUDING CAMPUS BOOKSTORES, FITNESS CENTER, DINING SERVICES, RESIDENTIAL LIFE AND HOUSING  |
|    | See Additional Data  |
| 4d | Other program services (Describe in Schedule O )   |
|    | (Expenses \$ 13,103,511 including grants of \$ ) (Revenue \$ )   |
| 4e | Total program service expenses ▶ 344,490,827   |

Part IV

Checklist of Required Schedules

|   | Yes | No |
|---|-----|----|
| <b>1</b> Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>    | Yes |    |
| <b>2</b> Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (see instructions)?    | Yes |    |
| <b>3</b> Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>  |     | No |
| <b>4</b> <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>    | Yes |    |
| <b>5</b> Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i>   |     | No |
| <b>6</b> Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>  |     | No |
| <b>7</b> Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>  |     | No |
| <b>8</b> Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>    | Yes |    |
| <b>9</b> Did the organization report an amount in Part X, line 21 for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>   |     | No |
| <b>10</b> Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>    | Yes |    |
| <b>11</b> If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable  |     |    |
| <b>a</b> Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>    | Yes |    |
| <b>b</b> Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>    | Yes |    |
| <b>c</b> Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>   |     | No |
| <b>d</b> Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>  |     | No |
| <b>e</b> Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>    | Yes |    |
| <b>f</b> Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>   | Yes |    |
| <b>12a</b> Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>   | Yes |    |
| <b>b</b> Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>   |     | No |
| <b>13</b> Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>   | Yes |    |
| <b>14a</b> Did the organization maintain an office, employees, or agents outside of the United States?  | Yes |    |
| <b>b</b> Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>  | Yes |    |
| <b>15</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>   |     | No |
| <b>16</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>   |     | No |
| <b>17</b> Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i> (see instructions)   | Yes |    |
| <b>18</b> Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>    | Yes |    |
| <b>19</b> Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>   |     | No |
| <b>20a</b> Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>   |     | No |
| <b>b</b> If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?   |     |    |

Part IV

Checklist of Required Schedules (continued)

|     |  |     |     |    |
|-----|--|-----|-----|----|
| 21  | Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> . . . . .   | 21  |     | No |
| 22  | Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> . . . . .   | 22  | Yes |    |
| 23  | Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> . . . . .  | 23  | Yes |    |
| 24a | Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i> . . . . .                            | 24a | Yes |    |
| b   | Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . .  | 24b |     | No |
| c   | Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . . .   | 24c |     | No |
| d   | Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . .  | 24d |     | No |
| 25a | <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> . . . . .   | 25a |     | No |
| b   | Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> . . . . .                                       | 25b |     | No |
| 26  | Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i> . . . . .                                 | 26  | Yes |    |
| 27  | Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> . . . . . | 27  | Yes |    |
| 28  | Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)   |     |     |    |
| a   | A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .   | 28a | Yes |    |
| b   | A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .  | 28b | Yes |    |
| c   | An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .  | 28c | Yes |    |
| 29  | Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> . . . . .  | 29  | Yes |    |
| 30  | Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> . . . . .  | 30  | Yes |    |
| 31  | Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> . . . . .  | 31  |     | No |
| 32  | Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> . . . . .  | 32  |     | No |
| 33  | Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> . . . . .  | 33  |     | No |
| 34  | Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i> . . . . .  | 34  |     | No |
| 35a | Did the organization have a controlled entity within the meaning of section 512(b)(13)?  | 35a |     | No |
| b   | If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .   | 35b |     |    |
| 36  | <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .   | 36  |     | No |
| 37  | Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>   | 37  |     | No |
| 38  | Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O . . . . .  | 38  | Yes |    |

Part V

Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

|     |  | Yes | No    |
|-----|--|-----|-------|
| 1a  | Enter the number reported in Box 3 of Form 1096 Enter -0- if not applicable  | 844 |       |
| b   | Enter the number of Forms W-2G included in line 1a Enter -0- if not applicable   | 6   |       |
| c   | Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?   | 1c  | Yes   |
| 2a  | Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return  | 2a  | 5,244 |
| b   | If at least one is reported on line 2a, did the organization file all required federal employment tax returns?<br><b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)         | 2b  | Yes   |
| 3a  | Did the organization have unrelated business gross income of \$1,000 or more during the year?  | 3a  | Yes   |
| b   | If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation in Schedule O</i>   | 3b  | Yes   |
| 4a  | At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? | 4a  | Yes   |
| b   | If "Yes," enter the name of the foreign country <u>  AU  </u><br>See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR)  |     |       |
| 5a  | Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?  | 5a  | No    |
| b   | Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?   | 5b  | No    |
| c   | If "Yes," to line 5a or 5b, did the organization file Form 8886-T?   | 5c  |       |
| 6a  | Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?                                    | 6a  | No    |
| b   | If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?  | 6b  |       |
| 7   | <b>Organizations that may receive deductible contributions under section 170(c).</b>   |     |       |
| a   | Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?  | 7a  | Yes   |
| b   | If "Yes," did the organization notify the donor of the value of the goods or services provided?  | 7b  | Yes   |
| c   | Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?   | 7c  | No    |
| d   | If "Yes," indicate the number of Forms 8282 filed during the year  | 7d  |       |
| e   | Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?  | 7e  | No    |
| f   | Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?   | 7f  | No    |
| g   | If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?   | 7g  |       |
| h   | If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?   | 7h  |       |
| 8   | <b>Sponsoring organizations maintaining donor advised funds.</b><br>Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?  | 8   |       |
| 9a  | Did the sponsoring organization make any taxable distributions under section 4966?   | 9a  |       |
| b   | Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?  | 9b  |       |
| 10  | <b>Section 501(c)(7) organizations.</b> Enter  |     |       |
| a   | Initiation fees and capital contributions included on Part VIII, line 12   | 10a |       |
| b   | Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities  | 10b |       |
| 11  | <b>Section 501(c)(12) organizations.</b> Enter   |     |       |
| a   | Gross income from members or shareholders  | 11a |       |
| b   | Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)  | 11b |       |
| 12a | <b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?  | 12a |       |
| b   | If "Yes," enter the amount of tax-exempt interest received or accrued during the year  | 12b |       |
| 13  | <b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>  |     |       |
| a   | Is the organization licensed to issue qualified health plans in more than one state?<br><b>Note.</b> See the instructions for additional information the organization must report on Schedule O  | 13a |       |
| b   | Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans  | 13b |       |
| c   | Enter the amount of reserves on hand   | 13c |       |
| 14a | Did the organization receive any payments for indoor tanning services during the tax year?   | 14a | No    |
| b   | If "Yes," has it filed a Form 720 to report these payments? <i>If "No," provide an explanation in Schedule O</i>   | 14b |       |

Part VI

Governance, Management, and Disclosure

For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

Section A. Governing Body and Management

|  |   |     |     |
|--|---|-----|-----|
|  |   | Yes | No  |
| 1a   | Enter the number of voting members of the governing body at the end of the tax year   | 28  |     |
| If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O |   |     |     |
| 1b   | Enter the number of voting members included in line 1a, above, who are independent  | 25  |     |
| 2  | Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?   | 2   | Yes |
| 3  | Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? | 3   | No  |
| 4  | Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?  | 4   | No  |
| 5  | Did the organization become aware during the year of a significant diversion of the organization's assets?  | 5   | No  |
| 6  | Did the organization have members or stockholders?  | 6   | No  |
| 7a   | Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?  | 7a  | No  |
| 7b   | Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?   | 7b  | No  |
| 8  | Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following  |     |     |
| 8a   | The governing body?   | 8a  | Yes |
| 8b   | Each committee with authority to act on behalf of the governing body?   | 8b  | Yes |
| 9  | Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O        | 9   | No  |

Section B. Policies

(This Section B requests information about policies not required by the Internal Revenue Code.)

|  |  |     |     |
|--|--|-----|-----|
|  |  | Yes | No  |
| 10a  | Did the organization have local chapters, branches, or affiliates?   | 10a | No  |
| 10b  | If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?   | 10b |     |
| 11a  | Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?  | 11a | Yes |
| 11b  | Describe in Schedule O the process, if any, used by the organization to review this Form 990   |     |     |
| 12a  | Did the organization have a written conflict of interest policy? If "No," go to line 13  | 12a | Yes |
| 12b  | Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?  | 12b | Yes |
| 12c  | Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done   | 12c | Yes |
| 13   | Did the organization have a written whistleblower policy?  | 13  | Yes |
| 14   | Did the organization have a written document retention and destruction policy?   | 14  | Yes |
| 15   | Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?   |     |     |
| 15a  | The organization's CEO, Executive Director, or top management official   | 15a | Yes |
| 15b  | Other officers or key employees of the organization  | 15b | Yes |
| If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions) |  |     |     |
| 16a  | Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?  | 16a | No  |
| 16b  | If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? | 16b |     |

Section C. Disclosure

|    |   |                  |
|----|---|------------------|
| 17 | List the States with which a copy of this Form 990 is required to be filed  | CA               |
| 18 | Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.<br><input checked="" type="checkbox"/> Own website <input type="checkbox"/> Another's website <input checked="" type="checkbox"/> Upon request <input type="checkbox"/> Other (explain in Schedule O) |                  |
| 19 | Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year  |                  |
| 20 | State the name, address, and telephone number of the person who possesses the organization's books and records  | Kenneth M Mullen |

3601 Pacific Avenue  
Stockton, CA 95211 (209) 946-7372

Part VII

Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

**1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee

| (A)<br>Name and Title | (B)<br>Average hours per week (list any hours for related organizations below dotted line) | (C)<br>Position (do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|-----------------------|--|---|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
|                       |  | Individual trustee or director  | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former |  |   |   |
|                       |  |   |                       |         |              |                              |        |  |   |   |



Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

| (A)<br>Name and Title | (B)<br>Average hours per week (list any hours for related organizations below dotted line) | (C)<br>Position (do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|-----------------------|--|---|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
|                       |  | Individual trustee or director  | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former |  |   |   |
|                       |  |   |                       |         |              |                              |        |  |   |   |

|    |   |           |   |           |
|----|---|-----------|---|-----------|
| 1b | Sub-Total   |           |   |           |
| c  | Total from continuation sheets to Part VII, Section A |           |   |           |
| d  | Total (add lines 1b and 1c)                           | 7,496,584 | 0 | 1,085,116 |

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization 317

|   | Yes   | No |
|---|-------|----|
| 3 Did the organization list any <b>former</b> officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>  | 3 Yes |    |
| 4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i> | 4 Yes |    |
| 5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>                       | 5 Yes |    |

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization Report compensation for the calendar year ending with or within the organization's tax year

| (A)<br>Name and business address   | (B)<br>Description of services | (C)<br>Compensation |
|--|--------------------------------|---------------------|
| PLANT CONSTRUCTION LP<br>300 NEWHALL ST<br>SAN FRANCISCO, CA 941241498                             | CONSTRUCTION                   | 20,453,574          |
| BRI INVESTORS CO CBRE INC<br>1776 W MARCH LN SUITE 170<br>STOCKTON, CA 952076421                   | PROPERTY MANAGEMENT            | 574,000             |
| ELLUCIAN COMPANY LP<br>4 COUNTRY VIEW RD<br>MALVERN, PA 193551408                                  | TECHNOLOGY                     | 573,640             |
| DOWNEY BRAND ATTORNEYS LLP<br>621 CAPITOL MALL 18TH FL<br>SACRAMENTO, CA 958144731                 | LEGAL                          | 440,230             |
| DELFINO MADDEN O'MALLEY COYLE & KOEWLER<br>500 CAPITOL MALL SUITE 1550<br>SACRAMENTO, CA 958144740 | LEGAL                          | 349,240             |

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization 31

Part VIII

Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

|   |     |   | (A)<br>Total revenue    | (B)<br>Related or<br>exempt<br>function<br>revenue | (C)<br>Unrelated<br>business<br>revenue | (D)<br>Revenue<br>excluded from<br>tax under<br>sections<br>512-514 |
|---|-----|---|-------------------------|--|---|---|
| Contributions, Gifts, Grants<br>and Other Similar Amounts | 1a  | Federated campaigns . . . . . 1a  |                         |  |   |   |
|   | b   | Membership dues . . . . . 1b  |                         |  |   |   |
|   | c   | Fundraising events . . . . . 1c   | 163,806                 |  |   |   |
|   | d   | Related organizations . . . . . 1d  |                         |  |   |   |
|   | e   | Government grants (contributions) 1e  | 11,549,339              |  |   |   |
|   | f   | All other contributions, gifts, grants, and<br>similar amounts not included above 1f  | 31,834,709              |  |   |   |
|   | g   | Noncash contributions included in lines<br>1a-1f \$   | 6,657,587               |  |   |   |
|   | h   | Total. Add lines 1a-1f . . . . .  | 43,547,854              |  |   |   |
| Program Service Revenue                                   | 2a  | Tuition   | Business Code<br>900099 | 288,954,602  | 288,954,602                             |   |
|   | b   | Dental Clinic   | 900099                  | 12,975,171   | 12,975,171                              |   |
|   | c   | Auxiliary   | 541800                  | 24,481,671   | 24,481,671                              |   |
|   | d   |   |                         |  |   |   |
|   | e   |   |                         |  |   |   |
|   | f   | All other program service revenue   |                         | 0  | 0                                       | 0   |
|   | g   | Total. Add lines 2a-2f . . . . .  | 326,411,444             |  |   |   |
| Other Revenue   | 3   | Investment income (including dividends, interest,<br>and other similar amounts) . . . . .   | 11,391,908              |  |   | 11,391,908  |
|   | 4   | Income from investment of tax-exempt bond proceeds . . . . .  |                         |  |   |   |
|   | 5   | Royalties . . . . .   |                         |  |   |   |
|   | 6a  | Gross rents   | (i) Real<br>3,823,469   | (ii) Personal                                      |   |   |
|   | b   | Less rental<br>expenses   | 74,293                  |  |   |   |
|   | c   | Rental income<br>or (loss)  | 3,749,176               | 0  |   |   |
|   | d   | Net rental income or (loss) . . . . .   | 3,749,176               |  | 34,755                                  | 3,714,421   |
|   | 7a  | Gross amount<br>from sales of<br>assets other<br>than inventory   | (i) Securities          | (ii) Other<br>565,565,102                          |   |   |
|   | b   | Less cost or<br>other basis and<br>sales expenses   |                         | 539,147,405  |   |   |
|   | c   | Gain or (loss)  | 0                       | 26,417,697   |   |   |
|   | d   | Net gain or (loss) . . . . .  | 26,417,697              |  |   | 26,417,697  |
|   | 8a  | Gross income from fundraising<br>events (not including<br>\$ 163,806<br>of contributions reported on line 1c)<br>See Part IV, line 18 . . . . . | a<br>328,424            |  |   |   |
|   | b   | Less direct expenses . . . . . b  | 386,282                 |  |   |   |
|   | c   | Net income or (loss) from fundraising events . . . . .  | -57,858                 |  |   | -57,858   |
|   | 9a  | Gross income from gaming activities<br>See Part IV, line 19 . . . . .   | a                       |  |   |   |
|   | b   | Less direct expenses . . . . . b  |                         |  |   |   |
|   | c   | Net income or (loss) from gaming activities . . . . .   |                         |  |   |   |
|   | 10a | Gross sales of inventory, less<br>returns and allowances . . . . .  | a<br>3,100,253          |  |   |   |
|   | b   | Less cost of goods sold . . . . . b   | 1,842,740               |  |   |   |
|   | c   | Net income or (loss) from sales of inventory . . . . .  | 1,257,513               | 1,170,084  | 87,429                                  |   |
|   |     | Miscellaneous Revenue   | Business Code           |  |   |   |
|   | 11a | Advertising & Facility Rental   | 900099                  | 795,026  | 795,026                                 |   |
|   | b   | Parking   | 812930                  | 518,269  | 518,269                                 |   |
|   | c   | Other   | 900099                  | 4,188,912  | 4,188,912                               |   |
|   | d   | All other revenue . . . . .   |                         | 0  | 0                                       | 0   |
|   | e   | Total. Add lines 11a-11d . . . . .  | 5,502,207               |  |   |   |
|   | 12  | Total revenue. See Instructions . . . . .   | 418,219,941             | 332,288,709  | 917,210                                 | 41,466,168  |

Part IX

Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns All other organizations must complete column (A)

Check if Schedule O contains a response or note to any line in this Part IX

| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII. |   | (A)<br>Total expenses | (B)<br>Program service expenses | (C)<br>Management and general expenses | (D)<br>Fundraising expenses |
|--|---|-----------------------|---------------------------------|--|-----------------------------|
| 1  | Grants and other assistance to domestic organizations and domestic governments See Part IV, line 21 . . . . .   |                       |                                 |  |                             |
| 2  | Grants and other assistance to domestic individuals See Part IV, line 22 . . . . .  | 67,027,781            | 67,027,781                      |  |                             |
| 3  | Grants and other assistance to foreign organizations, foreign governments, and foreign individuals See Part IV, lines 15 and 16 . . . . .   |                       |                                 |  |                             |
| 4  | Benefits paid to or for members . . . . .   |                       |                                 |  |                             |
| 5  | Compensation of current officers, directors, trustees, and key employees . . . . .  | 8,581,700             | 5,633,272                       | 1,892,715                              | 1,055,713                   |
| 6  | Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .   | 317,239               | 257,958                         | 59,281                                 |                             |
| 7  | Other salaries and wages . . . . .  | 135,791,838           | 124,516,095                     | 6,138,493                              | 5,137,250                   |
| 8  | Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) . . . . .  | 11,854,656            | 10,876,892                      | 542,377                                | 435,387                     |
| 9  | Other employee benefits . . . . .   | 23,978,205            | 21,256,423                      | 1,509,045                              | 1,212,737                   |
| 10   | Payroll taxes . . . . .   | 10,968,320            | 9,899,750                       | 582,083                                | 486,487                     |
| 11   | Fees for services (non-employees)   |                       |                                 |  |                             |
| a  | Management . . . . .  |                       |                                 |  |                             |
| b  | Legal . . . . .   | 1,163,829             |                                 | 1,163,829                              |                             |
| c  | Accounting . . . . .  | 313,284               |                                 | 313,284                                |                             |
| d  | Lobbying . . . . .  | 50,608                |                                 | 50,608                                 |                             |
| e  | Professional fundraising services See Part IV, line 17  | 55,346                |                                 |  | 55,346                      |
| f  | Investment management fees . . . . .  | 2,095,007             | 0                               | 2,095,007                              |                             |
| g  | Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O) . . . . .  | 17,290,350            | 16,051,100                      | 519,947                                | 719,303                     |
| 12   | Advertising and promotion . . . . .   | 1,991,893             | 1,780,403                       | 19,319                                 | 192,171                     |
| 13   | Office expenses . . . . .   | 28,829,326            | 27,177,799                      | 469,412                                | 1,182,115                   |
| 14   | Information technology . . . . .  | 7,080,510             | 6,309,147                       | 448,602                                | 322,761                     |
| 15   | Royalties . . . . .   |                       |                                 |  |                             |
| 16   | Occupancy . . . . .   | 7,795,986             | 6,940,140                       | 392,524                                | 463,322                     |
| 17   | Travel . . . . .  | 4,685,480             | 4,022,261                       | 287,146                                | 376,073                     |
| 18   | Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .  |                       |                                 |  |                             |
| 19   | Conferences, conventions, and meetings . . . . .  |                       |                                 |  |                             |
| 20   | Interest . . . . .  | 7,334,629             | 6,532,321                       | 802,308                                |                             |
| 21   | Payments to affiliates . . . . .  |                       |                                 |  |                             |
| 22   | Depreciation, depletion, and amortization . . . . .   | 20,821,469            | 18,543,885                      | 2,277,584                              |                             |
| 23   | Insurance . . . . .   | 1,401,929             | 1,276,305                       | 56,055                                 | 69,569                      |
| 24   | Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24e If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O )                                       |                       |                                 |  |                             |
| a  | Hospitality Student Room/Board  | 5,680,792             | 5,680,792                       |  |                             |
| b  | Catering & Other Hospitality  | 4,440,038             | 4,027,896                       | 134,849                                | 277,293                     |
| c  | Bldg/Grounds Repair/Maint   | 1,974,731             | 1,805,065                       | 80,782                                 | 88,884                      |
| d  | Athletic Activities   | 3,448,423             | 3,448,423                       |  |                             |
| e  | All other expenses  | 1,445,579             | 1,427,119                       | 4,808                                  | 13,652                      |
| 25   | Total functional expenses. Add lines 1 through 24e  | 376,418,948           | 344,490,827                     | 19,840,058                             | 12,088,063                  |
| 26   | Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) |                       |                                 |  |                             |

