

Dr. Sharon Whitehurst-Payne, Chair
Community Member

Dr. Matthew J. Ceppi
President's Designee
Cal State San Marcos

Mr. David Chang
Community Member
Hampton Inn San Diego/
San Marcos

Dr. Chuck De Leone
Faculty Member
Cal State San Marcos

Dr. Regina Eisenbach
Board Member
Cal State San Marcos

Dr. Linda L. Hawk, Vice-Chair
Designated Member
Cal State San Marcos

Mr. Brandon Losey
Alumni Member
Dabelgott Agency
Insurance & Financial Services

Mr. Dimitris Magemeneas
Community Member
Edward Jones

Ms. DawnMarie Myers
Student Member
Cal State San Marcos

Dr. Graham Oberem
Designated Member
Cal State San Marcos

Mr. Jason Schreiber
Board Member
Cal State San Marcos

Regular Meeting of the Board of Directors
Thursday, February 25, 2016 - 4:00 p.m. – 5:30 p.m.
Center for Children and Families Classroom

AGENDA

- I. **Convening of Regular Board Meeting (*Whitehurst-Payne*)**
 - A. Consideration of Minutes November 19, 2015 Annual Meeting (**Attachment A**)

- II. **Special Guest Presentations**
 - A. Children's Creative Learning Centers (4:00 to 4:30)

- III. **Committee Reports and University Updates**
 - A. Finance & Operations Committee (*Whitehurst-Payne*)
 - B. Joint Audit Committee (*Chang*)
 - C. Sponsored Projects (*Oberem/Meeks*)
 - D. Administration Update (*Newberg*)
 - E. Investment Portfolio Report (*Newberg*) (**Attachment B**)
 - F. University Update (*Ceppi*)

- IV. **Consent Agenda**
 - A. Summary & Quarterly Financial Reports 12/31/15 (*Roberts*) (**Attachment C**)
 - B. Revision to 2015/2016 Budget (*Newberg*) (**Attachment D**)
 - C. Revision to Property Control Policy (*Newberg*) (**Attachment E**)

- V. **Action Items**
 - A. Revision to Joint Audit Committee Charge (*Chang*) (**Attachment F**)
 - B. Form 990 Tax Return FY 14/15 Ratification (*Roberts*) (**Attachment G**)
 - C. Proposed FY 16/17 Meeting Calendar (*Newberg*) (**Attachment H**)

- VI. **Adjournment of Regular Meeting**

Next Meeting: May 26, 2016, 4:00 p.m., Center for Children & Families Classroom

ATTACHMENT A

Minutes of the November 19, 2015 Regular Meeting



**Minutes of the Regular Meeting of the Board of Directors
November 19, 2015**

Center for Children and Families Classroom

Attendees:

Members: Chuck De Leone, Linda Hawk (Vice Chair), Brandon Losey, Sharon Whitehurst-Payne (Chair), David Chang, Graham Oberem, Jason Schreiber, Regina Eisenbach, DawnMarie Myers

Members Absent: Matthew J. Ceppi, Dimitris Magemeneas

Staff: Bella Newberg, Clint Roberts, Cynthia Fenimore, Michelle Meeks, Theresa Ruffolo, Karla Frazee

Guests: Kyle Button, AVP, Development, University Advancement; Pamela Lovsted, Manager, University Bookstore

Convening of the Regular Meeting

A quorum being present, Chair Whitehurst-Payne called the meeting to order at 4:03 p.m.

Minutes of the September 3, 2015 Annual Meeting

A motion was made and seconded (Losey/Oberem) to approve the September 3, 2015 minutes. Motion carried.

Minutes of the September 3, 2015 Regular Meeting

A motion was made and seconded (Losey/Myers) to approve the September 3, 2015 minutes. Motion carried.

Special Guest Presentation

Whitehurst-Payne introduced special guest speaker Kyle Button, AVP, Development, University Advancement. Button provided information regarding the CSUSM Capital Campaign. Whitehurst-Payne introduced special guest Pamela Lovsted, Manager, University Bookstore. Lovsted presented information regarding the Bookstore's new Price Match Program & Rental Savings program.

Committee Reports

Finance and Operations Committee

Whitehurst-Payne reported. The Finance & Operations Committee met on November 3, 2015 and reviewed two items which will be considered for action later in the meeting.

Joint Audit Committee

Chang reported. The Joint Audit Committee of the three Auxiliaries (UARSC, Foundation, and ASI) met on September 15, 2015 to review Financial Audit Reports for 6/30/15. AKT Audit Team provided an overview of the audit process and the processes set in place to ensure independence of team members. The Joint Audit Committee took action to accept and move forward to their respective Boards, the Financial Audit Reports for the 3 Auxiliaries and the A-133 Compliance Report for UARSC. A motion carried to move forward to the UARSC Board and recommend for acceptance, the Financial Audit Report and A-133 Compliance Report, 6/30/15.

Sponsored Projects Committee

Oberem reported on the first quarterly report and compared it to last year. The number of submissions is up and the number of dollars requested is up. Pre-award is preparing to launch a winter grant writing bootcamp. The Dean of OGSR anticipates making 5 awards in support of major grant proposals. The electronic Sponsored Project Approval Form (e-SPAF) has been deployed. OGSR is working on using the same system for Conflict of Interest forms.