Part X

Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X

|                             |   |  |                | (A)               |     | (B)           |
|-----------------------------|---|--|----------------|-------------------|-----|---------------|
|                             |   |  |                | Beginning of year |     | End of year   |
| Assets                      | 1   | Cash—non-interest-bearing  |                | 3,550,696         | 1   | 922,539       |
|                             | 2   | Savings and temporary cash investments   |                | 6,909,127         | 2   | 5,159,566     |
|                             | 3   | Pledges and grants receivable, net   |                | 19,804,207        | 3   | 22,185,081    |
|                             | 4   | Accounts receivable, net   |                | 7,100,893         | 4   | 5,346,445     |
|                             | 5   | Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L.   |                | 252,899           | 5   | 200,325       |
|                             | 6   | Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L. |                | 0                 | 6   | 0             |
|                             | 7   | Notes and loans receivable, net  |                | 31,978,973        | 7   | 33,042,857    |
|                             | 8   | Inventories for sale or use  |                | 2,948,980         | 8   | 2,927,625     |
|                             | 9   | Prepaid expenses and deferred charges  |                | 2,094,541         | 9   | 3,140,193     |
|                             | 10a   | Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D.   | 10a578,605,431 |                   |     |               |
|                             | b   | Less: accumulated depreciation   | 10b197,714,542 | 389,761,844       | 10c | 380,890,889   |
|                             | 11  | Investments—publicly traded securities   |                | 498,110,545       | 11  | 493,992,384   |
|                             | 12  | Investments—other securities. See Part IV, line 11.  |                | 64,750,701        | 12  | 68,171,890    |
|                             | 13  | Investments—program-related. See Part IV, line 11.   |                | 0                 | 13  |               |
|                             | 14  | Intangible assets  |                |                   | 14  |               |
|                             | 15  | Other assets. See Part IV, line 11.  |                | 6,601,521         | 15  | 3,859,479     |
|                             | 16  | <b>Total assets.</b> Add lines 1 through 15 (must equal line 34).  |                | 1,033,864,927     | 16  | 1,019,839,273 |
| Liabilities                 | 17  | Accounts payable and accrued expenses  |                | 46,814,883        | 17  | 23,797,083    |
|                             | 18  | Grants payable   |                | 753,694           | 18  | 312,796       |
|                             | 19  | Deferred revenue   |                | 12,667,074        | 19  | 12,992,874    |
|                             | 20  | Tax-exempt bond liabilities  |                | 161,495,252       | 20  | 156,808,208   |
|                             | 21  | Escrow or custodial account liability. Complete Part IV of Schedule D.   |                |                   | 21  |               |
|                             | 22  | Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L.  |                | 0                 | 22  |               |
|                             | 23  | Secured mortgages and notes payable to unrelated third parties   |                | 19,500,000        | 23  | 17,809,263    |
|                             | 24  | Unsecured notes and loans payable to unrelated third parties   |                |                   | 24  |               |
|                             | 25  | Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D.   |                | 65,531,975        | 25  | 61,996,812    |
|                             | 26  | <b>Total liabilities.</b> Add lines 17 through 25.   |                | 306,762,878       | 26  | 273,717,036   |
| Net Assets or Fund Balances | <b>Organizations that follow SFAS 117 (ASC 958), check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27 through 29, and lines 33 and 34.</b> |  |                |                   |     |               |
|                             | 27  | Unrestricted net assets  |                | 342,987,000       | 27  | 351,427,665   |
|                             | 28  | Temporarily restricted net assets  |                | 103,818,933       | 28  | 97,300,846    |
|                             | 29  | Permanently restricted net assets  |                | 280,296,116       | 29  | 297,393,726   |
|                             | <b>Organizations that do not follow SFAS 117 (ASC 958), check here</b> <input type="checkbox"/> <b>and complete lines 30 through 34.</b>                          |  |                |                   |     |               |
|                             | 30  | Capital stock or trust principal, or current funds   |                |                   | 30  |               |
|                             | 31  | Paid-in or capital surplus, or land, building or equipment fund  |                |                   | 31  |               |
|                             | 32  | Retained earnings, endowment, accumulated income, or other funds   |                |                   | 32  |               |
|                             | 33  | <b>Total net assets or fund balances</b>   |                | 727,102,049       | 33  | 746,122,237   |
|                             | 34  | <b>Total liabilities and net assets/fund balances</b>  |                | 1,033,864,927     | 34  | 1,019,839,273 |

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

|    |   |    |             |
|----|---|----|-------------|
| 1  | Total revenue (must equal Part VIII, column (A), line 12)   | 1  | 418,219,941 |
| 2  | Total expenses (must equal Part IX, column (A), line 25)  | 2  | 376,418,948 |
| 3  | Revenue less expenses Subtract line 2 from line 1   | 3  | 41,800,993  |
| 4  | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))                     | 4  | 727,102,049 |
| 5  | Net unrealized gains (losses) on investments  | 5  | -22,249,006 |
| 6  | Donated services and use of facilities  | 6  |             |
| 7  | Investment expenses   | 7  |             |
| 8  | Prior period adjustments  | 8  |             |
| 9  | Other changes in net assets or fund balances (explain in Schedule O)  | 9  | -531,799    |
| 10 | Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B)) | 10 | 746,122,237 |

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

|    |  | Yes | No  |
|----|--|-----|-----|
| 1  | Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other<br>If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O  |     |     |
| 2a | Were the organization's financial statements compiled or reviewed by an independent accountant?<br>If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both<br><input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis | 2a  | No  |
| 2b | Were the organization's financial statements audited by an independent accountant?<br>If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both<br><input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis                | 2b  | Yes |
| 2c | If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?<br>If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O  | 2c  | Yes |
| 3a | As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?   | 3a  | Yes |
| 3b | If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits   | 3b  | Yes |

Additional Data

Software ID: 14000329  
Software Version: 2014v1.0  
EIN: 94-1156266  
Name: University of the Pacific

Form 990, Part III - Line 4c: Program Service Accomplishments (See the Instructions)

|  |                |            |                        |                 |     |
|--|----------------|------------|------------------------|-----------------|-----|
| (Code  | ) (Expenses \$ | 13,103,511 | including grants of \$ | 0 ) (Revenue \$ | 0 ) |
| RESEARCH INCLUDES EXPENDITURES FOR ACTIVITIES SPECIFICALLY DESIGNED TO PRODUCE HIGH-QUALITY RESEARCH OUTCOMES WHILE PROVIDING HANDS-ON RESEARCH TRAINING TO BOTH UNDERGRADUATE AND GRADUATE STUDENTS |                |            |                        |                 |     |

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

| (A)<br>Name and Title  | (B)<br>Average<br>hours per<br>week (list<br>any hours<br>for related<br>organizations<br>below<br>dotted line) | (C)<br>Position (do not check<br>more than one box, unless<br>person is both an officer<br>and a director/trustee) |                       |         |              |                                 |        | (D)<br>Reportable<br>compensation<br>from the<br>organization (W-<br>2/1099-MISC) | (E)<br>Reportable<br>compensation<br>from related<br>organizations (W-<br>2/1099-MISC) | (F)<br>Estimated amount<br>of other<br>compensation<br>from the<br>organization and<br>related<br>organizations |
|--|---|--|-----------------------|---------|--------------|---------------------------------|--------|---|--|---|
|  |   | Individual trustee<br>or director  | Institutional Trustee | Officer | Key employee | Highest compensated<br>employee | Former |   |  |   |
| (1) Eibeck Pamela<br>President                                   | 50 00<br>.....<br>0 00  | X  |                       | X       |              |                                 |        | 486,229   | 0  | 100,080   |
| (1) England Morrison<br>Board Member - Secretary                 | 10 00<br>.....<br>0 00  | X  |                       | X       |              |                                 |        | 0   | 0  | 0   |
| (2) Huber Kevin<br>Board Member - Treasurer, Committee Chair     | 15 00<br>.....<br>0 00  | X  |                       | X       |              |                                 |        | 0   | 0  | 0   |
| (3) Janssen Kathleen<br>Board Member - Chair                     | 15 00<br>.....<br>0 00  | X  |                       | X       |              |                                 |        | 0   | 0  | 0   |
| (4) Nelson Fredric<br>Board Member - Vice Chair, Committee Chair | 15 00<br>.....<br>0 00  | X  |                       | X       |              |                                 |        | 0   | 0  | 0   |
| (5) Allen Norman<br>Board Member                                 | 5 00<br>.....<br>0 00   | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (6) Al-Saleh Fawzi<br>Board Member                               | 5 00<br>.....<br>0 00   | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (7) Berberian Ronald<br>Board Member                             | 5 00<br>.....<br>0 00   | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (8) Berolzheimer Charles<br>Board Member                         | 5 00<br>.....<br>0 00   | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (9) Bowman D Kirkwood<br>Board Member                            | 5 00<br>.....<br>0 00   | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (10) Chan Virginia<br>Board Member                               | 5 00<br>.....<br>0 00   | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (11) Corkern Robert<br>Board Member, Committee Chair             | 10 00<br>.....<br>0 00  | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (12) Ferns Noel<br>Board Member, Committee Chair                 | 10 00<br>.....<br>0 00  | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (13) Fleming Richard<br>Board Member, Committee Chair            | 10 00<br>.....<br>0 00  | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (14) Flores Armando<br>Board Member, Committee Chair             | 10 00<br>.....<br>0 00  | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (15) Gustafson Clark<br>Board Member                             | 5 00<br>.....<br>0 00   | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (16) Hayashi Randy<br>Board Member                               | 5 00<br>.....<br>0 00   | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (17) Hernandez Jose<br>Board Member                              | 5 00<br>.....<br>0 00   | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (18) Mair James<br>Board Member                                  | 5 00<br>.....<br>0 00   | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (19) McShane Kathleen<br>Board Member                            | 5 00<br>.....<br>0 00   | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (20) Miller Diane<br>Board Member, Committee Chair               | 10 00<br>.....<br>0 00  | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (21) Mitchell Gary<br>Board Member                               | 5 00<br>.....<br>0 00   | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (22) Philibosian Dianne<br>Board Member                          | 5 00<br>.....<br>0 00   | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (23) Redmond Ronald<br>Board Member                              | 5 00<br>.....<br>0 00   | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (24) Robb Walter<br>Board Member                                 | 5 00<br>.....<br>0 00   | X  |                       |         |              |                                 |        | 0   | 0  | 0   |

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

| (A)<br>Name and Title   | (B)<br>Average<br>hours per<br>week (list<br>any hours<br>for related<br>organizations<br>below<br>dotted line) | (C)<br>Position (do not check<br>more than one box, unless<br>person is both an officer<br>and a director/trustee) |                       |         |              |                                 |        | (D)<br>Reportable<br>compensation<br>from the<br>organization (W-<br>2/1099-MISC) | (E)<br>Reportable<br>compensation<br>from related<br>organizations (W-<br>2/1099-MISC) | (F)<br>Estimated amount<br>of other<br>compensation<br>from the<br>organization and<br>related<br>organizations |
|---|---|--|-----------------------|---------|--------------|---------------------------------|--------|---|--|---|
|   |   | Individual trustee<br>or director  | Institutional Trustee | Officer | Key employee | Highest compensated<br>employee | Former |   |  |   |
| (26) Ruhl Barry<br>Board Member   | 5 00<br>.....<br>0 00   | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (1) Spears Janet<br>Board Member  | 5 00<br>.....<br>0 00   | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (2) Stirling Susanne<br>Board Member  | 5 00<br>.....<br>0 00   | X  |                       |         |              |                                 |        | 0   | 0  | 0   |
| (3) Atterbury George<br>VP, Development   | 50 00<br>.....<br>0 00  |  |                       | X       |              |                                 |        | 313,775   | 0  | 60,804  |
| (4) Cavanaugh Patrick<br>VP Emeritus, Business & Finance                                  | 50 00<br>.....<br>0 00  |  |                       | X       |              |                                 |        | 446,096   | 0  | 57,448  |
| (5) Day Patrick<br>VP, Student Life   | 50 00<br>.....<br>0 00  |  |                       | X       |              |                                 |        | 201,238   | 0  | 32,263  |
| (6) Lackey Mary Lou<br>VP and Sec. to Bd of Regents                                       | 50 00<br>.....<br>0 00  |  |                       | X       |              |                                 |        | 256,152   | 0  | 41,953  |
| (7) Leland Edward<br>VP, External Relations and Director of Athletics                     | 50 00<br>.....<br>0 00  |  |                       | X       |              |                                 |        | 350,313   | 0  | 44,100  |
| (8) Mullen Kenneth<br>VP, Business & Finance  | 50 00<br>.....<br>0 00  |  |                       | X       |              |                                 |        | 272,449   | 0  | 62,408  |
| (9) Pallavicini Maria<br>Provost  | 50 00<br>.....<br>0 00  |  |                       | X       |              |                                 |        | 418,502   | 0  | 44,100  |
| (10) Beck Lynn<br>Dean, School of Education   | 50 00<br>.....<br>0 00  |  |                       |         | X            |                                 |        | 183,523   | 0  | 24,972  |
| (11) Ferrillo Patrick<br>Dean, Dugoni School of Dentistry                                 | 50 00<br>.....<br>0 00  |  |                       |         | X            |                                 |        | 455,389   | 0  | 32,199  |
| (12) Fraden Rena<br>Dean, College of the Pacific  | 50 00<br>.....<br>0 00  |  |                       |         | X            |                                 |        | 285,166   | 0  | 41,393  |
| (13) Gale Lewis<br>Dean, Eberhardt School of Business                                     | 50 00<br>.....<br>0 00  |  |                       |         | X            |                                 |        | 227,128   | 0  | 41,868  |
| (14) Howell Steven<br>Dean, Engineering & Computer Science                                | 50 00<br>.....<br>0 00  |  |                       |         | X            |                                 |        | 299,262   | 0  | 44,542  |
| (15) Manilay Bayani<br>Assistant Vice President, Treasury                                 | 50 00<br>.....<br>0 00  |  |                       |         | X            |                                 |        | 153,158   | 0  | 16,741  |
| (16) Mootz Francis<br>Dean, McGeorge School of Law  | 50 00<br>.....<br>0 00  |  |                       |         | X            |                                 |        | 301,688   | 0  | 62,540  |
| (17) Ongaro Giulio<br>Dean, Conservatory of Music   | 50 00<br>.....<br>0 00  |  |                       |         | X            |                                 |        | 182,510   | 0  | 53,145  |
| (18) Oppenheimer Phillip<br>Dean, Pharmacy & Health Sciences                              | 50 00<br>.....<br>0 00  |  |                       |         | X            |                                 |        | 246,210   | 0  | 38,475  |
| (19) Hoverstad Ronald<br>Associate Professor, Eberhardt School of Business                | 50 00<br>.....<br>0 00  |  |                       |         |              | X                               |        | 342,409   | 0  | 37,921  |
| (20) Indresano A Thomas<br>Professor, Chair Oral Surgery                                  | 50 00<br>.....<br>0 00  |  |                       |         |              | X                               |        | 452,964   | 0  | 43,489  |
| (21) Leach Thomas<br>Professor of Law   | 50 00<br>.....<br>0 00  |  |                       |         |              | X                               |        | 318,156   | 0  | 44,352  |
| (22) Nadershahi Nader<br>Executive Associate Dean and Associate Dean for Academic Affairs | 50 00<br>.....<br>0 00  |  |                       |         |              | X                               |        | 308,001   | 0  | 43,129  |
| (23) Nattestad Anders<br>Professor of Oral Surgery  | 50 00<br>.....<br>0 00  |  |                       |         |              | X                               |        | 467,415   | 0  | 43,351  |
| (24) Jain Ravinder<br>Dean, Engineering & Computer Science (outgoing)                     | 20 00<br>.....<br>0 00  |  |                       |         |              |                                 | X      | 115,335   | 0  | 18,481  |



**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

| (A)<br>Name and Title  | (B)<br>Average hours per week (list any hours for related organizations below dotted line) | (C)<br>Position (do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|--|--|---|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
|  |  | Individual trustee or director  | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former |  |   |   |
| (51) Weick Cynthia<br><br>Director Powell Scholar Program            | 20 00<br>.....<br>0 00   |   |                       |         |              |                              | X      | 165,493  | 0   | 16,665  |
| (1) Yarborough Craig<br><br>Assoc Dean for Institutional Advancement | 20 00<br>.....<br>0 00   |   |                       |         |              |                              | X      | 248,023  | 0   | 38,697  |

SCHEDULE A  
(Form 990 or 990EZ)

Department of the Treasury  
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.  
▶ Attach to Form 990 or Form 990-EZ.  
▶ Information about Schedule A (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

2014

Open to Public Inspection

|   |  |
|---|--|
| Name of the organization<br>University of the Pacific | Employer identification number<br>94-1156266 |
|---|--|

Part I

Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is (For lines 1 through 11, check only one box )

1

☐

A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**

2

☒

A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E )

3

☐

A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**

4

☐

A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state \_\_\_\_\_

5

☐

An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II )

6

☐

A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**

7

☐

An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II )

8

☐

A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II )

9

☐

An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2).** (Complete Part III )

10

☐

An organization organized and operated exclusively to test for public safety See **section 509(a)(4).**

11

☐

An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See **section 509(a)(3).** Check the box in lines 11a through 11d that describes the type of supporting organization and complete lines 11e, 11f, and 11g

a

☐

**Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization **You must complete Part IV, Sections A and B.**

b

☐

**Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s) **You must complete Part IV, Sections A and C.**

c

☐

**Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions) **You must complete Part IV, Sections A, D, and E.**

d

☐

**Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions) **You must complete Part IV, Sections A and D, and Part V.**

e

☐

Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization

f

Enter the number of supported organizations . . . . . \_\_\_\_\_

g

Provide the following information about the supported organization(s)

| (i)Name of supported organization | (ii) EIN | (iii) Type of organization (described on lines 1- 9 above or IRC section (see instructions)) | (iv) Is the organization listed in your governing document? |    | (v) Amount of monetary support (see instructions) | (vi) Amount of other support (see instructions) |
|-----------------------------------|----------|--|---|----|---|---|
|                                   |          |  | Yes   | No |   |   |
|                                   |          |  |   |    |   |   |
|                                   |          |  |   |    |   |   |
| Total                             |          |  |   |    |   |   |

Part II

Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)  
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

| Section A. Public Support   |          |          |          |          |          |           |
|---|----------|----------|----------|----------|----------|-----------|
| Calendar year (or fiscal year beginning in) ▶   | (a) 2010 | (b) 2011 | (c) 2012 | (d) 2013 | (e) 2014 | (f) Total |
| 1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")   |          |          |          |          |          |           |
| 2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf   |          |          |          |          |          |           |
| 3 The value of services or facilities furnished by a governmental unit to the organization without charge   |          |          |          |          |          |           |
| 4 Total. Add lines 1 through 3  |          |          |          |          |          |           |
| 5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) |          |          |          |          |          |           |
| 6 Public support. Subtract line 5 from line 4   |          |          |          |          |          |           |

| Section B. Total Support   |          |          |          |          |          |           |
|--|----------|----------|----------|----------|----------|-----------|
| Calendar year (or fiscal year beginning in) ▶  | (a) 2010 | (b) 2011 | (c) 2012 | (d) 2013 | (e) 2014 | (f) Total |
| 7 Amounts from line 4  |          |          |          |          |          |           |
| 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources   |          |          |          |          |          |           |
| 9 Net income from unrelated business activities, whether or not the business is regularly carried on   |          |          |          |          |          |           |
| 10 Other income Do not include gain or loss from the sale of capital assets (Explain in Part VI )  |          |          |          |          |          |           |
| 11 Total support Add lines 7 through 10  |          |          |          |          |          |           |
| 12 Gross receipts from related activities, etc (see instructions)  |          |          |          |          | 12       |           |
| 13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here . . . . . |          |          |          |          |          | ▶         |

| Section C. Computation of Public Support Percentage   |    |  |   |
|---|----|--|---|
| 14 Public support percentage for 2014 (line 6, column (f) divided by line 11, column (f))   | 14 |  |   |
| 15 Public support percentage for 2013 Schedule A, Part II, line 14  | 15 |  |   |
| 16a 33 1/3% support test—2014. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization  |    |  | ▶ |
| b 33 1/3% support test—2013. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization   |    |  | ▶ |
| 17a 10%-facts-and-circumstances test—2014. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization    |    |  | ▶ |
| b 10%-facts-and-circumstances test—2013. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization |    |  | ▶ |
| 18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions   |    |  | ▶ |

Part IIISupport Schedule for Organizations Described in Section 509(a)(2)  
(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

| Section A. Public Support  |          |          |          |          |          |           |
|--|----------|----------|----------|----------|----------|-----------|
| Calendar year (or fiscal year beginning in) ▶  | (a) 2010 | (b) 2011 | (c) 2012 | (d) 2013 | (e) 2014 | (f) Total |
| 1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")  |          |          |          |          |          |           |
| 2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose |          |          |          |          |          |           |
| 3 Gross receipts from activities that are not an unrelated trade or business under section 513   |          |          |          |          |          |           |
| 4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf  |          |          |          |          |          |           |
| 5 The value of services or facilities furnished by a governmental unit to the organization without charge  |          |          |          |          |          |           |
| 6 Total. Add lines 1 through 5   |          |          |          |          |          |           |
| 7a Amounts included on lines 1, 2, and 3 received from disqualified persons  |          |          |          |          |          |           |
| b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year           |          |          |          |          |          |           |
| c Add lines 7a and 7b  |          |          |          |          |          |           |
| 8 Public support (Subtract line 7c from line 6 )   |          |          |          |          |          |           |

| Section B. Total Support   |          |          |          |          |          |           |
|--|----------|----------|----------|----------|----------|-----------|
| Calendar year (or fiscal year beginning in) ▶  | (a) 2010 | (b) 2011 | (c) 2012 | (d) 2013 | (e) 2014 | (f) Total |
| 9 Amounts from line 6  |          |          |          |          |          |           |
| 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources   |          |          |          |          |          |           |
| b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975  |          |          |          |          |          |           |
| c Add lines 10a and 10b  |          |          |          |          |          |           |
| 11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on   |          |          |          |          |          |           |
| 12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)   |          |          |          |          |          |           |
| 13 Total support. (Add lines 9, 10c, 11, and 12.)  |          |          |          |          |          |           |
| 14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ▶ |          |          |          |          |          |           |

| Section C. Computation of Public Support Percentage                                       |    |  |
|---|----|--|
| 15 Public support percentage for 2014 (line 8, column (f) divided by line 13, column (f)) | 15 |  |
| 16 Public support percentage from 2013 Schedule A, Part III, line 15                      | 16 |  |

| Section D. Computation of Investment Income Percentage   |    |  |
|--|----|--|
| 17 Investment income percentage for 2014 (line 10c, column (f) divided by line 13, column (f))   | 17 |  |
| 18 Investment income percentage from 2013 Schedule A, Part III, line 17  | 18 |  |
| 19a 33 1/3% support tests—2014. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization ▶        |    |  |
| b 33 1/3% support tests—2013. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization ▶ |    |  |
| 20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ▶  |    |  |

Part IV

Supporting Organizations

(Complete only if you checked a box on line 11 of Part I. If you checked 11a of Part I, complete Sections A and B. If you checked 11b of Part I, complete Sections A and C. If you checked 11c of Part I, complete Sections A, D, and E. If you checked 11d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

|  | Yes | No |
|--|-----|----|
| 1 Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in <b>Part VI</b> how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.   | 1   |    |
| 2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in <b>Part VI</b> how the organization determined that the supported organization was described in section 509(a)(1) or (2).  | 2   |    |
| 3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below.   | 3a  |    |
| b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in <b>Part VI</b> when and how the organization made the determination.  | 3b  |    |
| c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in <b>Part VI</b> what controls the organization put in place to ensure such use.   | 3c  |    |
| 4a Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes" and if you checked 11a or 11b in Part I, answer (b) and (c) below.   | 4a  |    |
| b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations. . . .  | 4b  |    |
| c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.   | 4c  |    |
| 5a Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed, (ii) the reasons for each such action, (iii) the authority under the organization's organizing document authorizing such action, and (iv) how the action was accomplished (such as by amendment to the organizing document). | 5a  |    |
| b <b>Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?   | 5b  |    |
| c <b>Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?  | 5c  |    |
| 6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (a) its supported organizations, (b) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (c) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in <b>Part VI</b> .   | 6   |    |
| 7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in IRC 4958(c)(3)(C)), a family member of a substantial contributor, or a 35-percent controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990) .   | 7   |    |
| 8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part II of Schedule L (Form 990).   | 8   |    |
| 9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in <b>Part VI</b> .  | 9a  |    |
| b Did one or more disqualified persons (as defined in line 9(a)) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in <b>Part VI</b> .  | 9b  |    |
| c Did a disqualified person (as defined in line 9(a)) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in <b>Part VI</b> .   | 9c  |    |
| 10a Was the organization subject to the excess business holdings rules of IRC 4943 because of IRC 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer b below.   | 10a |    |
| b Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings).   | 10b |    |
| 11 Has the organization accepted a gift or contribution from any of the following persons?   |     |    |
| a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?  | 11a |    |
| b A family member of a person described in (a) above?  | 11b |    |
| c A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in Part VI.  | 11c |    |

Part IV

Supporting Organizations (continued)

Section B. Type I Supporting Organizations

|  | Yes | No |
|--|-----|----|
| 1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If "No," describe in <b>Part VI</b> how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year. |     |    |
| 2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in <b>Part VI</b> how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization.  |     |    |

Section C. Type II Supporting Organizations

|   | Yes | No |
|---|-----|----|
| 1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in <b>Part VI</b> how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s). |     |    |

Section D. All Type III Supporting Organizations

|   | Yes | No |
|---|-----|----|
| 1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (1) a written notice describing the type and amount of support provided during the prior tax year, (2) a copy of the Form 990 that was most recently filed as of the date of notification, and (3) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided? |     |    |
| 2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in <b>Part VI</b> how the organization maintained a close and continuous working relationship with the supported organization(s).  |     |    |
| 3 By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in <b>Part VI</b> the role the organization's supported organizations played in this regard.   |     |    |

Section E. Type III Functionally-Integrated Supporting Organizations

|  |  |  |  |
|--|--|--|--|
| 1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions)   |  |  |  |
| a <input type="checkbox"/> The organization satisfied the Activities Test. Complete <b>line 2</b> below.   |  |  |  |
| b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete <b>line 3</b> below.  |  |  |  |
| c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).   |  |  |  |
| 2 <u>Activities Test</u> <b>Answer (a) and (b) below.</b>  |  |  |  |
| a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in <b>Part VI identify those supported organizations and explain</b> how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities. |  |  |  |
| b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in <b>Part VI</b> the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.  |  |  |  |
| 3 <u>Parent of Supported Organizations</u> <b>Answer (a) and (b) below.</b>  |  |  |  |
| a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI.   |  |  |  |
| b Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.   |  |  |  |

Part V – Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov 20, 1970 **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E

| Section A - Adjusted Net Income |  | (A) Prior Year | (B) Current Year (optional) |
|---------------------------------|--|----------------|-----------------------------|
| 1                               | Net short-term capital gain  | 1              |                             |
| 2                               | Recoveries of prior-year distributions   | 2              |                             |
| 3                               | Other gross income (see instructions)  | 3              |                             |
| 4                               | Add lines 1 through 3  | 4              |                             |
| 5                               | Depreciation and depletion   | 5              |                             |
| 6                               | Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions) | 6              |                             |
| 7                               | Other expenses (see instructions)  | 7              |                             |
| 8                               | <b>Adjusted Net Income</b> (subtract lines 5, 6 and 7 from line 4)   | 8              |                             |

| Section B - Minimum Asset Amount |  | (A) Prior Year | (B) Current Year (optional) |
|----------------------------------|--|----------------|-----------------------------|
| 1                                | Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year) | 1              |                             |
| a                                | Average monthly value of securities  | 1a             |                             |
| b                                | Average monthly cash balances  | 1b             |                             |
| c                                | Fair market value of other non-exempt-use assets   | 1c             |                             |
| d                                | <b>Total</b> (add lines 1a, 1b, and 1c)  | 1d             |                             |
| e                                | <b>Discount</b> claimed for blockage or other factors (explain in detail in Part VI) _____                                     |                |                             |
| 2                                | Acquisition indebtedness applicable to non-exempt use assets   | 2              |                             |
| 3                                | Subtract line 2 from line 1d   | 3              |                             |
| 4                                | Cash deemed held for exempt use Enter 1-1/2% of line 3 (for greater amount, see instructions)                                  | 4              |                             |
| 5                                | Net value of non-exempt-use assets (subtract line 4 from line 3)   | 5              |                             |
| 6                                | Multiply line 5 by .035  | 6              |                             |
| 7                                | Recoveries of prior-year distributions   | 7              |                             |
| 8                                | <b>Minimum Asset Amount</b> (add line 7 to line 6)   | 8              |                             |

| Section C - Distributable Amount |  |   | Current Year |
|----------------------------------|--|---|--------------|
| 1                                | Adjusted net income for prior year (from Section A, line 8, Column A)  | 1 |              |
| 2                                | Enter 85% of line 1  | 2 |              |
| 3                                | Minimum asset amount for prior year (from Section B, line 8, Column A)   | 3 |              |
| 4                                | Enter greater of line 2 or line 3  | 4 |              |
| 5                                | Income tax imposed in prior year   | 5 |              |
| 6                                | <b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)   | 6 |              |
| 7                                | <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions) |   |              |

| Section D - Distributions  | Current Year |
|--|--------------|
| 1 Amounts paid to supported organizations to accomplish exempt purposes  |              |
| 2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity    |              |
| 3 Administrative expenses paid to accomplish exempt purposes of supported organizations  |              |
| 4 Amounts paid to acquire exempt-use assets  |              |
| 5 Qualified set-aside amounts (prior IRS approval required)  |              |
| 6 Other distributions (describe in Part VI) See instructions   |              |
| 7 Total annual distributions. Add lines 1 through 6  |              |
| 8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI) See instructions |              |
| 9 Distributable amount for 2014 from Section C, line 6   |              |
| 10 Line 8 amount divided by Line 9 amount  |              |

| Section E - Distribution Allocations (see instructions)   | (i)<br>Excess Distributions | (ii)<br>Underdistributions<br>Pre-2014 | (iii)<br>Distributable<br>Amount for 2014 |
|---|-----------------------------|--|---|
| 1 Distributable amount for 2014 from Section C, line 6  |                             |  |   |
| 2 Underdistributions, if any, for years prior to 2014 (reasonable cause required--see instructions)   |                             |  |   |
| 3 Excess distributions carryover, if any, to 2014   |                             |  |   |
| a From 2009. . . . .  |                             |  |   |
| b From 2010. . . . .  |                             |  |   |
| c From 2011. . . . .  |                             |  |   |
| d From 2012. . . . .  |                             |  |   |
| e From 2013. . . . .  |                             |  |   |
| f Total of lines 3a through e   |                             |  |   |
| g Applied to underdistributions of prior years  |                             |  |   |
| h Applied to 2014 distributable amount  |                             |  |   |
| i Carryover from 2009 not applied (see instructions)  |                             |  |   |
| j Remainder Subtract lines 3g, 3h, and 3i from 3f   |                             |  |   |
| 4 Distributions for 2014 from Section D, line 7<br>\$   |                             |  |   |
| a Applied to underdistributions of prior years  |                             |  |   |
| b Applied to 2014 distributable amount  |                             |  |   |
| c Remainder Subtract lines 4a and 4b from 4   |                             |  |   |
| 5 Remaining underdistributions for years prior to 2014, if any Subtract lines 3g and 4a from line 2 (if amount greater than zero, see instructions) |                             |  |   |
| 6 Remaining underdistributions for 2014 Subtract lines 3h and 4b from line 1 (if amount greater than zero, see instructions)                        |                             |  |   |
| 7 Excess distributions carryover to 2015. Add lines 3j and 4c   |                             |  |   |
| 8 Breakdown of line 7   |                             |  |   |
| a From 2010. . . . .  |                             |  |   |
| b From 2011. . . . .  |                             |  |   |
| c From 2012. . . . .  |                             |  |   |
| d From 2013. . . . .  |                             |  |   |
| e From 2014. . . . .  |                             |  |   |



**Part VI** **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions).

**Facts And Circumstances Test**

Return Reference

Explanation

SCHEDULE C

(Form 990 or 990-EZ)

Department of the Treasury

Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

▶ **Complete if the organization is described below. ▶ Attach to Form 990 or Form 990-EZ.**

▶ **Information about Schedule C (Form 990 or 990-EZ) and its instructions is at**

***www.irs.gov/form990.***

OMB No 1545-0047

2014

Open to Public Inspection

If the organization answered "Yes" to Form 990, Part IV, Line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations Complete Parts I-A and B Do not complete Part I-C
- Section 501(c) (other than section 501(c)(3)) organizations Complete Parts I-A and C below Do not complete Part I-B
- Section 527 organizations Complete Part I-A only

If the organization answered "Yes" to Form 990, Part IV, Line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)) Complete Part II-A Do not complete Part II-B
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)) Complete Part II-B Do not complete Part II-A

If the organization answered "Yes" to Form 990, Part IV, Line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then

- Section 501(c)(4), (5), or (6) organizations Complete Part III

|   |  |
|---|--|
| Name of the organization<br>University of the Pacific | Employer identification number<br><br>94-1156266 |
|---|--|

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

|   |  |            |
|---|--|------------|
| 1 | Provide a description of the organization's direct and indirect political campaign activities in Part IV |            |
| 2 | Political expenditures   | ▶ \$ _____ |
| 3 | Volunteer hours  | _____      |

Part I-B Complete if the organization is exempt under section 501(c)(3).

|    |   |  |
|----|---|--|
| 1  | Enter the amount of any excise tax incurred by the organization under section 4955      | ▶ \$ _____   |
| 2  | Enter the amount of any excise tax incurred by organization managers under section 4955 | ▶ \$ _____   |
| 3  | If the organization incurred a section 4955 tax, did it file Form 4720 for this year?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 4a | Was a correction made?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| b  | If "Yes," describe in Part IV   |  |

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

|   |   |  |
|---|---|--|
| 1 | Enter the amount directly expended by the filing organization for section 527 exempt function activities  | ▶ \$ _____   |
| 2 | Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities   | ▶ \$ _____   |
| 3 | Total exempt function expenditures Add lines 1 and 2 Enter here and on Form 1120-POL, line 17b  | ▶ \$ _____   |
| 4 | Did the filing organization file <b>Form 1120-POL</b> for this year?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 5 | Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments For each organization listed, enter the amount paid from the filing organization's funds Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC) If additional space is needed, provide information in Part IV |  |

| (a) Name | (b) Address | (c) EIN | (d) Amount paid from filing organization's funds If none, enter -0- | (e) Amount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0- |
|----------|-------------|---------|---|--|
|          |             |         |   |  |
|          |             |         |   |  |
|          |             |         |   |  |
|          |             |         |   |  |
|          |             |         |   |  |
|          |             |         |   |  |
|          |             |         |   |  |