Administration Update

Newberg provided the HR & Payroll Services update. UARSC has surpassed its former employee count from when UARSC was self-operating the Bookstore and Dining Services. We have 75 full-time, benefited employees, 95 part-time or temporary employees and 178 student employees for a total of 348 active employees. The Institute for Palliative Care has doubled in size which required recruitments to be processed through UARSC HR. We had consistent growth in our Sponsored Projects departments. By 2016, we anticipate a new high with a count of 80 regular, full-time, benefited employees. Our HR Specialist, Kathi Taylor-Elms completed 122 new hire orientations in the months of July-October compared to an average of 70. The implementation of the online Recruiting and Time & Attendance systems through the new ADP system will be critical to our HR and Payroll operations. SODEXO Customer Survey was released in October, 2015, close date is November 13, 2015. Over 1,000 responses have been received. Catering RFP rollout is scheduled for January 2016. Five proposals were received, interviews to take place November 23rd and 24th, 2015. Contracts will be executed in December 2015. A Chancellor's Office Compliance Audit is underway. Risk assessments are due by November 20, 2015 and request for documents by November 25. Fieldwork will take place January 25, 2016 through February 26, 2016 with the exit conference scheduled for February 26, 2016.

University Update

Hawk reported CSUSM has garnered some impressive awards and rankings.

- HEED Award- Higher Education Excellence in Diversity
- HSI Grant- Awarded from the U.S. Department of Education. \$2.6 million over the next five years
- TRiO SSS Grant- Awarded by the U.S. Department of Education. A five-year renewal grant totaling over \$1.4 million

- ETC College Ranking Index- The nonprofit organization “Educate to Career” released its College Rankings Index. CSUSM came in at number 13
- CSUSM Best for Vets- Military Times Magazine ranked CSUSM in the top 25 “Best Colleges for Veterans” in its “Best for Vets: Colleges 2016” rankings

The CSU System Budget was approved by the Board of Trustees at its November, 2015 meeting. Our request was submitted to the system for increases to our FTES (Full-Time Equivalent Students) for the next Academic Year, 2016/2017. A 7.8 percent increase in funded FTES was requested. The California Faculty Association membership have authorized their leaders to initiate a strike or other concerted activities. Faculty are not striking now. The CSU and faculty are entering fact-finding, and will be meeting through early December in the hope of reaching a negotiated settlement. The annual American Indian Film Festival -- organized by our California Indian Culture and Sovereignty Center took place on November 19 & 20, 2015 at the Pechanga Resort. The Sports Center is ahead of schedule.

Consent Agenda

Whitehurst-Payne explained the purpose of the Consent Agenda is to save time. Whitehurst-Payne asked if anyone had any questions about the Consent Agenda process. There being none Whitehurst-Payne then asked if anyone wanted to move any items from the Consent Agenda to the Regular Agenda. There being none, *a motion comes moved and seconded from the Finance and Operations Committee to approve Quarterly Financial Report & Summary 09/30/15 (Attachment D) and Revision to Investment Policy (Attachment E). Motion carried.*

Whitehurst-Payne announced that Item IV.C Revision to the FY 15/16 Board Meeting Calendar will be moved from the Consent Agenda to the Regular Agenda as Action Item V.C since the Board needs to approve it.

Action Items

Fixed Price Contracts Policy

Meeks reviewed the Fixed Price Contracts Policy. *A motion was made and seconded (Hawk/De Leone) to approve the Fixed Price Contracts Policy as presented. Motion carried.*

Financial Audit Report & A-133 Compliance Report 06/30/15

Chang reported that this item has already been discussed in detail during the Joint Audit Committee report. *A motion comes moved and seconded from the Joint Audit Committee to accept the UARSC Financial Audit Report & A-133 Compliance Report 6/30/15 as presented. Motion carried.*

Revision to FY 15/16 Meeting Calendar

Whitehurst-Payne reports that the Meeting Calendar was updated to reflect the rescheduling of the November 12, 2015 meeting to November 19, 2015. *A motion was made and seconded (De Leone/Hawk) to approve the revised FY 15/16 Board Meeting Calendar as presented. Motion carried.*

Adjournment

The Regular Meeting adjourned by acclamation at 5:16 p.m.

*Respectfully submitted,
Karla Frazee*

I, Bella Newberg, Secretary, hereby certify that the above Minutes were approved by the University Auxiliary and Research Services Corporation Board of Directors at a regular meeting held on February 25, 2016 at San Marcos, California.

Secretary

Date

ATTACHMENT B

Investment Portfolio Report

ATTACHMENT C

Quarterly Financial Report 12/31/15

University Auxiliary and Research Services Corporation
Statement of Financial Position
December 31, 2015