Part II-A

Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

- A
- Check ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures)
- B
- Check ☐ if the filing organization checked box A and "limited control" provisions apply

| Limits on Lobbying Expenditures<br>(The term "expenditures" means amounts paid or incurred.)   |   | (a) Filing organization's totals                         | (b) Affiliated group totals        |                    |                              |   |   |   |   |  |  |                   |             |  |  |
|--|---|--|------------------------------------|--------------------|------------------------------|---|---|---|---|--|--|-------------------|-------------|--|--|
| 1a Total lobbying expenditures to influence public opinion (grass roots lobbying)  |   |  |                                    |                    |                              |   |   |   |   |  |  |                   |             |  |  |
| b Total lobbying expenditures to influence a legislative body (direct lobbying)  |   |  |                                    |                    |                              |   |   |   |   |  |  |                   |             |  |  |
| c Total lobbying expenditures (add lines 1a and 1b)  |   |  |                                    |                    |                              |   |   |   |   |  |  |                   |             |  |  |
| d Other exempt purpose expenditures  |   |  |                                    |                    |                              |   |   |   |   |  |  |                   |             |  |  |
| e Total exempt purpose expenditures (add lines 1c and 1d)  |   |  |                                    |                    |                              |   |   |   |   |  |  |                   |             |  |  |
| f Lobbying nontaxable amount Enter the amount from the following table in both columns   |   |  |                                    |                    |                              |   |   |   |   |  |  |                   |             |  |  |
| <table><tr><td>If the amount on line 1e, column (a) or (b) is:</td><td>The lobbying nontaxable amount is:</td></tr><tr><td>Not over \$500,000</td><td>20% of the amount on line 1e</td></tr><tr><td>Over \$500,000 but not over \$1,000,000</td><td>\$100,000 plus 15% of the excess over \$500,000</td></tr><tr><td>Over \$1,000,000 but not over \$1,500,000</td><td>\$175,000 plus 10% of the excess over \$1,000,000</td></tr><tr><td>Over \$1,500,000 but not over \$17,000,000</td><td>\$225,000 plus 5% of the excess over \$1,500,000</td></tr><tr><td>Over \$17,000,000</td><td>\$1,000,000</td></tr></table> |   | If the amount on line 1e, column (a) or (b) is:          | The lobbying nontaxable amount is: | Not over \$500,000 | 20% of the amount on line 1e | Over \$500,000 but not over \$1,000,000 | \$100,000 plus 15% of the excess over \$500,000 | Over \$1,000,000 but not over \$1,500,000 | \$175,000 plus 10% of the excess over \$1,000,000 | Over \$1,500,000 but not over \$17,000,000 | \$225,000 plus 5% of the excess over \$1,500,000 | Over \$17,000,000 | \$1,000,000 |  |  |
| If the amount on line 1e, column (a) or (b) is:  | The lobbying nontaxable amount is:                |  |                                    |                    |                              |   |   |   |   |  |  |                   |             |  |  |
| Not over \$500,000   | 20% of the amount on line 1e                      |  |                                    |                    |                              |   |   |   |   |  |  |                   |             |  |  |
| Over \$500,000 but not over \$1,000,000  | \$100,000 plus 15% of the excess over \$500,000   |  |                                    |                    |                              |   |   |   |   |  |  |                   |             |  |  |
| Over \$1,000,000 but not over \$1,500,000  | \$175,000 plus 10% of the excess over \$1,000,000 |  |                                    |                    |                              |   |   |   |   |  |  |                   |             |  |  |
| Over \$1,500,000 but not over \$17,000,000   | \$225,000 plus 5% of the excess over \$1,500,000  |  |                                    |                    |                              |   |   |   |   |  |  |                   |             |  |  |
| Over \$17,000,000  | \$1,000,000                                       |  |                                    |                    |                              |   |   |   |   |  |  |                   |             |  |  |
| g Grassroots nontaxable amount (enter 25% of line 1f)  |   |  |                                    |                    |                              |   |   |   |   |  |  |                   |             |  |  |
| h Subtract line 1g from line 1a If zero or less, enter -0-   |   |  |                                    |                    |                              |   |   |   |   |  |  |                   |             |  |  |
| i Subtract line 1f from line 1c If zero or less, enter -0-   |   |  |                                    |                    |                              |   |   |   |   |  |  |                   |             |  |  |
| j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?  |   | <input type="checkbox"/> Yes <input type="checkbox"/> No |                                    |                    |                              |   |   |   |   |  |  |                   |             |  |  |

4-Year Averaging Period Under section 501(h)  
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

| Lobbying Expenditures During 4-Year Averaging Period         |          |          |          |          |           |
|--|----------|----------|----------|----------|-----------|
| Calendar year (or fiscal year beginning in)                  | (a) 2011 | (b) 2012 | (c) 2013 | (d) 2014 | (e) Total |
| 2a Lobbying nontaxable amount                                |          |          |          |          |           |
| b Lobbying ceiling amount<br>(150% of line 2a, column(e))    |          |          |          |          |           |
| c Total lobbying expenditures                                |          |          |          |          |           |
| d Grassroots nontaxable amount                               |          |          |          |          |           |
| e Grassroots ceiling amount<br>(150% of line 2d, column (e)) |          |          |          |          |           |
| f Grassroots lobbying expenditures                           |          |          |          |          |           |

Part II-B

Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes" response to lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.

|    |  | (a) |    | (b)    |
|----|--|-----|----|--------|
|    |  | Yes | No | Amount |
| 1  | During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of |     |    |        |
| a  | Volunteers?  |     | No |        |
| b  | Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?   | Yes |    |        |
| c  | Media advertisements?  |     | No |        |
| d  | Mailings to members, legislators, or the public?   |     | No |        |
| e  | Publications, or published or broadcast statements?  |     | No |        |
| f  | Grants to other organizations for lobbying purposes?   |     | No |        |
| g  | Direct contact with legislators, their staffs, government officials, or a legislative body?  |     | No |        |
| h  | Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?  | Yes |    | 4,687  |
| i  | Other activities?  | Yes |    | 45,921 |
| j  | Total Add lines 1c through 1i  |     |    | 50,608 |
| 2a | Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?  |     | No |        |
| b  | If "Yes," enter the amount of any tax incurred under section 4912  |     |    |        |
| c  | If "Yes," enter the amount of any tax incurred by organization managers under section 4912   |     |    |        |
| d  | If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?   |     |    |        |

Part III-A

Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

|   |   | Yes | No |
|---|---|-----|----|
| 1 | Were substantially all (90% or more) dues received nondeductible by members?                      | 1   |    |
| 2 | Did the organization make only in-house lobbying expenditures of \$2,000 or less?                 | 2   |    |
| 3 | Did the organization agree to carry over lobbying and political expenditures from the prior year? | 3   |    |

Part III-B

Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."

|   |  |    |  |
|---|--|----|--|
| 1 | Dues, assessments and similar amounts from members   | 1  |  |
| 2 | Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).   |    |  |
| a | Current year   | 2a |  |
| b | Carryover from last year   | 2b |  |
| c | Total  | 2c |  |
| 3 | Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues  | 3  |  |
| 4 | If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year? | 4  |  |
| 5 | Taxable amount of lobbying and political expenditures (see instructions)   | 5  |  |

Part IV

Supplemental Information

Provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5, Part II-A (affiliated group list), Part II-A, lines 1 and 2 (see instructions), and Part II-B, line 1. Also, complete this part for any additional information.

| Return Reference   | Explanation   |
|--|---|
| Schedule C, Part II-B, Line 1<br>DETAILED DESCRIPTION OF THE LOBBYING ACTIVITY | THE UNIVERSITY DID PARTICIPATE IN SOME LOBBYING ACTIVITES SUCH AS VISITS TO OUR CONGRESSIONAL REPRESENTATIVES IN SACRAMENTO REGARDING CAL GRANTS. CAL GRANTS ARE NEED-BASED GRANTS FOR LOW-INCOME AND MIDDLE-INCOME STUDENTS WHO ARE CALIFORNIA RESIDENTS AND ATTEND CALIFORNIA COLLEGES AND UNIVERSITIES. IN ADDITION, THE UNIVERSITY IS A MEMBER OF THE ASSOCIATION OF INDEPENDENT CALIFORNIA COLLEGES AND UNIVERSITIES (AICCU), THE NATIONAL ASSOCIATION OF INDEPENDENT COLLEGES & UNIVERSITIES, THE NATIONAL ASSOCIATION OF COLLEGE AND UNIVERSITY BUSINESS OFFICERS (NACUBO) AND THE ASSOCIATION OF GOVERNING BOARDS (AGB). THESE ORGANIZATIONS LOBBY ON BEHALF OF HIGHER EDUCATION. THE AMOUNTS SHOWN ON SCHEDULE C, PART II, LINE 1I PERTAIN TO DUES PAID TO THE ABOVE NOTED ASSOCIATIONS. |
|  |   |
|  |   |
|  |   |
|  |   |
|  |   |
|  |   |

[illegible]

SCHEDULE D  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Supplemental Financial Statements

► Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.  
► Attach to Form 990.  
Information about Schedule D (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

2014

Open to Public Inspection

|   |  |
|---|--|
| Name of the organization<br>University of the Pacific | Employer identification number<br>94-1156266 |
|---|--|

Part I

Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

|   | (a) Donor advised funds   | (b) Funds and other accounts |
|---|---|------------------------------|
| 1 | Total number at end of year   |                              |
| 2 | Aggregate value of contributions to (during year)   |                              |
| 3 | Aggregate value of grants from (during year)  |                              |
| 4 | Aggregate value at end of year  |                              |
| 5 | Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? <div><input type="checkbox"/> Yes <input type="checkbox"/> No</div>  |                              |
| 6 | Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? <div><input type="checkbox"/> Yes <input type="checkbox"/> No</div> |                              |

Part II

Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1

Purpose(s) of conservation easements held by the organization (check all that apply)

☐ Preservation of land for public use (e g , recreation or education) ☐ Preservation of an historically important land area  
☐ Protection of natural habitat ☐ Preservation of a certified historic structure  
☐ Preservation of open space

2

Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

|   |  |
|---|--|
|   | Held at the End of the Year  |
| a | Total number of conservation easements   |
| b | Total acreage restricted by conservation easements   |
| c | Number of conservation easements on a certified historic structure included in (a)   |
| d | Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register |

3

Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ► \_\_\_\_\_

4

Number of states where property subject to conservation easement is located ► \_\_\_\_\_

5

Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ Yes ☐ No

6

Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year ► \_\_\_\_\_

7

Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ► \$ \_\_\_\_\_

8

Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?

☐ Yes ☐ No

9

In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a

If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items

b

If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenue included in Form 990, Part VIII, line 1

► \$ 4,182,406

(ii) Assets included in Form 990, Part X

► \$ 49,290,815

2

If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items

a

Revenue included in Form 990, Part VIII, line 1

► \$ 0

b

Assets included in Form 990, Part X

► \$ 0

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat No 52283D

Schedule D (Form 990) 2014

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3

Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply)

a

☒ Public exhibition

d

☐ Loan or exchange programs

b

☒ Scholarly research

e

☐ Other

c

☒ Preservation for future generations
- 4

Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII
- 5

During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

☐ Yes

☒ No

Part IV

Escrow and Custodial Arrangements. Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a

Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

☐ Yes

☐ No
- b

If "Yes," explain the arrangement in Part XIII and complete the following table

|    |        |
|----|--------|
|    | Amount |
| 1c |        |
| 1d |        |
| 1e |        |
| 1f |        |
- 2a

Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?

☐ Yes

☐ No
- b

If "Yes," explain the arrangement in Part XIII Check here if the explanation has been provided in Part XIII

☐

Part V

Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

- |  | (a)Current year | (b)Prior year | b (c)Two years back | (d)Three years back | (e)Four years back |
|--|-----------------|---------------|---------------------|---------------------|--------------------|
| 1a Beginning of year balance                     | 386,612,949     | 223,274,000   | 199,306,000         | 211,693,000         | 178,683,000        |
| b Contributions                                  | 6,748,357       | 109,770,012   | 5,609,000           | 2,788,000           | 3,082,000          |
| c Net investment earnings, gains, and losses     | 13,492,697      | 64,513,344    | 27,667,000          | -7,339,000          | 38,012,000         |
| d Grants or scholarships                         | 13,655,451      | 8,674,469     | 8,259,000           | 7,836,000           | 8,084,000          |
| e Other expenditures for facilities and programs | 0               | 0             | 0                   | 0                   | 0                  |
| f Administrative expenses                        | 2,573,468       | 2,269,938     | 1,049,000           | 0                   | 0                  |
| g End of year balance                            | 390,625,084     | 386,612,949   | 223,274,000         | 199,306,000         | 211,693,000        |
- 2

Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as

a

Board designated or quasi-endowment

7 %

b

Permanent endowment

73 %

c

Temporarily restricted endowment

20 %

The percentages in lines 2a, 2b, and 2c should equal 100%

3a

Are there endowment funds not in the possession of the organization that are held and administered for the organization by

(i) unrelated organizations

3a(i)

Yes

No

(ii) related organizations

3a(ii)

No

b

If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?

3b

4

Describe in Part XIII the intended uses of the organization's endowment funds
- Part VI

Land, Buildings, and Equipment. Complete if the organization answered 'Yes' to Form 990, Part IV, line 11a. See Form 990, Part X, line 10.
- | Description of property  | (a) Cost or other basis (investment) | (b)Cost or other basis (other) | (c) Accumulated depreciation | (d) Book value |
|--|--------------------------------------|--------------------------------|------------------------------|----------------|
| 1a Land  |                                      | 6,263,174                      |                              | 6,263,174      |
| b Buildings  |                                      | 447,637,716                    | 186,414,976                  | 261,222,740    |
| c Leasehold improvements   |                                      |                                |                              |                |
| d Equipment  |                                      | 118,540,243                    | 11,299,566                   | 107,240,677    |
| e Other  |                                      | 6,164,298                      |                              | 6,164,298      |
| Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c).) |                                      |                                |                              | 380,890,889    |
- Schedule D (Form 990) 2014





Part XI

Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered 'Yes' to Form 990, Part IV, line 12a.

|   |  |    |             |
|---|--|----|-------------|
| 1 | Total revenue, gains, and other support per audited financial statements . . . . .       | 1  | 325,362,292 |
| 2 | Amounts included on line 1 but not on Form 990, Part VIII, line 12                       |    |             |
| a | Net unrealized gains (losses) on investments . . . . .                                   | 2a | -22,249,006 |
| b | Donated services and use of facilities . . . . .   | 2b |             |
| c | Recoveries of prior year grants . . . . .  | 2c |             |
| d | Other (Describe in Part XIII ) . . . . .   | 2d | 0           |
| e | Add lines 2a through 2d . . . . .  | 2e | -22,249,006 |
| 3 | Subtract line 2e from line 1 . . . . .   | 3  | 347,611,298 |
| 4 | Amounts included on Form 990, Part VIII, line 12, but not on line 1                      |    |             |
| a | Investment expenses not included on Form 990, Part VIII, line 7b . . . . .               | 4a |             |
| b | Other (Describe in Part XIII ) . . . . .   | 4b | 70,608,643  |
| c | Add lines 4a and 4b . . . . .  | 4c | 70,608,643  |
| 5 | Total revenue Add lines 3 and 4c. (This must equal Form 990, Part I, line 12 ) . . . . . | 5  | 418,219,941 |

Part XII

Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered 'Yes' to Form 990, Part IV, line 12a.

|   |   |    |             |
|---|---|----|-------------|
| 1 | Total expenses and losses per audited financial statements . . . . .                      | 1  | 311,233,907 |
| 2 | Amounts included on line 1 but not on Form 990, Part IX, line 25                          |    |             |
| a | Donated services and use of facilities . . . . .  | 2a |             |
| b | Prior year adjustments . . . . .  | 2b |             |
| c | Other losses . . . . .  | 2c |             |
| d | Other (Describe in Part XIII ) . . . . .  | 2d | 0           |
| e | Add lines 2a through 2d . . . . .   | 2e | 0           |
| 3 | Subtract line 2e from line 1 . . . . .  | 3  | 311,233,907 |
| 4 | Amounts included on Form 990, Part IX, line 25, but not on line 1:                        |    |             |
| a | Investment expenses not included on Form 990, Part VIII, line 7b . . . . .                | 4a |             |
| b | Other (Describe in Part XIII ) . . . . .  | 4b | 65,185,041  |
| c | Add lines 4a and 4b . . . . .   | 4c | 65,185,041  |
| 5 | Total expenses Add lines 3 and 4c. (This must equal Form 990, Part I, line 18 ) . . . . . | 5  | 376,418,948 |

Part XIII

Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, line 2, Part XI, lines 2d and 4b, and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

| Return Reference  | Explanation  |
|---|--|
| Schedule D, Part III, Line 4<br>Collections of art - description of collections                   | The University's Holt-Atherton Special Collections department houses the University library's non-circulating rare and unique research materials. The mission of Special Collections is to collect, preserve, and provide access to manuscript collections, a specialized book collection, and the university archives for students and faculty of the University of the Pacific and the general public. The majority of what the Special Collections Department oversees is the following - John Muir Papers the world's largest repository of Muir documents, -Moscone Papers personal letters, political correspondence, draft speeches, and video interviews that bear witness to one of the most transformational eras in California politics, - Brubeck archives a unique accumulation of materials representing the creative life of one of jazz's most renowned practitioners, - Western Americana primarily comprised of manuscripts and specialized books, emphasizing California history, - Japanese-American Internment documents - focused on the internment relocation experience with an emphasis on San Joaquin County, -University Archives - historic records generated by administration, faculty, staff and students of Pacific. In October 2013, the estate of the late Robert and Jeannette Powell endowed a \$125MM gift to the University. This bequest included approximately 18 works of art from the Powell's personal collection. The items are intended to be held for visual display throughout the University's three campuses. |
| Schedule D, Part V, Line 4<br>Intended uses of endowment funds                                    | The University's endowment funds include quasi-endowed funds established by the board of regents and permanently restricted endowment funds established by donors. Endowed funds are invested in perpetuity in accordance with the university's investment and spending policies. Quasi-endowed funds are restricted to various uses as approved by the Board of Regents. Donor-restricted funds include funds invested for purposes of funding student scholarships, investment in plant, and program support.  |
| Schedule D, Part X, Line 2<br>FIN 48 (ASC 740) footnote   | The University follows financial accounting standards board interpretation (FASB) ASC Subtopic 740-10, Income Taxes - Overall (Formerly known as FASB Interpretation No. 48, Accounting for Uncertainty in income taxes, an interpretation of FASB Statement No. 109), and establishes for all entities, including pass-through entities, a minimum threshold for financial statement recognition of the benefit of positions taken in filing tax returns (including whether an entity is taxable in a particular jurisdiction) and requires certain expanded tax disclosures. No such uncertain tax positions exist for the University as of June 30, 2015.   |
| Schedule D, Part XI, Line 4(b)<br>Other revenues in form 990 not in audited financial statements  | FINANCIAL AID - 67027781 INVESTMENT GAINS - 4341945 COST OF GOODS SOLD - - 1842740 GAIN ON SALE OF REAL ESTATE - 1079656 ROUNDING - 2001   |
| Schedule D, Part XII, Line 4(b)<br>Other expenses in form 990 not in audited financial statements | FINANCIAL AID - 67027781 COST OF GOODS SOLD - -1842740   |
|   |  |
|   |  |

[illegible]

SCHEDULE E  
(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

Schools

▶Complete if the organization answered "Yes" to Form 990,  
Part IV, line 13, or Form 990-EZ, Part VI, line 48.  
▶ Attach to Form 990 or Form 990-EZ.

▶ Information about Schedule E (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

2014

Open to Public  
Inspection

Name of the organization  
University of the Pacific

Employer identification number

94-1156266

Part I

- 1** Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?
- 2** Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?
- 3** Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe If "No," please explain If you need more space use Part II

- 4** Does the organization maintain the following?
- a** Records indicating the racial composition of the student body, faculty, and administrative staff?
- b** Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?
- c** Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?
- d** Copies of all material used by the organization or on its behalf to solicit contributions?
- If you answered "No" to any of the above, please explain If you need more space, use Part II

- 5** Does the organization discriminate by race in any way with respect to
- a** Students' rights or privileges?
- b** Admissions policies?
- c** Employment of faculty or administrative staff?
- d** Scholarships or other financial assistance?
- e** Educational policies?
- f** Use of facilities?
- g** Athletic programs?
- h** Other extracurricular activities?
- If you answered "Yes" to any of the above, please explain If you need more space, use Part II

- 6a** Does the organization receive any financial aid or assistance from a governmental agency?
- b** Has the organization's right to such aid ever been revoked or suspended?

If you answered "Yes" to either line 6a or line 6b, explain on Part II

- 7** Does the organization certify that it has complied with the applicable requirements of sections 4 01 through 4 05 of Rev Proc 75-50, 1975-2 C B 587, covering racial nondiscrimination? If "No," explain on Part II

|           | YES | NO |
|-----------|-----|----|
| <b>1</b>  | Yes |    |
| <b>2</b>  | Yes |    |
| <b>3</b>  | Yes |    |
| <b>4a</b> | Yes |    |
| <b>4b</b> | Yes |    |
| <b>4c</b> | Yes |    |
| <b>4d</b> | Yes |    |
| <b>5a</b> |     | No |
| <b>5b</b> |     | No |
| <b>5c</b> |     | No |
| <b>5d</b> |     | No |
| <b>5e</b> |     | No |
| <b>5f</b> |     | No |
| <b>5g</b> |     | No |
| <b>5h</b> |     | No |
| <b>6a</b> | Yes |    |
| <b>6b</b> |     | No |
| <b>7</b>  | Yes |    |

**Part III Supplemental Information.** Provide the explanations required by Part I, lines 3, 4d, 5h, 6b, and 7, as applicable. Also provide any other additional information (see instructions).

| Return Reference  | Explanation  |
|---|--|
| Schedule E, Part I, Line 3 RACIALLY NONDISCRIMINATORY POLICY                | Newspaper media displays include statement of racial nondiscriminatory policy of the University in the solicitation of students                      |
| Schedule E, Part I, Line 6(a) FINANCIAL AID OR ASSISTANCE FROM A GOVERNMENT | During the tax year ending on 06/30/2015, the University received support from various federal and state governmental agencies totaling \$11,549,339 |

SCHEDULE F  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Statement of Activities Outside the United States

► Complete if the organization answered "Yes" to Form 990,  
Part IV, line 14b, 15, or 16.  
► Attach to Form 990.  
► Information about Schedule F (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

2014

Open to Public Inspection

Name of the organization  
University of the Pacific

Employer identification number  
94-1156266

Part I

General Information on Activities Outside the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 14b.

- 1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . . . ☐ Yes ☐ No
- 2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.
- 3 Activities per Region (The following Part I, line 3 table can be duplicated if additional space is needed )

| (a) Region                                 | (b) Number of offices in the region | (c) Number of employees, agents, and independent contractors in region | (d) Activities conducted in region (by type) (e g , fundraising, program services, investments, grants to recipients located in the region) | (e) If activity listed in (d) is a program service, describe specific type of service(s) in region | (f) Total expenditures for and investments in region |
|--|-------------------------------------|--|---|--|--|
| ( 1 ) See Add'l Data                       |                                     |  |   |  |  |
| ( 2 )                                      |                                     |  |   |  |  |
| ( 3 )                                      |                                     |  |   |  |  |
| ( 4 )                                      |                                     |  |   |  |  |
| ( 5 )                                      |                                     |  |   |  |  |
| 3a Sub-total                               | 1                                   | 4  |   |  | 31,614,783   |
| b Total from continuation sheets to Part I | 0                                   | 0  |   |  | 0  |
| c Totals (add lines 3a and 3b)             | 1                                   | 4  |   |  | 31,614,783   |

Part II

Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

| 1     | (a) Name of organization | (b) IRS code section and EIN (if applicable) | (c) Region | (d) Purpose of grant | (e) Amount of cash grant | (f) Manner of cash disbursement | (g) Amount of non-cash assistance | (h) Description of non-cash assistance | (i) Method of valuation (book, FMV, appraisal, other) |
|-------|--------------------------|--|------------|----------------------|--------------------------|---------------------------------|-----------------------------------|--|---|
| ( 1 ) |                          |  |            |                      |                          |                                 |                                   |  |   |
| ( 2 ) |                          |  |            |                      |                          |                                 |                                   |  |   |
| ( 3 ) |                          |  |            |                      |                          |                                 |                                   |  |   |
| ( 4 ) |                          |  |            |                      |                          |                                 |                                   |  |   |

2

Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter . . . . ▶

3

Enter total number of other organizations or entities . . . . . ▶

Part III

Grants and Other Assistance to Individuals Outside the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 16.  
Part III can be duplicated if additional space is needed.

| (a) Type of grant or assistance | (b) Region | (c) Number of recipients | (d) Amount of cash grant | (e) Manner of cash disbursement | (f) Amount of non-cash assistance | (g) Description of non-cash assistance | (h) Method of valuation (book, FMV, appraisal, other) |
|---------------------------------|------------|--------------------------|--------------------------|---------------------------------|-----------------------------------|--|---|
| ( 1 )                           |            |                          |                          |                                 |                                   |  |   |
| ( 2 )                           |            |                          |                          |                                 |                                   |  |   |
| ( 3 )                           |            |                          |                          |                                 |                                   |  |   |
| ( 4 )                           |            |                          |                          |                                 |                                   |  |   |
| ( 5 )                           |            |                          |                          |                                 |                                   |  |   |
| ( 6 )                           |            |                          |                          |                                 |                                   |  |   |
| ( 7 )                           |            |                          |                          |                                 |                                   |  |   |
| ( 8 )                           |            |                          |                          |                                 |                                   |  |   |
| ( 9 )                           |            |                          |                          |                                 |                                   |  |   |
| ( 10 )                          |            |                          |                          |                                 |                                   |  |   |
| ( 11 )                          |            |                          |                          |                                 |                                   |  |   |
| ( 12 )                          |            |                          |                          |                                 |                                   |  |   |
| ( 13 )                          |            |                          |                          |                                 |                                   |  |   |
| ( 14 )                          |            |                          |                          |                                 |                                   |  |   |
| ( 15 )                          |            |                          |                          |                                 |                                   |  |   |
| ( 16 )                          |            |                          |                          |                                 |                                   |  |   |
| ( 17 )                          |            |                          |                          |                                 |                                   |  |   |
| ( 18 )                          |            |                          |                          |                                 |                                   |  |   |

**Part IV Foreign Forms**

- 1

Was the organization a U S transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)*

☒ Yes ☐ No
- 2

Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; do not file with Form 990)*

☐ Yes ☒ No
- 3

Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons with Respect to Certain Foreign Corporations. (see Instructions for Form 5471)*

☒ Yes ☐ No
- 4

Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see Instructions for Form 8621)*

☒ Yes ☐ No
- 5

Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons with Respect to Certain Foreign Partnerships. (see Instructions for Form 8865)*

☒ Yes ☐ No
- 6

Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to file Form 5713, International Boycott Report (see Instructions for Form 5713; do not file with Form 990)*

☐ Yes ☒ No



**Part V**

**Supplemental Information**  
Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information (see instructions).

990 Schedule F, Supplemental Information

| Return Reference  | Explanation  |
|---|--|
| Schedule F, Part I, Line 3(f) GENERAL INFORMATION ON ACTIVITIES OUTSIDE THE UNITED STATES | THE AMOUNTS LISTED IN COLUMN (F) FOR THE UNIVERSITY'S INVESTMENTS IN CENTRAL AMERICAN/CARI BBEAN REFER TO THE FAIR MARKET VALUE OF INVESTMENTS FOR THAT PARTICULAR REGION, NOT SOLELY THE EXPENDITURES FOR THE FISCAL TAX YEAR ENDED 6/30/15, AS REQUIRED BY THE IRS |

Additional Data

Software ID: 14000329  
Software Version: 2014v1.0  
EIN: 94-1156266  
Name: University of the Pacific

Form 990 Schedule F Part I - Activities Outside The United States

| (a) Region                               | (b) Number of offices in the region | (c) Number of employees or agents in region | (d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region) | (e) If activity listed in (d) is a program service, describe specific type of service (s) in region | (f) Total expenditures for region |
|--|-------------------------------------|---|--|---|-----------------------------------|
| Central America and the Caribbean        | 0                                   | 0   | Investments  |   | 31,444,043                        |
| Europe (Including Iceland and Greenland) | 0                                   | 0   | Program Services   | Marketing   | 7,204                             |
| Europe (Including Iceland and Greenland) | 0                                   | 0   | Program Services   | Research  | 2,202                             |

**Form 990 Schedule F Part I - Activities Outside The United States**

| (a) Region                               | (b) Number of offices in the region | (c) Number of employees or agents in region | (d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region) | (e) If activity listed in (d) is a program service, describe specific type of service (s) in region | (f) Total expenditures for region |
|--|-------------------------------------|---|--|---|-----------------------------------|
| Europe (Including Iceland and Greenland) | 0                                   | 0   | Program Services   | Professional Services   | 8,621                             |
| Europe (Including Iceland and Greenland) | 1                                   | 4   | Program Services   | Study Abroad  | 137,773                           |
| South America                            | 0                                   | 0   | Program Services   | Study Abroad  | 13,440                            |

Form 990 Schedule F Part I - Activities Outside The United States

| (a) Region         | (b) Number of offices in the region | (c) Number of employees or agents in region | (d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region) | (e) If activity listed in (d) is a program service, describe specific type of service (s) in region | (f) Total expenditures for region |
|--------------------|-------------------------------------|---|--|---|-----------------------------------|
| Sub-Saharan Africa | 0                                   | 0   | Program Services   | STUDY ABROAD  | 1,500                             |

SCHEDULE G  
(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

Supplemental Information Regarding  
Fundraising or Gaming Activities

Complete if the organization answered "Yes" to Form 990, Part IV, lines 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.  
Attach to Form 990 or Form 990-EZ.  
Information about Schedule G (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

2014

Open to Public Inspection

Name of the organization  
University of the Pacific

Employer identification number  
94-1156266

**Part I Fundraising Activities.** Complete if the organization answered "Yes" to Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

1

Indicate whether the organization raised funds through any of the following activities. Check all that apply.

a

☒

Mail solicitations

e

☒

Solicitation of non-government grants

b

☒

Internet and email solicitations

f

☒

Solicitation of government grants

c

☒

Phone solicitations

g

☒

Special fundraising events

d

☒

In-person solicitations

2a

Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services?

☒ Yes ☐ No

b

If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization.

| (i) Name and address of individual or entity (fundraiser)  | (ii) Activity      | (iii) Did fundraiser have custody or control of contributions? |    | (iv) Gross receipts from activity | (v) Amount paid to (or retained by) fundraiser listed in col (i) | (vi) Amount paid to (or retained by) organization |
|--|--------------------|--|----|-----------------------------------|--|---|
|  |                    | Yes  | No |                                   |  |   |
| 1<br>THE STOCKADE CONSULTING GROUP INC<br>650 FRANKLIN ST STE 201<br><br>SCHENECTADY, NY 123052168 | ALUMNI FUNDRAISING |  | No | 38,524                            | 38,162   | 362   |
| 2<br>ARIA COMMUNICATIONS CORPORATION<br>717 W Saint Germain St<br><br>Saint Cloud, MN 563013534    | ALUMNI FUNDRAISING |  | No | 20,065                            | 17,184   | 2,881   |
| 3  |                    |  |    |                                   |  |   |
| 4  |                    |  |    |                                   |  |   |
| 5  |                    |  |    |                                   |  |   |
| 6  |                    |  |    |                                   |  |   |
| 7  |                    |  |    |                                   |  |   |
| 8  |                    |  |    |                                   |  |   |
| 9  |                    |  |    |                                   |  |   |
| 10   |                    |  |    |                                   |  |   |
| Total . . . . .  |                    |  |    | 58,589                            | 55,346   | 3,243   |

3

List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing

AL, CA, CO, FL, GA, HI, ID, IL, IN, IA, KS, MD, MA, MN, MO, NJ, NM, NC, OK, OR, RI, SD, UT, WA, WV, WI, NY

Part II Fundraising Events. Complete if the organization answered "Yes" to Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

| Revenue         |                                    |   | (a) Event #1                   | (b) Event #2              | (c) Other events | (d) Total events              |           |
|-----------------|------------------------------------|---|--------------------------------|---------------------------|------------------|-------------------------------|-----------|
|                 |                                    |   | <u>ORANGE &amp; BLACK BALL</u> | <u>KIDS IN THE KLINIC</u> | <u>13</u>        | (add col (a) through col (c)) |           |
|                 |                                    |   | (event type)                   | (event type)              | (total number)   |                               |           |
|                 |                                    |   |                                |                           |                  |                               |           |
| 1               | Gross receipts                     | . . .   | 168,326                        | 114,143                   | 209,761          | 492,230                       |           |
| 2               | Less Contributions                 | . .   | 60,232                         | 30,741                    | 72,833           | 163,806                       |           |
| 3               | Gross income (line 1 minus line 2) | . . .   | 108,094                        | 83,402                    | 136,928          | 328,424                       |           |
| Direct Expenses | 4                                  | Cash prizes   | . . .                          | 20,808                    | 0                | 0                             | 20,808    |
|                 | 5                                  | Noncash prizes  | . .                            | 42,770                    | 12,370           | 48,725                        | 103,865   |
|                 | 6                                  | Rent/facility costs   | . .                            | 0                         | 68,547           | 6,832                         | 75,379    |
|                 | 7                                  | Food and beverages  | .                              | 33,267                    | 25,700           | 33,847                        | 92,814    |
|                 | 8                                  | Entertainment   | . . .                          | 1,100                     | 2,163            | 525                           | 3,788     |
|                 | 9                                  | Other direct expenses   | .                              | 28,800                    | 31,189           | 29,639                        | 89,628    |
|                 | 10                                 | Direct expense summary Add lines 4 through 9 in column (d) . . . . . ▶  |                                |                           |                  |                               | (386,282) |
|                 | 11                                 | Net income summary Subtract line 10 from line 3, column (d) . . . . . ▶ |                                |                           |                  |                               | -57,858   |

Part III Gaming. Complete if the organization answered "Yes" to Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

| Revenue         |   | (a) Bingo   | (b) Pull tabs/Instant<br>bingo/progressive bingo                                | (c) Other gaming  | (d) Total gaming (add<br>col (a) through col<br>(c)) |
|-----------------|---|---|---|---|--|
|                 | 1 Gross revenue . . . . .   |   |   |   |  |
| Direct Expenses | 2 Cash prizes . . . . .   |   |   |   |  |
|                 | 3 Non-cash prizes . . . . .   |   |   |   |  |
|                 | 4 Rent/facility costs . . . . .   |   |   |   |  |
|                 | 5 Other direct expenses . . . . .   |   |   |   |  |
|                 |   |   |   |   |  |
|                 | 6 Volunteer labor . . . . .   | <div><input type="checkbox"/> Yes _____ %<br/><input type="checkbox"/> No</div> | <div><input type="checkbox"/> Yes _____ %<br/><input type="checkbox"/> No</div> | <div><input type="checkbox"/> Yes _____ %<br/><input type="checkbox"/> No</div> |  |
|                 | 7 Direct expense summary Add lines 2 through 5 in column (d) . . . . . ▶        |   |   |   |  |
|                 | 8 Net gaming income summary Subtract line 7 from line 1, column (d) . . . . . ▶ |   |   |   |  |

9 Enter the state(s) in which the organization conducts gaming activities \_\_\_\_\_

a Is the organization licensed to conduct gaming activities in each of these states? . . . . . ☐ Yes ☐ No

b If "No," explain \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? . . . . . ☐ Yes ☐ No

b If "Yes," explain \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

11

Does the organization conduct gaming activities with nonmembers?

☐ Yes ☐ No

12

Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming?

☐ Yes ☐ No

13

Indicate the percentage of gaming activities conducted in

|   |                             |     |   |
|---|-----------------------------|-----|---|
| a | The organization's facility | 13a | % |
| b | An outside facility         | 13b | % |

14

Enter the name and address of the person who prepares the organization's gaming/special events books and records

Name  \_\_\_\_\_



Address  \_\_\_\_\_

15a

Does the organization have a contract with a third party from whom the organization receives gaming revenue?

☐ Yes ☐ No


b

If "Yes," enter the amount of gaming revenue received by the organization  \$ \_\_\_\_\_ and the amount of gaming revenue retained by the third party  \$ \_\_\_\_\_

c


If "Yes," enter name and address of the third party

Name  \_\_\_\_\_

Address  \_\_\_\_\_

16 Gaming manager information

Name  \_\_\_\_\_

Gaming manager compensation  \$ \_\_\_\_\_

Description of services provided  \_\_\_\_\_

☐ Director/officer      ☐ Employee      ☐ Independent contractor

17


Mandatory distributions

a

Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license?

☐ Yes ☐ No

b

Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year  \$ \_\_\_\_\_

**Part IV Supplemental Information.** Provide the explanations required by Part I, line 2b, columns (iii) and (v), and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information (see instructions).

| Return Reference   | Explanation   |
|--|---|
| Schedule G, Part I, Line 2a<br>DISTINGUISHING PAYMENTS FOR<br>PROFESSIONAL FUNDRAISING<br>SERVICES | THE STOCKADE CONSULTING GROUP INC IS A REGISTERED COMMERCIAL FUNDRAISER FOR CHARITABLE PURPOSES IN THE STATE OF CALIFORNIA AND PROVIDES ALUMNI FUNDRAISING SERVICES TO THE UNIVERSITY FINANCIAL REPORTS AND THE STOCKADE GROUP INC ACTIVITIES CONDUCTED ON BEHALF OF THE UNIVERSITY ARE FILED ANNUALLY WITH THE CALIFORNIA STATE ATTORNEY GENERAL'S OFFICE IN ACCORDANCE WITH CHARITABLE SOLICITATION REGULATIONS ARIA COMMUNICATIONS CORPORATION IS A REGISTERED COMMERCIAL FUNDRAISER FOR CHARITABLE PURPOSES IN THE STATE OF CALIFORNIA AND PROVIDES ALUMNI FUNDRAISING SERVICES TO THE UNIVERSITY FINANCIAL REPORTS AND ARIA COMMUNICATIONS CORPORATION ACTIVITIES CONDUCTED ON BEHALF OF THE UNIVERSITY ARE FILED ANNUALLY WITH THE CALIFORNIA STATE ATTORNEY GENERAL'S OFFICE IN ACCORDANCE WITH CHARITABLE SOLICITATION REGULATIONS  |
| Schedule G, Part I, Line 2b(v) payment of fees or payment of expenses                              | THE STOCKADE CONSULTING GROUP INC-THE STOCKADE CONSULTING GROUP INC IS A REGISTERED COMMERCIAL FUNDRAISER FOR CHARITABLE PURPOSES IN THE STATE OF CALIFORNIA AND PROVIDES ALUMNI FUNDRAISING SERVICES TO THE UNIVERSITY FINANCIAL REPORTS AND THE STOCKADE GROUP INC ACTIVITIES CONDUCTED ON BEHALF OF THE UNIVERSITY ARE FILED ANNUALLY WITH THE CALIFORNIA STATE ATTORNEY GENERAL'S OFFICE IN ACCORDANCE WITH CHARITABLE SOLICITATION REGULATIONS ,ARIA COMMUNICATIONS CORPORATION-ARIA COMMUNICATIONS CORPORATION IS A REGISTERED COMMERCIAL FUNDRAISER FOR CHARITABLE PURPOSES IN THE STATE OF CALIFORNIA AND PROVIDES ALUMNI FUNDRAISING SERVICES TO THE UNIVERSITY FINANCIAL REPORTS AND ARIA COMMUNICATIONS CORPORATION ACTIVITIES CONDUCTED ON BEHALF OF THE UNIVERSITY ARE FILED ANNUALLY WITH THE CALIFORNIA STATE ATTORNEY GENERAL'S OFFICE IN ACCORDANCE WITH CHARITABLE SOLICITATION REGULATIONS , |

Schedule I  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Name of the organization  
University of the Pacific

Grants and Other Assistance to Organizations,  
Governments and Individuals in the United States

Complete if the organization answered "Yes," to Form 990, Part IV, line 21 or 22.  
▶ Attach to Form 990.

▶ Information about Schedule I (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

2014

Open to Public  
Inspection

Employer identification number

94-1156266

Part I

General Information on Grants and Assistance

1

Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?