	Balance 12/31/15	Balance 09/30/15	Quarter Increase/ (Decrease)
Assets			
Cash and Short-Term Investments	\$ 4,303,270	\$ 4,850,361	\$ (547,091)
Accts Receivable-Sponsored Programs	815,163	692,917	122,246
Other Receivable	611,839	737,228	(125,389)
Other Assets	114,174	115,394	(1,220)
CCF-Bldg & Fixtures (Net)	4,765,621	4,836,870	(71,249)
Property & Equipment (Net)	2,449,537	2,521,065	(71,528)
Total Assets	\$ 13,059,604	\$ 13,753,835	\$ (694,231)
Liabilities & Net Assets			
Liabilities:			
Accounts Payable and Accrued Expenses	\$ 1,225,953	\$ 1,700,253	\$ (474,300)
Deferred Revenue	2,514,942	2,629,554	(114,612)
Notes Payable - CSUSM	250,000	250,000	-
Post-Retiree Health Benefit Accrual	1,272,332	1,247,048	25,284
Total Liabilities	\$ 5,263,227	\$ 5,826,855	\$ (563,628)
Net Assets:			
Unrestricted:			
Operating Reserves	\$ 1,275,489	\$ 1,275,489	\$ -
Campus/Designated Programs	1,504,584	1,500,163	4,421
Administrative Current Year Net Activity	40,972	68,855	(27,883)
CCF-Bldg & Fixtures	4,765,621	4,836,870	(71,249)
Property & Equipment	209,711	245,603	(35,892)
Total Net Assets	\$ 7,796,377	\$ 7,926,980	\$ (130,603)
Total Liabilities & Net Assets	\$ 13,059,604	\$ 13,753,835	\$ (694,231)

University Auxiliary and Research Services Corporation
Administrative Operating Summary
7/1/15 to 12/31/15

	Annual Budget FY 15/16	Quarter 2 10/1/15 to 12/31/15			Fiscal Year To Date 7/1/15 to 12/31/15			Comparison of Prior FYTD Actual to Current FYTD Actual		
		Budget	Actual	Variance	Budget	Actual	Variance	Prior FYTD 12/31/14	Current FYTD 12/31/15	% Inc. (Dec.)
Revenue										
Grant/Contract Admin Fees	\$ 1,081,872	\$ 270,468	\$ 241,568	\$ (28,900)	\$ 540,936	\$ 550,605	\$ 9,669	\$ 439,098	\$ 550,605	25%
Less: University Sharing	(233,485)	(58,371)	(58,372)	(0)	(116,743)	(116,743)	-	(205,020)	(116,743)	-43%
Net Grant/Contract Admin Fees	\$ 848,387	\$ 212,097	\$ 183,196	\$ (28,900)	\$ 424,194	\$ 433,862	\$ 9,669	\$ 234,078	\$ 433,862	85%
Admin Fees - Campus Programs	168,000	42,000	59,154	17,154	84,000	117,545	33,545	138,517	117,545	-15%
Bookstore Net Revenue	355,500	17,775	28,249	10,474	177,750	177,877	127	189,252	177,877	-6%
Other Commercial Services Revenues	155,650	38,913	33,554	(5,359)	77,825	44,327	(33,498)	61,118	44,327	-27%
Investment Income	22,500	5,625	16,545	10,920	11,250	(10,274)	(21,524)	(1,450)	(10,274)	609%
Exchange of Value - CSUSM	327,529	81,882	81,883	0	163,765	163,765	0	37,211	163,765	340%
Exchange of Value - Foundation	18,000	4,500	-	(4,500)	9,000	-	(9,000)	-	-	-
Center for Children & Family (CCLC)	50,000	12,500	10,000	(2,500)	25,000	22,500	(2,500)	-	22,500	-
Other Revenue	77,096	19,274	11,246	(8,028)	38,548	22,500	(16,048)	22,131	22,500	2%
Total Revenue	\$ 2,022,662	\$ 434,566	\$ 423,827	\$ (10,738)	\$ 1,011,331	\$ 972,102	\$ (39,229)	\$ 680,857	\$ 972,102	43%
Post-Retirement	\$ 103,992	\$ 25,998	25,284	714	51,996	58,620	(6,624)	-	58,620	-
Expenses: UARSC Operations	1,735,672	433,918	426,427	7,491	867,836	872,510	(4,674)	696,392	872,510	25%
Net Operating Revenues	\$ 182,998	\$ (25,351)	\$ (27,884)	\$ (2,534)	\$ 91,499	\$ 40,972	\$ (50,527)	\$ (15,535)	\$ 40,972	-364%

**University Auxiliary and Research Services Corporation
Program Revenue Activity Summary
7/1/15 to 12/31/15**

Program Activity	Annual Budget FY 15/16	Quarter 2 10/1/15 - 12/31/15			Fiscal Year To Date 7/1/15 to 12/31/15			Comparison of Prior FYTD Actual to Current FYTD Actual		
		Budget	Actual	Variance	Budget	Actual	Variance	Prior FYTD 12/31/2014	Current FYTD 12/31/2015	% Inc. (Dec.)
Grants/Contracts										
Federal	\$ 6,489,685	\$ 1,622,421	\$ 1,635,354	\$ 12,933	\$ 3,244,843	\$ 3,370,588	\$ 125,746	\$ 2,301,353	\$ 3,370,588	46%
Other Grants/Contracts	1,102,164	275,541	84,047	(191,494)	551,082	690,378	139,296	311,273	690,378	122%
Total Grants/Contracts	\$ 7,591,849	\$ 1,897,962	\$ 1,719,401	\$ (178,561)	\$ 3,795,925	\$ 4,060,966	\$ 265,042	\$ 2,612,626	\$ 4,060,966	55%
Campus/Designated Programs	\$ 2,512,260	\$ 628,065	\$ 833,173	\$ 205,108	\$ 1,256,130	\$ 1,643,188	\$ 387,058	\$ 1,621,562	\$ 1,643,188	1%
Total Program Revenues	\$ 10,104,109	\$ 2,526,027	\$ 2,552,574	\$ 26,547	\$ 5,052,055	\$ 5,704,154	\$ 652,100	\$ 4,234,188	\$ 5,704,154	35%