☒ Yes ☐ No

2

Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

Part II

Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" to Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

| (a) Name and address of organization or government | (b) EIN | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|--|---------|-------------------------------|--------------------------|-----------------------------------|---|--|------------------------------------|
|  |         |                               |                          |                                   |   |  |                                    |

2

Enter total number of section 501(c)(3) and government organizations listed in the line 1 table

3

Enter total number of other organizations listed in the line 1 table



Part III

Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" to Form 990, Part IV, line 22.  
Part III can be duplicated if additional space is needed.

| (a)Type of grant or assistance         | (b)Number of recipients | (c)Amount of cash grant | (d)Amount of non-cash assistance | (e)Method of valuation (book, FMV, appraisal, other) | (f)Description of non-cash assistance |
|--|-------------------------|-------------------------|----------------------------------|--|---------------------------------------|
| (1) DONOR SPONSORED FINANCIAL AID      | 348                     | 6,279,230               | 0                                | N/A  | N/A                                   |
| (2) UNIVERSITY SPONSORED FINANCIAL AID | 3365                    | 60,748,551              | 0                                | N/A  | N/A                                   |

Part IV

Supplemental Information. Provide the information required in Part I, line 2, Part III, column (b), and any other additional information.

| Return Reference   | Explanation   |
|--|---|
| Schedule I, Part I, Line 2<br>Description Of Procedure For Monitoring Use Of Grant Funds | Federal and state programs are administered according to the laws, rules, statutes, and regulations as issued by the State of California and the U S Department of Education as well as the U S Department of Health and Human Services University scholarships and grants are administered according to the policies and procedures developed and implemented by the Financial Aid Office in support of the University's strategic enrollment plan The Financial Aid Office uses the Free Application for Federal Student Aid (FAFSA) as well as a number of supporting documents of verification to determine a student's eligibility for all need based programs In addition, students are reviewed based on academic qualifications and special talents for merit based programs such as music, athletics, regents scholarships and similar programs Policies and Procedures ensure that the determination of aid eligibility and the subsequent delivery of aid from any and all programs are done in a fair and equitable manner and in accordance with the rules and regulations that govern the individual programs |
| Schedule I, Part I, Line 2<br>Procedures for monitoring use of grant funds               | Federal and state programs are administered according to the laws, rules, statutes, and regulations as issued by the State of California and the U S Department of Education as well as the U S Department of Health and Human Services University scholarships and grants are administered according to the policies and procedures developed and implemented by the Financial Aid Office in support of the University's strategic enrollment plan The Financial Aid Office uses the Free Application for Federal Student Aid (FAFSA) as well as a number of supporting documents of verification to determine a student's eligibility for all need based programs In addition, students are reviewed based on academic qualifications and special talents for merit based programs such as music, athletics, regents scholarships and similar programs Policies and Procedures ensure that the determination of aid eligibility and the subsequent delivery of aid from any and all programs are done in a fair and equitable manner and in accordance with the rules and regulations that govern the individual programs |

Schedule J  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 23.  
▶ Attach to Form 990.

▶ Information about Schedule J (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

2014

Open to Public Inspection

Name of the organization  
University of the Pacific

Employer identification number  
94-1156266

| Part I | Questions Regarding Compensation  |    | Yes | No |
|--------|---|----|-----|----|
| 1a     | Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.<br><div><div><input checked="" type="checkbox"/> First-class or charter travel</div><div><input checked="" type="checkbox"/> Housing allowance or residence for personal use</div><div><input checked="" type="checkbox"/> Travel for companions</div><div><input type="checkbox"/> Payments for business use of personal residence</div><div><input type="checkbox"/> Tax idemnification and gross-up payments</div><div><input checked="" type="checkbox"/> Health or social club dues or initiation fees</div><div><input type="checkbox"/> Discretionary spending account</div><div><input checked="" type="checkbox"/> Personal services (e g , maid, chauffeur, chef)</div></div> |    |     |    |
| b      | If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain  | 1b | Yes |    |
| 2      | Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked in line 1a?  | 2  | Yes |    |
| 3      | Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.<br><div><div><input checked="" type="checkbox"/> Compensation committee</div><div><input checked="" type="checkbox"/> Written employment contract</div><div><input checked="" type="checkbox"/> Independent compensation consultant</div><div><input checked="" type="checkbox"/> Compensation survey or study</div><div><input type="checkbox"/> Form 990 of other organizations</div><div><input checked="" type="checkbox"/> Approval by the board or compensation committee</div></div>   |    |     |    |
| 4      | During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization:<br><div><div>a Receive a severance payment or change-of-control payment?</div><div>b Participate in, or receive payment from, a supplemental nonqualified retirement plan?</div><div>c Participate in, or receive payment from, an equity-based compensation arrangement?</div></div> If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.   | 4a | Yes |    |
|        |   | 4b |     | No |
|        |   | 4c |     | No |
| 5      | Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.<br>For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:<br><div><div>a The organization?</div><div>b Any related organization?</div></div> If "Yes," to line 5a or 5b, describe in Part III.   | 5a |     | No |
|        |   | 5b |     | No |
| 6      | For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:<br><div><div>a The organization?</div><div>b Any related organization?</div></div> If "Yes," to line 6a or 6b, describe in Part III.   | 6a |     | No |
|        |   | 6b |     | No |
| 7      | For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III.   | 7  | Yes |    |
| 8      | Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III.  | 8  |     | No |
| 9      | If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?  | 9  |     |    |

**Part II** **Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii) Do not list any individuals that are not listed on Form 990, Part VII

**Note.** The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual

| (A) Name and Title        | (B) Breakdown of W-2 and/or 1099-MISC compensation |                                     |                                     | (C) Retirement and other deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)-(D) | (F) Compensation in column(B) reported as deferred in prior Form 990 |
|---------------------------|--|-------------------------------------|-------------------------------------|--|-------------------------|---------------------------------|--|
|                           | (i) Base compensation                              | (ii) Bonus & incentive compensation | (iii) Other reportable compensation |  |                         |                                 |  |
| See Additional Data Table |  |                                     |                                     |  |                         |                                 |  |

**Part III Supplemental Information**

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

| Return Reference  | Explanation  |
|---|--|
| Schedule J, Part I, Line 3 METHODS USED TO ESTABLISH COMPENSATION FOR THE PRESIDENT | PLEASE SEE SCHEDULE O FOR THE RESPONSE TO FORM 990, PART VI, SECTION B, LINE 15A   |
| Schedule J, Part I, Line 1a First-class or charter travel                           | The University does not pay the cost of first class travel. While individuals may choose to travel first class, the University will pay up to the cost of coach or economy class travel. Any exceptions to this policy require the written approval of the President or Vice President for Business & Finance, obtained in advance of travel. Employees are permitted to use personal airline miles, "points," or other for upgrades, however, the University will not reimburse employees for the value of these upgrades. During the fiscal year ended June 30, 2015, there were two exceptions granted to approve first class travel. One was allowed for medical purposes and the other due to the length of the flights, as these were international. The value of the first class travel was considered a necessary business expense and therefore, was not included within the employees' W2s for the two exceptions noted. |
| Schedule J, Part I, Line 1a Travel for companions                                   | Companion travel is the financial responsibility of the traveler except in cases where the presence of the companion is required for university business reasons and therefore is not included in the individual's W-2.  |
| Schedule J, Part I, Line 1a Housing allowance or residence for personal use         | The University has three campuses, located in Stockton, Sacramento and San Francisco. At the main campus in Stockton and the Sacramento campus, on-campus housing is provided to the President and Dean, respectively. For Stockton and Sacramento, the housing qualifies for exclusion from employee taxable income. At the San Francisco Campus, a housing allowance is provided to the Dean in the amount of \$6,200 per month, which is treated as taxable compensation. A housing allowance in the amount of \$3,000 per month is provided to the Vice President for External Relations and is treated as taxable compensation. The Provost received a \$40,000 forgiveness on a housing loan that was included in her "other reportable compensation" column of Schedule J.  |
| Schedule J, Part I, Line 1a Health or social club dues or initiation fees           | Some University officers and key employees have University paid memberships in social, golf and country clubs to facilitate business purposes, including donor cultivation, networking and University meetings. Any personal use of such clubs is taxable to the employees and reported as a portion of the "other reportable compensation" on Schedule J Part II Column B(III).   |
| Schedule J, Part I, Line 1a Personal services                                       | The "other reportable compensation" for President Eibeck includes \$9,776 for the value of all housekeeping services provided by the University at her on-campus residence. Housekeeping services for the Sacramento campus home is personally paid by the Dean.   |
| Schedule J, Part I, Line 4a Severance or change-of-control payment                  | The following employees received a separation payment: Ronald Hoverstad \$192,309 Thomas Leach \$137,557   |
| Schedule J, Part I, Line 7 Non-fixed payments                                       | President Eibeck received a non-fixed payment based on satisfaction of a performance target at the Board of Regent's discretion. Provost Pallavicini received a non-fixed payment based on satisfaction of performance.  |

Additional Data

Software ID: 14000329  
Software Version: 2014v1.0  
EIN: 94-1156266  
Name: University of the Pacific

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

| (A) Name and Title  | (B) Breakdown of W-2 and/or 1099-MISC compensation |                                     |                                     | (C) Retirement and other deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)-(D) | (F) Compensation in column (B) reported as deferred in prior Form 990 |
|---|--|-------------------------------------|-------------------------------------|--|-------------------------|---------------------------------|---|
|   | (i) Base Compensation                              | (ii) Bonus & incentive compensation | (iii) Other reportable compensation |  |                         |                                 |   |
| Eibeck Pamela<br>President  | (i)<br>(ii)434,498<br>0                            | 25,000<br>0                         | 26,731<br>0                         | 43,500<br>0                                    | 56,580<br>0             | 586,309<br>0                    | 0<br>0  |
| Atterbury George<br>VP, Development                                   | (i)<br>(ii)284,596<br>0                            | 0<br>0                              | 29,179<br>0                         | 43,500<br>0                                    | 17,304<br>0             | 374,579<br>0                    | 0<br>0  |
| Cavanaugh Patrick<br>VP Emeritus, Business & Finance                  | (i)<br>(ii)365,358<br>0                            | 0<br>0                              | 80,738<br>0                         | 43,500<br>0                                    | 13,948<br>0             | 503,544<br>0                    | 0<br>0  |
| Day Patrick<br>VP, Student Life                                       | (i)<br>(ii)200,173<br>0                            | 0<br>0                              | 1,065<br>0                          | 25,967<br>0                                    | 6,296<br>0              | 233,501<br>0                    | 0<br>0  |
| Lackey Mary Lou<br>VP and Sec to Bd of Regents                        | (i)<br>(ii)242,700<br>0                            | 0<br>0                              | 13,452<br>0                         | 41,320<br>0                                    | 633<br>0                | 298,105<br>0                    | 0<br>0  |
| Leland Edward<br>VP, External Relations and Director of Athletics     | (i)<br>(ii)269,361<br>0                            | 0<br>0                              | 80,952<br>0                         | 43,500<br>0                                    | 600<br>0                | 394,413<br>0                    | 0<br>0  |
| Mullen Kenneth<br>VP, Business & Finance                              | (i)<br>(ii)268,169<br>0                            | 0<br>0                              | 4,280<br>0                          | 43,500<br>0                                    | 18,908<br>0             | 334,857<br>0                    | 0<br>0  |
| Pallavicini Maria<br>Provost  | (i)<br>(ii)345,770<br>0                            | 20,000<br>0                         | 52,732<br>0                         | 43,500<br>0                                    | 600<br>0                | 462,602<br>0                    | 0<br>0  |
| Beck Lynn<br>Dean, School of Education                                | (i)<br>(ii)182,370<br>0                            | 0<br>0                              | 1,153<br>0                          | 18,708<br>0                                    | 6,264<br>0              | 208,495<br>0                    | 0<br>0  |
| Ferrillo Patrick<br>Dean, Dugoni School of Dentistry                  | (i)<br>(ii)371,905<br>0                            | 0<br>0                              | 83,484<br>0                         | 26,000<br>0                                    | 6,199<br>0              | 487,588<br>0                    | 0<br>0  |
| Fraden Rena<br>Dean, College of the Pacific                           | (i)<br>(ii)238,275<br>0                            | 0<br>0                              | 46,891<br>0                         | 24,087<br>0                                    | 17,306<br>0             | 326,559<br>0                    | 0<br>0  |
| Gale Lewis<br>Dean, Eberhardt School of Business                      | (i)<br>(ii)226,646<br>0                            | 0<br>0                              | 482<br>0                            | 23,407<br>0                                    | 18,461<br>0             | 268,996<br>0                    | 0<br>0  |
| Howell Steven<br>Dean, Engineering & Computer Science                 | (i)<br>(ii)296,670<br>0                            | 0<br>0                              | 2,592<br>0                          | 26,000<br>0                                    | 18,542<br>0             | 343,804<br>0                    | 0<br>0  |
| Manilay Bayani<br>Assistant Vice President, Treasury                  | (i)<br>(ii)152,821<br>0                            | 0<br>0                              | 337<br>0                            | 15,345<br>0                                    | 1,396<br>0              | 169,899<br>0                    | 0<br>0  |
| Mootz Francis<br>Dean, McGeorge School of Law                         | (i)<br>(ii)294,848<br>0                            | 0<br>0                              | 6,840<br>0                          | 26,000<br>0                                    | 36,540<br>0             | 364,228<br>0                    | 0<br>0  |
| Ongaro Giulio<br>Dean, Conservatory of Music                          | (i)<br>(ii)181,326<br>0                            | 0<br>0                              | 1,184<br>0                          | 35,912<br>0                                    | 17,233<br>0             | 235,655<br>0                    | 0<br>0  |
| Oppenheimer Phillip<br>Dean, Pharmacy & Health Sciences               | (i)<br>(ii)242,956<br>0                            | 0<br>0                              | 3,254<br>0                          | 25,362<br>0                                    | 13,113<br>0             | 284,685<br>0                    | 0<br>0  |
| Hoverstad Ronald<br>Associate Professor, Eberhardt School of Business | (i)<br>(ii)149,266<br>0                            | 0<br>0                              | 193,143<br>0                        | 21,068<br>0                                    | 16,853<br>0             | 380,330<br>0                    | 0<br>0  |
| Indresano A Thomas<br>Professor, Chair Oral Surgery                   | (i)<br>(ii)447,572<br>0                            | 0<br>0                              | 5,392<br>0                          | 26,000<br>0                                    | 17,489<br>0             | 496,453<br>0                    | 0<br>0  |
| Leach Thomas<br>Professor of Law                                      | (i)<br>(ii)179,017<br>0                            | 0<br>0                              | 139,139<br>0                        | 26,000<br>0                                    | 18,352<br>0             | 362,508<br>0                    | 0<br>0  |

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

| (A) Name and Title   |      | (B) Breakdown of W-2 and/or 1099-MISC compensation |                                     |                                     | (C) Retirement and other deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)-(D) | (F) Compensation in column (B) reported as deferred in prior Form 990 |
|--|------|--|-------------------------------------|-------------------------------------|--|-------------------------|---------------------------------|---|
|  |      | (i) Base Compensation                              | (ii) Bonus & incentive compensation | (iii) Other reportable compensation |  |                         |                                 |   |
| Nadershahi Nader<br>Executive Associate Dean and Associate Dean for Academic Affairs | (i)  | 307,536  | 0                                   | 465                                 | 26,000   | 17,129                  | 351,130                         | 0   |
|  | (ii) | 0  | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
| Nattestad Anders<br>Professor of Oral Surgery  | (i)  | 466,631  | 0                                   | 784                                 | 26,000   | 17,351                  | 510,766                         | 0   |
|  | (ii) | 0  | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
| Jain Ravinder<br>Dean, Engineering & Computer Science (outgoing)                     | (i)  | 115,335  | 0                                   | 0                                   | 12,019   | 6,462                   | 133,816                         | 0   |
|  | (ii) | 0  | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
| Weick Cynthia<br>Director Powell Scholar Program                                     | (i)  | 164,811  | 0                                   | 682                                 | 16,481   | 184                     | 182,158                         | 0   |
|  | (ii) | 0  | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
| Yarborough Craig<br>Assoc. Dean for Institutional Advancement                        | (i)  | 246,807  | 0                                   | 1,216                               | 25,641   | 13,056                  | 286,720                         | 0   |
|  | (ii) | 0  | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |

|   |  |  |  |  |  |  |  |  |  |  |                           |  |
|---|--|--|--|--|--|--|--|--|--|--|---------------------------|--|
| Schedule K<br>(Form 990)                              | Supplemental Information on Tax Exempt Bonds<br>▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 24a. Provide descriptions, explanations, and any additional information in Part VI.<br>▶ Attach to Form 990.<br>▶ Information about Schedule K (Form 990) and its instructions is at <a href="http://www.irs.gov/form990">www.irs.gov/form990</a> . |  |  |  |  |  |  |  |  |  | OMB No 1545-0047          |  |
|   |  |  |  |  |  |  |  |  |  |  | 2014                      |  |
|   | Department of the Treasury<br>Internal Revenue Service   |  |  |  |  |  |  |  |  |  | Open to Public Inspection |  |
| Name of the organization<br>University of the Pacific |  |  |  |  |  |  |  |  |  | Employer identification number<br>94-1156266 |                           |  |

Part I

Bond Issues

| (a) Issuer name                               | (b) Issuer EIN | (c) CUSIP # | (d) Date issued | (e) Issue price | (f) Description of purpose | (g) Defeased |    | (h) On behalf of issuer |    | (i) Pool financing |    |
|---|----------------|-------------|-----------------|-----------------|----------------------------|--------------|----|-------------------------|----|--------------------|----|
|   |                |             |                 |                 |                            | Yes          | No | Yes                     | No | Yes                | No |
| A California Educational Facilities Authority | 52-1705592     | 130175R46   | 08-12-2004      | 11,703,853      | See Part VI                |              | X  |                         | X  |                    | X  |
| B California Educational Facilities Authority | 52-1705592     | 130178DT0   | 06-01-2006      | 77,180,000      | See Part VI                |              | X  |                         | X  |                    | X  |
| C California Educational Facilities Authority | 52-1705592     | 130178TA4   | 05-28-2009      | 14,934,717      | See Part VI                |              | X  |                         | X  |                    | X  |
| D California Educational Facilities Authority | 52-1705592     | 130178J80   | 01-26-2012      | 37,987,510      | See Part VI                |              | X  |                         | X  |                    | X  |