ATTACHMENT D

Revision to 2015/2016 Budget
Additional Notes

UARSC ADMIN BUDGET
FY 2015-16 Revised Budget
Revision Date 2-11-16

	FY 2015-16 UARSC Admin Budget			FY 15/16 PROPOSED BUDGET			Comments	
	FY 2015-16 UARSC Admin Budget Board Approved September 2015	FY 2015-16 Sponsored Proj Budget Board Approved September 2015	FY 2015-16 UARSC Admin Combined Budget Board Approved September 2015	FY 2015-16 UARSC Admin Total Actuals as of 12-31-15	FY 2015-16 UARSC Admin Budget Mid-Year Adj	FY 2015-16 UARSC Admin Budget Mid-Year Adj OSP		FY 2015-16 UARSC Admin Revised Budget
Revenues								
Investment Interest	22,500		22,500	(10,274)			22,500	
Commissions Coffee Cart	35,000		35,000	16,899			35,000	
Commissions ATM (WF & Allstate)	12,000		12,000	5,869			12,000	
Commissions AT&T	6,650		6,650		(6,650)		0	1
Commissions Follett	355,500		355,500	177,877			355,500	
Commissions Pepsi	64,500		64,500	14,327			64,500	
Commissions First Class Vending	17,500		17,500	7,231			17,500	
Commissions Catering	20,000		20,000		(10,000)		10,000	2
Rev Other Miscellaneous	15,834		15,834		(15,834)		0	3
Space Rental	44,262		44,262	22,500	94,830		139,092	4
Project Revenue	17,000		17,000		(17,000)		0	5
Exchange of Value - Campus CCLC	345,529		345,529	163,765	5,058		350,587	6
	50,000		50,000	22,500	(5,000)		45,000	7
Overhead Admin Fee-Campus Program	168,000		168,000	117,545			168,000	
Indirect Cost - Sponsored Projects		1,081,872.00	1,081,872	550,605			1,081,872	
Indirect Allocation-Sponsored Projects		(233,485.00)	(233,485)	(116,743)			(233,485)	
Total Revenues	1,174,275	848,387	2,022,662	972,101	45,404		2,068,066	
Expenditures								
Salaries	271,849	346,762	618,611	313,057	(6,844)		611,767	8
Benefits	143,936	138,792	282,728	178,612	1,511	69,949	354,188	9
Telephone	7,060	1,560	8,620	4,231			8,620	
Utilities	76,011		76,011	38,006	(17,907)		58,104	10
Travel & Meetings	9,000	6,150	15,150	5,216			15,150	
Contractual Services	91,920	20,000	111,920	43,101	(19,700)		92,220	11
Membership Dues & Subscriptions	4,160	895	5,055				5,055	
Postage & Freight	4,500		4,500	1,386			4,500	
Printing	1,200		1,200	537			1,200	
Loan Interest Charges	7,500		7,500	7,500			7,500	
Bank Service Charges	22,250		22,250	9,995	(12,000)		10,250	12
Insurance Premium	53,834	4,000	57,834	8,576	(18,786)		39,048	13
Space Rental	39,762	4,500	44,262	44,497	132,045		176,307	14
Recruitment	3,000		3,000	990			3,000	
Community Relations & Support	6,000		6,000	73			6,000	
SupSvc Payroll Fees	9,893	29,680	39,573	41,397			39,573	
Supplies & Services	22,050	9,700	31,750	10,495			31,750	
Commercial Services Repair & Maint	29,868		29,868	3,408			29,868	
Campus Support Operations	201,279	218,053	419,332	209,666			419,332	
Computer Refresh	16,850	5,150	22,000	10,387			22,000	
Campus Relations	32,500		32,500		5,000		37,500	15
Total Expenditures	1,054,422	785,242	1,839,664	931,130	63,319	69,949	1,972,932	
Net Income/(Loss)	119,853	63,145	182,998		(87,864)		95,134	

UARSC Budget Adjustment Comments Fiscal Year 15/16 as of 12-31-15

Revision Date 2-11-16

REVENUE

Comment		
#	Comment	\$
	AT&T Revenue	
1	There was a contract change with AT&T in 2013. That contract paid a commission split of 5% to UARSC and 5% in discount to Students. AT&T was paying UARSC the 5% in error from 2013 up until June of 2015 simultaneously discounting Student AT&T accounts at the full 10%. AT&T has now discontinued paying UARSC this commission resulting in the reduction of revenue for UARSC.	\$ (6,650)
2	Catering Commission Implementation of the Preferred Catering program was delayed and the reduction in revenue represents a more realistic expectation for this Fiscal Year.	\$ (10,000)
3	Rev Other Miscellaneous Management discussed and concluded that \$15,834 (which represents a reimbursement of Insurance premium by the Child Care Center) is not truly a revenue and should be moved down into expenses thereby reducing the overall Insurance expense. See corresponding comment 13.	\$ (15,834)
4	Space Rental Management discussed and concluded that to better reflect the Lease wherein Campus leases space from UARSC in the Carmel building this adjustment is appropriate. See corresponding comment 14. The net effect is building management revenue of \$6,780 for Fiscal Year 15/16.	\$ 94,830
5	Project Revenue Management discussed and concluded that \$17,000 (which represents a reimbursement of Utility costs by the University Store - Follett) is not truly a revenue and should be moved down into expenses thereby reducing the overall Utility expense. See corresponding comment 10.	\$ (17,000)
6	Exchange of Value An Amendment was executed to increase the Exchange of Value between UARSC with Campus. The adjustment reflects an increase of \$5,000 in CCR funds that go back to the Campus and \$58 in Business Financial Services. See corresponding comment 15.	\$ 5,058
7	CCLC Management of CCLC reported a projection of \$45,000 in revenue split for their Year End 12-31-15 therefore an adjustment is appropriate.	\$ (5,000)
	TOTAL Revenue Adjustments	\$ 45,404