Part II

Proceeds

|    |  | A          |    | B          |    | C          |    | D          |    |
|----|--|------------|----|------------|----|------------|----|------------|----|
| 1  | Amount of bonds retired  | 0          |    | 51,725,000 |    | 0          |    | 20,715,000 |    |
| 2  | Amount of bonds legally defeased   | 0          |    | 0          |    | 0          |    | 0          |    |
| 3  | Total proceeds of issue  | 11,997,251 |    | 78,477,762 |    | 14,966,762 |    | 38,011,685 |    |
| 4  | Gross proceeds in reserve funds  | 0          |    | 0          |    | 0          |    | 0          |    |
| 5  | Capitalized interest from proceeds   | 0          |    | 0          |    | 0          |    | 204,276    |    |
| 6  | Proceeds in refunding escrows  | 0          |    | 53,529,861 |    | 0          |    | 19,974,981 |    |
| 7  | Issuance costs from proceeds   | 234,077    |    | 1,070,356  |    | 298,693    |    | 759,750    |    |
| 8  | Credit enhancement from proceeds   | 0          |    | 0          |    | 0          |    | 0          |    |
| 9  | Working capital expenditures from proceeds   | 0          |    | 0          |    | 0          |    | 0          |    |
| 10 | Capital expenditures from proceeds   | 11,763,174 |    | 25,297,563 |    | 14,668,069 |    | 15,500,000 |    |
| 11 | Other spent proceeds   | 0          |    | 0          |    | 0          |    | 0          |    |
| 12 | Other unspent proceeds   | 0          |    | 0          |    | 0          |    | 0          |    |
| 13 | Year of substantial completion   | 2008       |    | 2008       |    | 2010       |    | 2014       |    |
|    |  | Yes        | No | Yes        | No | Yes        | No | Yes        | No |
| 14 | Were the bonds issued as part of a current refunding issue?  |            | X  |            | X  |            | X  | X          |    |
| 15 | Were the bonds issued as part of an advance refunding issue?   |            | X  | X          |    |            | X  |            | X  |
| 16 | Has the final allocation of proceeds been made?  | X          |    | X          |    | X          |    | X          |    |
| 17 | Does the organization maintain adequate books and records to support the final allocation of proceeds? | X          |    | X          |    | X          |    | X          |    |

Part III

Private Business Use

|   |  |  |  |  | A   |    | B   |    | C   |    | D   |    |
|---|--|--|--|--|-----|----|-----|----|-----|----|-----|----|
|   |  |  |  |  | Yes | No | Yes | No | Yes | No | Yes | No |
| 1 | Was the organization a partner in a partnership, or a member of an LLC, which owned property financed by tax-exempt bonds? |  |  |  |     | X  |     | X  |     | X  |     | X  |
| 2 | Are there any lease arrangements that may result in private business use of bond-financed property?                        |  |  |  | X   |    | X   |    | X   |    |     | X  |

Part III

Private Business Use (Continued)

|    |  | A      |    | B   |    | C      |    | D      |    |
|----|--|--------|----|-----|----|--------|----|--------|----|
|    |  | Yes    | No | Yes | No | Yes    | No | Yes    | No |
| 3a | Are there any management or service contracts that may result in private business use of bond-financed property?   | X      |    | X   |    |        | X  |        | X  |
| b  | If "Yes" to line 3a, does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts relating to the financed property?   | X      |    | X   |    |        |    |        |    |
| c  | Are there any research agreements that may result in private business use of bond-financed property?   |        | X  | X   |    | X      |    |        | X  |
| d  | If "Yes" to line 3c, does the organization routinely engage bond counsel or other outside counsel to review any research agreements relating to the financed property?   |        |    | X   |    | X      |    |        |    |
| 4  | Enter the percentage of financed property used in a private business use by entities other than a section 501(c)(3) organization or a state or local government  | 1 45 % |    | 0 % |    | 3 23 % |    | 0 35 % |    |
| 5  | Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another section 501(c)(3) organization, or a state or local government | 0 13 % |    | 0 % |    | 0 %    |    | 0 %    |    |
| 6  | Total of lines 4 and 5   | 1 58 % |    | 0 % |    | 3 23 % |    | 0 35 % |    |
| 7  | Does the bond issue meet the private security or payment test?   |        | X  |     | X  |        | X  |        | X  |
| 8a | Has there been a sale or disposition of any of the bond-financed property to a nongovernmental person other than a 501(c)(3) organization since the bonds were issued?   |        | X  |     | X  |        | X  |        | X  |
| b  | If "Yes" to line 8a, enter the percentage of bond-financed property sold or disposed of  |        |    |     |    |        |    |        |    |
| c  | If "Yes" to line 8a, was any remedial action taken pursuant to Regulations sections 1.141-12 and 1.145-2?  |        |    |     |    |        |    |        |    |
| 9  | Has the organization established written procedures to ensure that all nonqualified bonds of the issue are remediated in accordance with the requirements under Regulations sections 1.141-12 and 1.145-2?                           | X      |    | X   |    | X      |    | X      |    |

Part IV

Arbitrage

|    |  | A   |    | B   |    | C   |    | D   |    |
|----|--|-----|----|-----|----|-----|----|-----|----|
|    |  | Yes | No | Yes | No | Yes | No | Yes | No |
| 1  | Has the issuer filed Form 8038-T, Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate?   |     | X  |     | X  |     | X  |     | X  |
| 2  | If "No" to line 1, did the following apply?  |     |    |     |    |     |    |     |    |
| a  | Rebate not due yet?  |     | X  |     | X  |     | X  |     | X  |
| b  | Exception to rebate?   | X   |    |     | X  | X   |    | X   |    |
| c  | No rebate due?   |     | X  |     | X  |     | X  |     | X  |
|    | If "Yes" to line 2c, provide in Part VI the date the rebate computation was performed                          |     |    |     |    |     |    |     |    |
| 3  | Is the bond issue a variable rate issue?   |     | X  |     | X  |     | X  |     | X  |
| 4a | Has the organization or the governmental issuer entered into a qualified hedge with respect to the bond issue? |     | X  |     | X  |     | X  |     | X  |
| b  | Name of provider   |     |    |     |    |     |    |     |    |
| c  | Term of hedge  |     |    |     |    |     |    |     |    |
| d  | Was the hedge superintegrated?   |     |    |     |    |     |    |     |    |
| e  | Was the hedge terminated?  |     |    |     |    |     |    |     |    |



Part IV

Arbitrage (Continued)

|    |   | A   |    | B   |    | C   |    | D   |    |
|----|---|-----|----|-----|----|-----|----|-----|----|
|    |   | Yes | No | Yes | No | Yes | No | Yes | No |
| 5a | Were gross proceeds invested in a guaranteed investment contract (GIC)?                         |     | X  |     | X  |     | X  |     | X  |
| b  | Name of provider  |     |    |     |    |     |    |     |    |
| c  | Term of GIC   |     |    |     |    |     |    |     |    |
| d  | Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?     |     |    |     |    |     |    |     |    |
| 6  | Were any gross proceeds invested beyond an available temporary period?                          |     | X  |     | X  |     | X  |     | X  |
| 7  | Has the organization established written procedures to monitor the requirements of section 148? | X   |    | X   |    | X   |    | X   |    |

Part V

Procedures To Undertake Corrective Action

|  |  | A   |    | B   |    | C   |    | D   |    |
|--|--|-----|----|-----|----|-----|----|-----|----|
|  |  | Yes | No | Yes | No | Yes | No | Yes | No |
|  | Has the organization established written procedures to ensure that violations of federal tax requirements are timely identified and corrected through the voluntary closing agreement program if self-remediation is not available under applicable regulations? | X   |    | X   |    | X   |    | X   |    |

Part VI

Supplemental Information. Provide additional information for responses to questions on Schedule K (see instructions).

| Return Reference                                | Explanation  |
|---|--|
| Schedule K, Part III, Line 9 Written Procedures | As noted in Schedule K, Part III, Line 9, the University has adopted management practices and procedures to ensure post-issuance compliance of its tax-exempt bond liabilities. The University's written procedures have been updated to ensure that any violations of federal tax requirements are timely identified and corrected through the voluntary closing agreement program if self-remediation is not available under applicable regulations. |

| Return Reference   | Explanation   |
|--|---|
| Schedule K, Part I, Column (f)<br>Supplemental Information | Part I, Column (F) - Description of Purpose Series 2004 (issue date August 12, 2004 ) Renovation of student residential facilities, fire safety upgrades Series 2006 (issue date June 1, 2006) Advance refund of Series 2000 and 2002 bond issuances, construction of Donald V DeRosa and Karen M DeRosa University Center, Construction of Biological Sciences Center, Construction and equipping of other facility additions and renovation, consolidation and expansion of law library The refunded Series 2000 bond was issued on June 6, 2000 The refunded Series 2002 bond was issued on May 8, 2002 Series 2009 (issue date May 28, 2009) Construction of John T Chambers Engineering Technology Center, construction of Janssen-Lagorio Gymnasium, relocation of data center, upgrade of infrastructure improvements Series 2012A (issue date January 26, 2012) To refund all of the Series 1998 and 2000 bond issuances and finance the cost of the acquisition, construction, expansion, replacement, renovation, improvement and/or equipping of a seven-story building for the San Francisco Campus at 155 Fifth Street, fund capitalized interest on a portion of the bonds, and pay certain cost in connection with the issuance of the bonds The refunded series 1998 and 2000 was issued on February 25, 2012 Series 2014 (issue date May 12, 2014) To pay off a prior line of credit loan with Wells Fargo Bank and to pay for the costs of acquiring and developing a seven-story building for the San Francisco Campus at 155 Fifth Street |

| Return Reference  | Explanation  |
|---|--|
| Schedule K, Part II, Line 3<br>Supplemental Information | Part II, line 3, columns A-D - Total proceeds of issue Proceeds are not identical to the issue price listed in Part I column (e), the difference is due to investment earnings being included in the "Total proceeds of issue" amounts |

Schedule K  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Name of the organization  
University of the Pacific

Supplemental Information on Tax Exempt Bonds

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 24a. Provide descriptions, explanations, and any additional information in Part VI.  
▶ Attach to Form 990.  
▶ Information about Schedule K (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

2014

Open to Public  
Inspection

Employer identification number

94-1156266

| Part I Bond Issues                            |                |             |                 |                 |                            |              |    |                         |    |                    |    |
|---|----------------|-------------|-----------------|-----------------|----------------------------|--------------|----|-------------------------|----|--------------------|----|
| (a) Issuer name                               | (b) Issuer EIN | (c) CUSIP # | (d) Date issued | (e) Issue price | (f) Description of purpose | (g) Defeased |    | (h) On behalf of issuer |    | (i) Pool financing |    |
|   |                |             |                 |                 |                            | Yes          | No | Yes                     | No | Yes                | No |
| A California Educational Facilities Authority | 52-1705592     |             | 05-12-2014      | 36,500,000      | See Part VI                |              | X  |                         | X  |                    | X  |

| Part II Proceeds |  |            |    |     |    |     |    |     |    |
|------------------|--|------------|----|-----|----|-----|----|-----|----|
|                  |  | A          |    | B   |    | C   |    | D   |    |
| 1                | Amount of bonds retired  | 36,500,000 |    |     |    |     |    |     |    |
| 2                | Amount of bonds legally defeased   | 0          |    |     |    |     |    |     |    |
| 3                | Total proceeds of issue  | 36,500,000 |    |     |    |     |    |     |    |
| 4                | Gross proceeds in reserve funds  | 0          |    |     |    |     |    |     |    |
| 5                | Capitalized interest from proceeds   | 0          |    |     |    |     |    |     |    |
| 6                | Proceeds in refunding escrows  | 0          |    |     |    |     |    |     |    |
| 7                | Issuance costs from proceeds   | 251,792    |    |     |    |     |    |     |    |
| 8                | Credit enhancement from proceeds   | 0          |    |     |    |     |    |     |    |
| 9                | Working capital expenditures from proceeds   | 0          |    |     |    |     |    |     |    |
| 10               | Capital expenditures from proceeds   | 36,248,208 |    |     |    |     |    |     |    |
| 11               | Other spent proceeds   | 0          |    |     |    |     |    |     |    |
| 12               | Other unspent proceeds   | 0          |    |     |    |     |    |     |    |
| 13               | Year of substantial completion   | 2014       |    |     |    |     |    |     |    |
|                  |  | Yes        | No | Yes | No | Yes | No | Yes | No |
| 14               | Were the bonds issued as part of a current refunding issue?  |            | X  |     |    |     |    |     |    |
| 15               | Were the bonds issued as part of an advance refunding issue?   |            | X  |     |    |     |    |     |    |
| 16               | Has the final allocation of proceeds been made?  | X          |    |     |    |     |    |     |    |
| 17               | Does the organization maintain adequate books and records to support the final allocation of proceeds? | X          |    |     |    |     |    |     |    |

| Part III Private Business Use |  |     |    |     |    |     |    |     |    |
|-------------------------------|--|-----|----|-----|----|-----|----|-----|----|
|                               |  | A   |    | B   |    | C   |    | D   |    |
|                               |  | Yes | No | Yes | No | Yes | No | Yes | No |
| 1                             | Was the organization a partner in a partnership, or a member of an LLC, which owned property financed by tax-exempt bonds? |     | X  |     |    |     |    |     |    |
| 2                             | Are there any lease arrangements that may result in private business use of bond-financed property?                        |     | X  |     |    |     |    |     |    |

Part III

Private Business Use (Continued)

|    |  | A      |    | B   |    | C   |    | D   |    |
|----|--|--------|----|-----|----|-----|----|-----|----|
|    |  | Yes    | No | Yes | No | Yes | No | Yes | No |
| 3a | Are there any management or service contracts that may result in private business use of bond-financed property?   |        | X  |     |    |     |    |     |    |
| b  | If "Yes" to line 3a, does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts relating to the financed property?   |        |    |     |    |     |    |     |    |
| c  | Are there any research agreements that may result in private business use of bond-financed property?   |        | X  |     |    |     |    |     |    |
| d  | If "Yes" to line 3c, does the organization routinely engage bond counsel or other outside counsel to review any research agreements relating to the financed property?   |        |    |     |    |     |    |     |    |
| 4  | Enter the percentage of financed property used in a private business use by entities other than a section 501(c)(3) organization or a state or local government  | 0 35 % |    |     |    |     |    |     |    |
| 5  | Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another section 501(c)(3) organization, or a state or local government | 0 %    |    |     |    |     |    |     |    |
| 6  | Total of lines 4 and 5   | 0 35 % |    |     |    |     |    |     |    |
| 7  | Does the bond issue meet the private security or payment test?   |        | X  |     |    |     |    |     |    |
| 8a | Has there been a sale or disposition of any of the bond-financed property to a nongovernmental person other than a 501(c)(3) organization since the bonds were issued?   |        | X  |     |    |     |    |     |    |
| b  | If "Yes" to line 8a, enter the percentage of bond-financed property sold or disposed of  |        |    |     |    |     |    |     |    |
| c  | If "Yes" to line 8a, was any remedial action taken pursuant to Regulations sections 1.141-12 and 1.145-2?  |        |    |     |    |     |    |     |    |
| 9  | Has the organization established written procedures to ensure that all nonqualified bonds of the issue are remediated in accordance with the requirements under Regulations sections 1.141-12 and 1.145-2?                           | X      |    |     |    |     |    |     |    |

Part IV

Arbitrage

|    |  | A   |    | B   |    | C   |    | D   |    |
|----|--|-----|----|-----|----|-----|----|-----|----|
|    |  | Yes | No | Yes | No | Yes | No | Yes | No |
| 1  | Has the issuer filed Form 8038-T, Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate?   | X   |    |     |    |     |    |     |    |
| 2  | If "No" to line 1, did the following apply?  |     |    |     |    |     |    |     |    |
| a  | Rebate not due yet?  |     | X  |     |    |     |    |     |    |
| b  | Exception to rebate?   | X   |    |     |    |     |    |     |    |
| c  | No rebate due?   |     | X  |     |    |     |    |     |    |
|    | If "Yes" to line 2c, provide in Part VI the date the rebate computation was performed                          |     |    |     |    |     |    |     |    |
| 3  | Is the bond issue a variable rate issue?   |     | X  |     |    |     |    |     |    |
| 4a | Has the organization or the governmental issuer entered into a qualified hedge with respect to the bond issue? |     | X  |     |    |     |    |     |    |
| b  | Name of provider   |     |    |     |    |     |    |     |    |
| c  | Term of hedge  |     |    |     |    |     |    |     |    |
| d  | Was the hedge superintegrated?   |     |    |     |    |     |    |     |    |
| e  | Was the hedge terminated?  |     |    |     |    |     |    |     |    |

Part IV

Arbitrage (Continued)

|    |   | A   |    | B   |    | C   |    | D   |    |
|----|---|-----|----|-----|----|-----|----|-----|----|
|    |   | Yes | No | Yes | No | Yes | No | Yes | No |
| 5a | Were gross proceeds invested in a guaranteed investment contract (GIC)?                         |     | X  |     |    |     |    |     |    |
| b  | Name of provider  |     |    |     |    |     |    |     |    |
| c  | Term of GIC   |     |    |     |    |     |    |     |    |
| d  | Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?     |     |    |     |    |     |    |     |    |
| 6  | Were any gross proceeds invested beyond an available temporary period?                          |     | X  |     |    |     |    |     |    |
| 7  | Has the organization established written procedures to monitor the requirements of section 148? | X   |    |     |    |     |    |     |    |

Part V

Procedures To Undertake Corrective Action

|  |  | A   |    | B   |    | C   |    | D   |    |
|--|--|-----|----|-----|----|-----|----|-----|----|
|  |  | Yes | No | Yes | No | Yes | No | Yes | No |
|  | Has the organization established written procedures to ensure that violations of federal tax requirements are timely identified and corrected through the voluntary closing agreement program if self-remediation is not available under applicable regulations? | X   |    |     |    |     |    |     |    |

Part VI

Supplemental Information. Provide additional information for responses to questions on Schedule K (see instructions).

Schedule L

(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

Transactions with Interested Persons

▶ **Complete if the organization answered**  
"Yes" on Form 990, Part IV, lines 25a, 25b, 26, 27, 28a, 28b, or 28c,  
or Form 990-EZ, Part V, line 38a or 40b.  
▶ **Attach to Form 990 or Form 990-EZ.**  
▶ **Information about Schedule L (Form 990 or 990-EZ) and its instructions is at**  
**www.irs.gov/form990.**

OMB No 1545-0047

2014

Open to Public  
Inspection

|   |  |
|---|--|
| Name of the organization<br>University of the Pacific | Employer identification number<br>94-1156266 |
|---|--|

Part I

Excess Benefit Transactions (section 501(c)(3), section 501(c)(4), and 501(c)(29) organizations only)

Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b

| 1 | (a) Name of disqualified person | (b) Relationship between disqualified person and organization | (c) Description of transaction | (d) Corrected? |    |
|---|---------------------------------|---|--------------------------------|----------------|----|
|   |                                 |   |                                | Yes            | No |
|   |                                 |   |                                |                |    |

2 Enter the amount of tax incurred by organization managers or disqualified persons during the year under section 4958 . . . . . ▶ \$ \_\_\_\_\_

3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization . . . . . ▶ \$ \_\_\_\_\_

Part II

Loans to and/or From Interested Persons.

Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a, or Form 990, Part IV, line 26, or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22

| (a) Name of interested person | (b) Relationship with organization | (c) Purpose of loan | (d) Loan to or from the organization? |      | (e) Original principal amount | (f) Balance due | (g) In default? |    | (h) Approved by board or committee? |    | (i) Written agreement? |    |
|-------------------------------|------------------------------------|---------------------|---------------------------------------|------|-------------------------------|-----------------|-----------------|----|-------------------------------------|----|------------------------|----|
|                               |                                    |                     | To                                    | From |                               |                 | Yes             | No | Yes                                 | No | Yes                    | No |
| (1) MARIA PALLAVICINI         | EMPLOYEE                           | HOME LOAN           |                                       | X    | 400,000                       | 200,325         |                 | No | Yes                                 |    | Yes                    |    |

|       |      |         |  |  |  |
|-------|------|---------|--|--|--|
| Total | ▶ \$ | 200,325 |  |  |  |
|-------|------|---------|--|--|--|

Part III

Grants or Assistance Benefiting Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

| (a) Name of interested person | (b) Relationship between interested person and the organization | (c) Amount of assistance | (d) Type of assistance | (e) Purpose of assistance |
|-------------------------------|---|--------------------------|------------------------|---------------------------|
| (1) TUITION ASSISTANCE        | N/A   | 85,980                   |                        |                           |

Part IV Business Transactions Involving Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

| (a) Name of interested person | (b) Relationship between interested person and the organization | (c) Amount of transaction | (d) Description of transaction | (e) Sharing of organization's revenues? |    |
|-------------------------------|---|---------------------------|--------------------------------|---|----|
|                               |   |                           |                                | Yes                                     | No |
| (1) LETICIA CORONA            | Family member of Jose Hernandez, a Regent                       | 36,123                    | SEE SUPPLEMENTAL INFORMATION   |   | No |
| (2) CARY BRICKER              | Family member of Thomas Leach, a Professor of law               | 131,842                   | SEE SUPPLEMENTAL INFORMATION   |   | No |
| (3) SUZANNE SCHWARTZ          | Family member of Ronald Redmond, a Regent                       | 23,158                    | SEE SUPPLEMENTAL INFORMATION   |   | No |
| (4) BRIAN WEICK               | Family member of Cynthia Weick, a former key employee           | 126,116                   | SEE SUPPLEMENTAL INFORMATION   |   | No |

Part V Supplemental Information

Provide additional information for responses to questions on Schedule L (see instructions)

| Return Reference  | Explanation  |
|---|--|
| Schedule L, Part IV BUSINESS TRANSACTIONS INVOLVING INTERESTED PERSONS  | JOSE HERNANDEZ, A BOARD MEMBER, IS RELATED TO LETICIA CORONA, HIS SISTER, WHO IS AN EMPLOYEE AT THE UNIVERSITY'S MAIN CAMPUS IN STOCKTON THE AMOUNT SHOWN REPRESENTS IRS FORM W-2 BOX 5 WAGES FOR CALENDAR YEAR 2014 FOR LETICIA CORONA THOMAS LEACH, A PROFESSOR OF LAW, IS RELATED TO CARY BRICKER, HIS WIFE, WHO IS ALSO AN EMPLOYEE AT THE MCGEORGE SCHOOL OF LAW THE AMOUNT SHOWN REPRESENTS IRS FORM W-2 BOX 5 WAGES FOR CALENDAR YEAR 2014 FOR CARY BRICKER RONALD REDMOND, A BOARD MEMBER, IS RELATED TO SUZANNE SCHWARTZ, HIS DAUGHTER, WHO WAS PAID AS AN INDEPENDENT CONTRACTOR FOR PROVIDING SIGNAGE AT THE NEW SAN FRANCISCO BUILDING THE AMOUNT SHOWN REPRESENTS THE AMOUNT PAID BY THE UNIVERSITY FOR CALENDAR YEAR 2014 CYNTHIA WEICK, DIRECTOR OF POWELL SCHOLARS PROGRAM, A FORMER KEY EMPLOYEE, IS RELATED TO BRIAN WEICK, HER HUSBAND, WHO IS ALSO AN EMPLOYEE AT THE UNIVERSITY'S MAIN CAMPUS IN STOCKTON THE AMOUNT SHOWN REPRESENTS IRS FORM W-2 BOX 5 WAGES FOR CALENDAR YEAR 2014 FOR BRIAN WEICK |
| Schedule L, Part II LOANS TO AND/OR FROM INTERESTED PERSONS             | THE HOME LOAN PROVIDED TO THE PROVOST IS FOR A TERM OF 30 YEARS WITH A THEN MARKET INTEREST RATE OF 4% THE AMOUNT SHOWN IN COLUMN (D) IS THE BALANCE DUE AT THE END OF THE UNIVERSITY'S TAX YEAR   |
| Schedule L, Part III GRANTS OR ASSISTANCE BENEFITING INTERESTED PERSONS | PER THE 990 INSTRUCTIONS, THE UNIVERSITY IS NOT REQUIRED TO IDENTIFY THE INTERESTED PERSONS WHO RECEIVED SCHOLARSHIPS, FELLOWSHIPS, AND SIMILAR FINANCIAL ASSISTANCE INSTEAD, THE UNIVERSITY MUST GROUP EACH TYPE OF ASSISTANCE PROVIDED TO INTERESTED PERSONS THIS IS DONE IN ORDER TO PROTECT THE IDENTITY OF THE STUDENTS   |



SCHEDULE M  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Noncash Contributions

►Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.  
► Attach to Form 990.  
►Information about Schedule M (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

2014

Open to Public Inspection

Name of the organization  
University of the Pacific

Employer identification number  
94-1156266

Part I Types of Property

|  | (a)<br>Check<br>if<br>applicable | (b)<br>Number of contributions<br>or items contributed | (c)<br>Noncash contribution<br>amounts reported on<br>Form 990, Part VIII,<br>line 1g | (d)<br>Method of determining<br>noncash contribution amounts |
|--|----------------------------------|--|---|--|
| 1 Art—Works of art . . . . .   | X                                | 6  | 100,506   | Market value   |
| 2 Art—Historical treasures . . . . .                                       |                                  |  |   |  |
| 3 Art—Fractional interests . . . . .                                       |                                  |  |   |  |
| 4 Books and publications . . . . .   | X                                |  | 4,081,900   | Market value   |
| 5 Clothing and household<br>goods . . . . .                                |                                  |  |   |  |
| 6 Cars and other vehicles . . . . .  |                                  |  |   |  |
| 7 Boats and planes . . . . .   |                                  |  |   |  |
| 8 Intellectual property . . . . .  |                                  |  |   |  |
| 9 Securities—Publicly traded . . . . .                                     | X                                | 108  | 1,863,209   | Market value   |
| 10 Securities—Closely held stock . . . . .                                 |                                  |  |   |  |
| 11 Securities—Partnership, LLC,<br>or trust interests . . . . .            |                                  |  |   |  |
| 12 Securities—Miscellaneous . . . . .                                      |                                  |  |   |  |
| 13 Qualified conservation<br>contribution—Historic<br>structures . . . . . |                                  |  |   |  |
| 14 Qualified conservation<br>contribution—Other . . . . .                  |                                  |  |   |  |
| 15 Real estate—Residential . . . . .                                       |                                  |  |   |  |
| 16 Real estate—Commercial . . . . .  |                                  |  |   |  |
| 17 Real estate—Other . . . . .   |                                  |  |   |  |
| 18 Collectibles . . . . .  |                                  |  |   |  |
| 19 Food inventory . . . . .  |                                  |  |   |  |
| 20 Drugs and medical supplies . . . . .                                    | X                                | 11   | 579,312   | Market value   |
| 21 Taxidermy . . . . .   |                                  |  |   |  |
| 22 Historical artifacts . . . . .  |                                  |  |   |  |
| 23 Scientific specimens . . . . .  |                                  |  |   |  |
| 24 Archeological artifacts . . . . .                                       |                                  |  |   |  |
| 25 Other ► ( Construction Materials )                                      | X                                | 2  | 21,922  | Market value   |
| 26 Other ► ( Food )  | X                                | 1  | 5,738   | Market value   |
| 27 Other ► ( Education Equipment )   | X                                | 1  | 5,000   | Market value   |
| 28 Other ► ( )   |                                  |  |   |  |

29

Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement . . . . .

2

30a

During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which is not required to be used for exempt purposes for the entire holding period? . . . . .

30a

No

b

If "Yes," describe the arrangement in Part II

31

Does the organization have a gift acceptance policy that requires the review of any non-standard contributions?

31

Yes

32a

Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions? . . . . .

32a

No

b

If "Yes," describe in Part II

33

If the organization did not report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II

Part II

Supplemental Information. Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

| Return Reference  | Explanation   |
|---|---|
| Schedule M, Part I Explanations of reporting method for number of contributions | Art - Works of art Number of Contributions Securities - Publicly traded Number of Contributions Drugs and medical supplies Number of Contributions Other Number of Contributions Other Number of Contributions Other Number of Contributions Books and publications NUMBER OF CONTRIBUTIONS |

SCHEDULE O

(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.  
▶ Attach to Form 990 or 990-EZ.  
▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at  
[www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

2014

Open to Public  
Inspection

|   |  |
|---|--|
| Name of the organization<br>University of the Pacific | Employer identification number<br><br>94-1156266 |
|---|--|

| Return Reference                                       | Explanation   |
|--|---|
| Form 990, Part I, Line 6 Total<br>Number of Volunteers | The University is fortunate to benefit from the services of volunteers across its numerous schools, departments, and programs, but the University does not formally track this population |

| Return Reference  | Explanation  |
|---|--|
| Form 990, Part III, Line 4d<br>Description of other<br>program services | (Expenses \$ 13,103,511 including grants of \$ 0)(Revenue \$ 0) RESEARCH INCLUDES EXPENDITURES FOR ACTIVITIES SPECIFICALLY DESIGNED TO PRODUCE HIGH-QUALITY RESEARCH OUTCOMES WHILE PROVIDING HANDS-ON RESEARCH TRAINING TO BOTH UNDERGRADUATE AND GRADUATE STUDENTS |

| Return Reference  | Explanation   |
|---|---|
| Form 990, Part IV, Line 11b Investments<br>- other securities 5% or more of total<br>assets | The Endow ment has a 30% target to alternatives w hich are primarily non-publicly traded securities<br>These investments include marketable alternatives and private equity At FYE15, these assets<br>represented approximately 26% of the endow ment |

| Return<br>Reference                                     | Explanation   |
|---|---|
| Form 990, Part<br>VI, Line 1a<br>EXECUTIVE<br>COMMITTEE | THE EXECUTIVE COMMITTEE IS EMPOWERED TO ACT FOR THE BOARD BETWEEN REGULAR BOARD MEETINGS ON ALL MATTERS EXCEPT THE FOLLOWING, WHICH SHALL BE RESERVED FOR THE BOARD (I) PRESIDENTIAL SELECTION AND TERMINATION, (II) BOARD MEMBER AND BOARD OFFICER ELECTION, (III) CHANGES IN MISSION AND PURPOSES OF THE INSTITUTION, (IV) AMENDMENTS TO THE ARTICLES OF INCORPORATION AND BYLAWS, (V) INCURRENCE OF CORPORATE INDEBTNESS, (VI) ACQUISITION, SALE AND OTHER DISPOSITION OF REAL ESTATE, EXCEPT THE ACQUISITION, SALE OR OTHER DISPOSITION OF REAL ESTATE WHICH MEETS CERTAIN CONDITIONS SET FORTH IN BOARD POLICY, (VII) ADOPTION OF THE ANNUAL BUDGET, AND (VIII) CONFERRAL OF DEGREES IN ADDITION TO ITS AUTHORITY TO TAKE ACTION ON EMERGENCY MATTERS THAT CANNOT OR SHOULD NOT BE DEFERRED TO THE NEXT SCHEDULED MEETING OF THE BOARD, THE EXECUTIVE COMMITTEE SHALL (I) OVERSEE THE WORK OF THE BOARD COMMITTEES, (II) PERIODICALLY REVIEW THE BYLAWS AND RECOMMEND ANY APPROPRIATE CHANGES TO THE BOARD, AND (III) SUPPORT THE PRESIDENT, AND ANNUALLY EVALUATE HIS OR HER PERFORMANCE, COMPENSATION AND CONDITIONS OF EMPLOYMENT |

| Return Reference   | Explanation  |
|--|--|
| Form 990, Part VI, Line 2 Family/business relationships amongst interested persons | RONALD BERBERIAN - Business relationship, BARRY RUHL - Business relationship |

| Return<br>Reference   | Explanation   |
|---|---|
| Form 990, Part VI,<br>Line 11b Review<br>of form 990 by<br>governing body | <p>The full Board of Regents of the University annually reviews the IRS 990 prior to filing using the following process - A draft of the return is electronically submitted to the Board Audit Committee for review The Audit Committee Chair then sends comments and questions to the Associate Vice President for Business and Finance for resolution - The Associate Vice President for Business and Finance summarizes the Audit Committee's questions in writing and submits the explanations and a draft of the return to the full Board for any further comment - Board members send comments and questions to the Audit Committee Chair The Chair forwards questions to the Associate Vice President for Business and Finance for resolution - The Associate Vice President for Business and Finance summarizes the Board's questions in writing and submits the explanations to the Audit Committee Chair for any further comment - The return is finalized and filed with the IRS</p> |



| Return<br>Reference   | Explanation   |
|---|---|
| Form 990,<br>Part VI, Line<br>12c Conflict<br>of interest<br>policy | <p>The University regularly and consistently monitors and enforces compliance with its written conflict of interest policy. Each year, all Board of Regents members and key employees identified by the Board's Audit Committee, inclusive of those reported as Board members, officers, key employees, highly compensated employees and former key and/or highly compensated employees in this IRS 990, are required to complete and sign a conflict of interest survey. Surveys are submitted confidentially to the Director of Internal Audit for review. All individuals surveyed are required to sign an annual disclosure of any direct or fiduciary relationships that they (or members of their family) maintain with organizations that do business with the University which could be reasonably construed to affect their independent, unbiased judgment in light of their decision-making authority or responsibility. These individuals ("covered persons") affirm they - Have received a copy of the conflict of interest policy, - Have read and understand the policy, - Agree to comply with the policy and - Have disclosed any direct or indirect financial interest relationship. Any potential conflicts are addressed through further discussion with the respondent and resolved and disclosed as appropriate. If the Director of Internal Audit has reasonable cause to believe a Covered Person has failed to disclose actual or possible conflicts of interests, he or she shall inform the person of the basis for such belief and allow the Covered Person an opportunity to explain the alleged failure to disclose. Covered Persons who have declared or been found to have a conflict of interest must refrain from participation in the consideration of proposed transactions, unless for special reasons the Board or administration requests clarifying information or interpretation. Persons with conflicts may not vote or be present at the time of a vote. If after such notice and opportunity to disclose is provided, the Chair of the Audit Committee determines that a failure to make the required disclosure continues, the matter is referred to the Audit Committee of the Board of Regents, who review the matter and if it is determined that there is a conflict refers the matter to the full board of regents, which takes the necessary action to mitigate the conflict to protect the interest of the University. In addition, the University separately surveys all board members, officers, key employees, highly compensated employees and former key and/or highly compensated employees as part of the annual IRS 990 review process to inform the answers to conflict of interest and governance.</p> |

| Return<br>Reference   | Explanation   |
|---|---|
| Form 990, Part VI, Line 15a<br>Process to establish compensation of top management official | <p>THE UNIVERSITY'S BOARD OF REGENTS IS RESPONSIBLE FOR REVIEWING THE PERFORMANCE OF THE PRESIDENT AND SETTING THE PRESIDENT'S COMPENSATION UPON THE RECOMMENDATIONS OF THE BOARD'S EXECUTIVE COMMITTEE AND COMPENSATION COMMITTEE. EACH YEAR, A COMPENSATION COMMITTEE COMPOSED OF THREE TO FOUR NONEMPLOYEE MEMBERS OF THE BOARD IS FORMED TO STUDY AND MAKE PRESIDENTIAL COMPENSATION RECOMMENDATIONS TO THE EXECUTIVE COMMITTEE. IN ACCORDANCE WITH THE BYLAWS (ARTICLE IV), THE EXECUTIVE COMMITTEE CONDUCTS A PERFORMANCE REVIEW OF THE PRESIDENT AND REVIEWS THE RECOMMENDATIONS OF THE COMPENSATION COMMITTEE. THE EXECUTIVE COMMITTEE THEN MAKES A RECOMMENDATION TO THE FULL BOARD AS TO THE COMPENSATION PACKAGE FOR THE PRESIDENT. THE FULL BOARD, AFTER CONSIDERATION OF THE RECOMMENDATIONS OF THE COMPENSATION COMMITTEE AND EXECUTIVE COMMENT, THEN APPROVES AND ADOPTS THE COMPENSATION PACKAGE FOR THE PRESIDENT. THE PRESIDENT, AS A MEMBER OF THE BOARD OF REGENTS, IS RECUSED FROM ALL COMPENSATION DISCUSSIONS BY, AND IS NOT INVOLVED IN ANY DECISIONS OF, THE EXECUTIVE COMMITTEE OR THE BOARD. THE COMPENSATION COMMITTEE, EXECUTIVE COMMITTEE AND FULL BOARD BASE THEIR RECOMMENDATIONS AND DECISION (AS APPLICABLE) ON THE FOLLOWING CONSULTATIONS WITH AND REPORTS OF INDEPENDENT COMPENSATION CONSULTANTS WORKING AT THE DIRECTION OF THE COMPENSATION COMMITTEE WHICH INCLUDE, AMONG OTHER INFORMATION, STUDIES OF THE ANNUAL SALARIES OF PRESIDENTS OF COMPARABLE INSTITUTIONS AS REPORTED IN THE COMPENSATION SURVEY BY THE ASSOCIATION OF INDEPENDENT CALIFORNIA COLLEGES AND UNIVERSITIES (AICCU) AND STUDIES OF THE ANNUAL SALARIES OF PRESIDENTS OF COMPARABLE INSTITUTIONS AS REPORTED IN THE COMPENSATION SURVEYS BY THE COLLEGE AND UNIVERSITY PERSONNEL ADMINISTRATORS (CUPA). THE COMPENSATION COMMITTEE, EXECUTIVE COMMITTEE AND BOARD OF REGENTS MINUTES DOCUMENT EACH GROUP'S RECOMMENDATION OR APPROVAL OF THE COMPENSATION FOR EACH YEAR.</p> |

| Return Reference   | Explanation  |
|--|--|
| Form 990, Part VI, Line 15b Process to establish compensation of other employees | <p>The Board of Regents is responsible for establishing the conditions of employment for other key institutional officers who serve under the direction of the President, including the Provost and the vice presidents. The President evaluates and recommends compensation and benefits for each officer. Each year, the President reviews the most recent annual compensation surveys prepared by the Association of California Colleges and Universities (AICCU) and the College and University Personnel Administrators (CUPA) in order to establish comparable rates of pay for similarly-sized private doctoral institutions. Compensation for other key employees is established by the Provost or Vice President with oversight responsibility for the related school or division, using market information from AICCU, CUPA, and other sources relevant to the responsibilities of the school or division key employee position. Performance reviews, along with any merit and equity salary adjustments, were completed during the fiscal year ended 6/30/15.</p> |

| Return Reference  | Explanation   |
|---|---|
| Form 990, Part VI, Line 19 Required documents available to the public | The University makes its conflict of interest policy and financial statements available to the public through posting on the University's website |

| Return Reference  | Explanation   |
|---|---|
| Form 990, Part VII, Section A, Line 1a, Column (B) Average Hours Per Week | The University does not track hours worked by Trustees, Officers, Key Employees, and Highest Compensated Employees. Full-time exempt employees of the University are expected to work no less than 40 hours per week. Amounts provided in Part VII are based upon University estimates. |

| Return Reference   | Explanation  |
|--|--|
| Form 990, Part XI, Line 9 Other changes in net assets or fund balances | ACTUARIAL GAIN (LOSS) ON TRUST & ANNUITY AND OTHER CHANGES - - 528995, ROUNDING - -2804, |