UARSC Budget Adjustment Comments Fiscal Year 15/16 as of 12-31-15 - Page 2

Revision Date 2-11-16

EXPENSES

Comment		
#	Comment	\$
	Salaries	
8	This adjustment is related to Greg Svatora's projection vs. actual cost at retirement for salary and reflects actual.	\$ (6,844)
	Benefits	
9	This adjustment has 2 components. (1) Projection vs. Actual for Greg Svatora benefits at retirement (reduction in expense of \$4,933) in addition to overall Post Retirement increase for UARSC Admin (increase in expense of \$6,444).	\$ 1,511
	(2) Post Retirement per the Actuary's report issued November 12, 2015. The expense is split between OSP total \$69,949 and UARSC Admin total \$47,291, based on participant split for a total expense Fiscal Year 15/16 of \$117,240.	\$ 69,949
10	Utilities This is a reduction in expense corresponding to comment 5.	\$ (17,907)
11	Contractual Services Management discussed and concluded that the need for Contractual Services is lower than projected.	\$ (19,700)
12	Bank Service Charges Service charges increased in July of 2015 and upon investigation it was found that UARSC was being overcharged. The Bank has agreed to adjust the account resulting in a zero expense in fees for the remainder of Fiscal Year 15/16.	\$ (12,000)
13	Insurance Premium This adjustment has 2 components. (1) A reduction in expense corresponding to comment 3. (2) The insurance premium was projected higher than actual.	\$ (15,834) \$ (2,952)
14	Space Rental Management discussed and concluded that the UARSC lease for the Carmel building (3rd Party) should be recognized on the budget in addition to the expense for UARSC's lease for space on Campus. See corresponding comment 4.	\$ 132,045
15	Campus Relations (CCR) See comment 6.	\$ 5,000
TOTAL Expense Adjustments		\$ 133,268
TOTAL Revenue Adjustments		\$ (45,404)
TOTAL Expense Adjustments		\$ 133,268
Net Adjustments		\$ 87,864

ATTACHMENT E

Revision to Property Control Policy
Current Property Control Policy for reference



PROPERTY CONTROL POLICY

Purpose

University Auxiliary and Research Services Corporation (UARSC) has established guidelines for property purchases and donations and defined the responsibilities and obligations of UARSC and its Project Directors in regard to the custody and control of property. This includes a Triennial Property Verification Program (every three years), the maintenance of accurate records, property identification (tagging) and guidelines for proper handling of property and related record keeping.

The Property Control Policy described below establishes a system used to identify and track property purchased by or donated to UARSC including but not limited to gifts of art/real estate, equipment used on research grants, computer/office equipment and furniture, in addition to commercial operations property. Such a system shall ensure appropriate reporting and approval by UARSC Executive Director or designee.

Property Control Policy

Property with a cost of \$5,000 or more that benefit or provide services of one year or more will be capitalized, tracked, and tagged. Property with a cost of \$2,500 or more that benefit or provide services of one year or more will be tagged and tracked but not capitalized. Property cost includes the purchase price plus all costs to acquire, install, and prepare the property for the intended use.

Project Directors are responsible for all property purchased for their project(s) and must report the location, transfer, trade-in, loss (theft), or non-use/obsolescence of the property to UARSC using the Property Transfer Form. Project Directors will be required to follow the property control policy.

The Project Director is responsible for the security and control of any property or equipment less than \$2,500 (including theft sensitive items) in regard to recordkeeping, inventory, and safekeeping. Property and equipment with a cost of \$2,500 or less will not be tagged.

Tagging and Tracking

UARSC will utilize Campus Materials Management for property control services related to receiving, tagging, and inventory service needs. Whether an item is tagged or not will be determined by Materials Management utilizing UARSC's criteria for Property Control.

Materials Management will record all the pertinent information required within the property control database for property valued at \$2,500 or more and be responsible for ensuring the physical tagging of the property.

Auxiliary Accounting will maintain records of property including acquisition costs, useful life, depreciation schedules, disposals, and reporting for Financials. Reconciliations shall be reviewed with UARSC quarterly.

Donated property will be listed as "donated" in the property control database along with an estimated value and useful life.

Triennial Property Verification Program

As a part of the Triennial (every three years) Property Verification Program, Materials Management and Project Directors will do a physical count of all property tagged and tracked in the property control database. A Property Report will be issued to the appropriate Project Directors prior to the physical count at which time any corrections will be submitted to UARSC. This verification program will take place in March or April every three years.

Sales/Dispositions/Transfers/Stolen Property

Authorization must be given to the Project Director by UARSC to sell, dispose or transfer any property.

The Office of Sponsored Programs will, at the end of the project period/close out (depending on any further requirements of the funder), initiate the transfer of all capitalized equipment to CSUSM using the Property Transfer Form.

Project Directors must notify UARSC of any transfers or disposals of property by using the Property Transfer Form. This includes lost, stolen or destroyed property.

Revision Dates: 06/07; 11/1/07; name change only 2009; 02/27/14, DRAFT 2-2016

Issue Date: 03/28/02

This policy was originally part of the "Fixed Asset and Property Control Policy." That policy was separated into two policies.



PROPERTY CONTROL POLICY ~~AND PROCEDURE~~

Purpose

University Auxiliary and Research Services Corporation (UARSC) has established guidelines for property purchases and donations and defined the responsibilities and obligations of UARSC and its Project Directors in regard to the custody and control of property. This includes a ~~Triennial biennial~~ Property Verification Program (every three years), the maintenance of accurate records, property identification (tagging) and guidelines for proper handling of property and related record keeping.

The Property Control Policy described below establishes a system used to identify and track property ~~purchased owned~~ by or donated to UARSC including but not limited to gifts of art/real estate, equipment used on research grants, computer/office equipment and furniture, in addition to commercial operations property. Such a system shall ensure appropriate reporting and approval by UARSC Executive Director or designee.

Property Control Policy

~~Property with an expected useful life of one or more years with an acquisition cost or donated value of \$2,500 or greater is tagged and tracked through the property control system. Property with a cost of \$5,000 or more that benefit or provide services of one year or more will be capitalized, tracked, and tagged. Property with a cost of \$2,500 or more that benefit or provide services of one year or more will be tagged and tracked but not capitalized. Property cost includes the purchase price plus all costs to acquire, install, and prepare the property for the intended use, which, effective July 1, 2014, will also include property or equipment purchased with sponsored projects or campus program funds in addition to commercial operations property.~~

Project Directors are responsible for all property purchased for their project(s) and must report the location, transfer, trade-in, loss (theft), or non-use/obsolescence of the property to UARSC ~~s~~, using the Property Transfer Form. Project Directors will be required to follow the property control ~~policy, procedure below which includes affixing property control tags and reporting.~~

~~Project Directors shall make adequate provision for the physical security of all property in their custody. Areas where property is located shall be kept locked after business hours or other times when not in use. Special precautions shall be taken in the case of any high value, portable property.~~

The Project Director is responsible for the security and control of any property or equipment less than \$2,500 (including theft sensitive items) in regard to recordkeeping, inventory, and safekeeping. Property and equipment with a cost of \$2,500 or less will not be tagged.

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Tagging and Tracking Procedures

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The Property Coordinator UARSC will utilize Campus Materials Management for property control services related to receiving, tagging, and inventory service needs. is supplied with copies of procurement documents (purchase order, check request, etc.) that identify property that may need tagging and database entry. Whether an item is tagged or not will be determined by Materials Management the Property Coordinator utilizing UARSC's criteria for Inventory Property Control. These criteria include, but are not limited to product description, total amount of the item and expenditure code. UARSC may agree to utilize the campus Materials Management department for property control services related to receiving, tagging, and inventory service needs.

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Materials Management will record all the pertinent information required within the property control database for property valued at \$2,500 or more and be responsible for ensuring the physical tagging of the property. the Property Coordinator the following information into the database

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- Tag number
- Purchase order number or other procurement information
- Date of purchase order or procurement documentation
- Fiscal Year
- Number of property pieces included in Tag Number
- Location of property
- Project Director or Equipment Assignee
- Vendor name
- Amount of purchase
- Description of property

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The Property Coordinator will

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issue the full tagging labels and Property Tag Receipt Forms to the Project Director who is then responsible for physically tagging the property.

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The Property Tag Receipt must be returned to UARSC within ten (10) days of receipt.

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~~Because computers require annual maintenance agreements with University IITS for campus network connection and support, computer purchases of \$2,500 or greater will be tagged as University property upon delivery to University receiving.~~

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~~Auxiliary Accounting will maintain records of property including acquisition costs, useful life, depreciation schedules, disposals, and reporting for Financials. Reconciliations shall be reviewed with UARSC quarterly.~~

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~~The Project Director is responsible for the security and control of any property or equipment less than \$2,500 (including theft sensitive items) in regard to recordkeeping, inventory, and safekeeping. Property and equipment with a cost of \$2,500 or less will not be tagged.~~

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~~All tags should be adhered to the property within easy viewing/access.~~

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~~Donated property will be listed as "donated" in the property control database along with an estimated value and useful life.~~

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~~Any changes to the database information above must be reported to the Property Coordinator using the Property Status Change Form as soon as possible.~~

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Biennial/Triennial Property Verification Program

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As a part of the ~~Biennial/Triennial~~ (every ~~two three~~ years) Property Verification Program, ~~the Property Coordinator/Materials Management~~ and Project Directors will do a physical count of all property tagged and tracked in the property control ~~system database~~. A Property Report will be issued to the appropriate Project Directors prior to the physical count at which time any corrections will be submitted to UARSC, requiring them to review the report and submit any corrections to the Property Coordinator within 30 days of receipt. This verification program will take place in March or April of every ~~other three~~ years.

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Sales/Dispositions/Transfers/Stolen Property

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Authorization must be given to the Project Director by UARSC to sell, dispose or transfer any property.

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~~The Office of Sponsored Programs will, at the end of the project period/close out (depending on any further requirements of the funder), initiate the transfer of all capitalized equipment to CSUSM using the Property Transfer Form.~~

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~~Project Directors must notify UARSC of any transfers or disposals of property by using the Property Transfer Status Change Form. This includes lost, stolen or destroyed property. The form should be completed and have the bar coded property tag affixed before submittal to UARSC for review and approval.~~

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~~Lost, stolen or destroyed property must be reported to the UARSC Property Coordinator immediately.~~

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Revision Dates: 06/07; 11/1/07; name change only 2009; 02/27/14, DRAFT 2-2016

-Issue Date: 03/28/02

This policy was originally part of the "Fixed Asset and Property Control Policy." That policy was separated into two policies.

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ATTACHMENT F

Revision to Joint Audit Committee Charge
Current Joint Audit Committee Charge for reference

**University Auxiliary and Research Services Corporation
California State University San Marcos Foundation
Associated Students Inc.**

Joint Audit Committee Charge

Background and Purpose

The Joint Audit Committee (“the Committee”) oversees internal financial control practices, corporate compliance activities, and outside auditors for the Boards of Directors of the University Auxiliary and Research Services Corporation (“UARSC”), the California State University San Marcos Foundation (“Foundation”) and Associated Students Inc. (“ASI”) respectively. A joint committee has been formed to take advantage of efficiencies available with respect to use of time from staff and Board members, as well as costs of outside auditing to the auxiliaries.

Delegation of Authority and Responsibility

The Boards delegate to the committee the responsibility to accomplish the following:

- Review and assess the adequacy of the charge and recommend any proposed changes to the Boards of UARSC, Foundation and ASI.
- Participate in the selection or discharge of the external auditor.
- Review policies and procedures as needed for the purpose of assuring the adequacy of internal controls and financial operating procedures.
- Review the annual audited financial statements with the outside auditors, including any issues encountered in conducting the audit and make a recommendation to the respective auxiliary boards for acceptance.
- Review the annual informational Federal Form 990s, as prepared by the contracted auditors in conjunction with the annual financial audit, and make a recommendation to the respective auxiliary boards for acceptance.
- Review and discuss any management letter or any communication letters provided by the outside auditor and responses provided by management.
- Report to the respective auxiliary Boards and make recommendations to the Boards periodically on matters within its responsibility.
- Initiate special sessions for purposes of private discussion with the outside auditors or any member of management or the auxiliary Boards as required by special and/or unusual circumstances or events.
- Report to the respective auxiliary Boards as situations require, such matters as conflict of interest, private inurement or other insider transactions, the use of the organization’s funds for illegal payment, and

any other questionable practices that may come to the Committee's attention.

- Inform the respective Boards of developments in accounting principles that will affect the auxiliaries, as well as relevant rulings by the IRS and other regulatory bodies.

Audit Committee Membership

The Committee will be composed of at least five members. Two UARSC Board members, one Foundation Board member and two ASI Board members. The Committee may include additional auxiliary Board members or persons who are non-auxiliary Board members as appropriate. The auxiliaries shall appoint members annually or as specified by their respective auxiliary. The Chair of the Committee will not be a member of a finance committee of their respective auxiliary. The Committee will not include members of auxiliary or University staff, though staff members are permitted to attend meetings. At the end of each meeting, time will be provided in which the Committee may converse separately with the auditors without the presence of staff.

A quorum will consist of 50% of the committee

Meetings

The Committee will meet at least three times per year: prior to audit work beginning, to receive the annual financial audit reports and to review the Form 990s. Ad hoc additional meetings will be held as required by circumstances that may arise.

Revision to remove UCorp only effective 8/12/14 on **01/20/16**

Revision for UARSC/ASI only approved by JAC Committee on 08/13/13, effective date tbd

Revision approved by JAC Committee on **08/13/13**

Revision approved by the CSUSM Foundation (philanthropic) Board of Directors on **6/9/10**

Revision approved by the UARSC Board of Directors on **5/27/10**

Revision approved by the ASI Board of Directors on **5/24/10**

Revision approved by the San Marcos University Corporation Board of Directors on **4/14/10**

Revision approved by the UARSC Board of Directors on **3/25/10**

Revision approved by the new CSUSM Foundation (philanthropic) Board of Directors on **3/12/10**

Name change revision only (CSUSM Foundation to UARSC) **7/09**

Revision approved by the CSUSM Foundation (UARSC) Board of Directors on **8/24/0** Revision approved by the San Marcos University Corporation Board of Directors on **7/12/06**

Approved by the CSUSM Foundation (UARSC) Board of Directors on **5/26/05**

Approved by the San Marcos University Corporation Board of Directors on **4/20/05**

University Auxiliary and Research Services Corporation
California State University San Marcos Foundation
Associated Students Inc.

~~Approved by Joint Audit Committee on 08/13/13 - UARSC/ASI only~~

~~This revision (removing the UCorp and Foundation auxiliaries), will become effective on 1/1/14 or at such time, before or after, that UCorp and Foundation have established and staffed their new separate audit committees.~~

Joint Audit Committee Charge

Background and Purpose

The Joint Audit Committee (“the Committee”) oversees internal financial control practices, corporate compliance activities, and outside auditors for the Boards of Directors of the University Auxiliary and Research Services Corporation (“UARSC”), the California State University San Marcos Foundation (“Foundation”) and Associated Students Inc. (“ASI”) respectively. A joint committee has been formed to take advantage of efficiencies available with respect to use of time from staff and Board members, as well as costs of outside auditing to the auxiliaries.

Delegation of Authority and Responsibility

The Boards delegate to the committee the responsibility to accomplish the following:

- Review and assess the adequacy of the charge and recommend any proposed changes to the Boards of UARSC, Foundation and ASI.
- Participate in the selection or discharge of the external auditor.
- Review policies and procedures as needed for the purpose of assuring the adequacy of internal controls and financial operating procedures.
- Review the annual audited financial statements with the outside auditors, including any issues encountered in conducting the audit and make a recommendation to the respective auxiliary boards for acceptance.
- Review the annual informational Federal Form 990s, as prepared by the contracted auditors in conjunction with the annual financial audit, and make a recommendation to the respective auxiliary boards for adoption acceptance.
- Review and discuss any management letter or any communication letters provided by the outside auditor and responses provided by management.
- Report to the respective auxiliary Boards and make recommendations to the Boards periodically on matters within its responsibility.

- Initiate special sessions for purposes of private discussion with the outside auditors or any member of management or the auxiliary Boards as required by special and/or unusual circumstances or events.
- Report to the respective auxiliary Boards as situations require, such matters as conflict of interest, private inurement or other insider transactions, the use of the organization's funds for illegal payment, and any other questionable practices that may come to the Committee's attention.
- Inform the respective Boards of developments in accounting principles that will affect the auxiliaries, as well as relevant rulings by the IRS and other regulatory bodies.

Audit Committee Membership

The Committee will be composed of at least ~~four~~ five members. Two ~~will be~~ UARSC Board members, one Foundation Board member and two ~~will be~~ ASI Board members. The Committee may include additional auxiliary Board members or persons who are non-auxiliary Board members as appropriate. The auxiliaries shall appoint members annually or as specified by their respective auxiliary. The Chair of the Committee will not be a member of a finance committee of their respective auxiliary. The Committee will not include members of auxiliary or University staff, though staff members are permitted to attend meetings. At the end of each meeting, time will be provided in which the Committee may converse separately with the auditors without the presence of staff.

A quorum will consist of 50% of the committee

Meetings

The Committee will meet at least three times per year: prior to audit work beginning, to receive the annual financial audit reports and to review the Form 990s. Ad hoc additional meetings will be held as required by circumstances that may arise.

Revision to remove UCorp only effective 8/12/14 on 01/20/16

Revision for UARSC/ASI only approved by JAC Committee on 08/13/13, effective date tbd
Revision approved by JAC Committee on **08/13/13**

Revision approved by the CSUSM Foundation (philanthropic) Board of Directors on **6/9/10**
Revision approved by the UARSC Board of Directors on **5/27/10**
Revision approved by the ASI Board of Directors on **5/24/10**
Revision approved by the San Marcos University Corporation Board of Directors on **4/14/10**
Revision approved by the UARSC Board of Directors on **3/25/10**
Revision approved by the new CSUSM Foundation (philanthropic) Board of Directors on **3/12/10**
Name change revision only (CSUSM Foundation to UARSC) **7/09**
Revision approved by the CSUSM Foundation (UARSC) Board of Directors on **8/24/06**
Revision approved by the San Marcos University Corporation Board of Directors on **7/12/06**
Approved by the CSUSM Foundation (UARSC) Board of Directors on **5/26/05**
Approved by the San Marcos University Corporation Board of Directors on **4/20/05**

DRAFT

ATTACHMENT G

Form 990 Tax Return FY 14/15

Form **990**

Return of Organization Exempt From Income Tax
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

OMB No. 1545-0047

2014

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Do not enter social security numbers on this form as it may be made public.

Information about Form 990 and its instructions is at www.irs.gov/form990

A For the 2014 calendar year, or tax year beginning **JUL 1, 2014** and ending **JUN 30, 2015**

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization UNIVERSITY AUXILIARY AND RESEARCH SERVICES CORPORATION		D Employer identification number 33-0397688
	Doing business as		E Telephone number 760-750-4700
	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	
	435 E CARMEL STREET		G Gross receipts \$ 12,553,148.
	City or town, state or province, country, and ZIP or foreign postal code SAN MARCOS, CA 92078		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions)
F Name and address of principal officer: BELLA NEWBERG SAME AS C ABOVE		H(c) Group exemption number ▶	
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527			
J Website: ▶ WWW.CSUSM.EDU/UARSC			
organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		L Year of formation: 1990	
		M State of legal domicile: CA	

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: TO PROVIDE FINANCIAL AND PROGRAM ADMINISTRATIVE SUPPORT TO CALIFORNIA STATE UNIVERSITY SAN MARCOS.		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3	Number of voting members of the governing body (Part VI, line 1a)	11
	4	Number of independent voting members of the governing body (Part VI, line 1b)	7
	5	Total number of individuals employed in calendar year 2014 (Part V, line 2a)	577
	6	Total number of volunteers (estimate if necessary)	38
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	0.
	b Net unrelated business taxable income from Form 990-T, line 34	0.	
Revenue	8	Contributions and grants (Part VIII, line 1h)	Prior Year: 7,442,507. Current Year: 7,442,989.
	9	Program service revenue (Part VIII, line 2g)	Prior Year: 2,356,413. Current Year: 3,230,882.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	Prior Year: 29,928. Current Year: -2,050.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	Prior Year: 419,534. Current Year: 44,988.
	12	Total revenues add lines 8 through 11 (must equal Part VIII, column (A), line 12)	Prior Year: 10,248,382. Current Year: 10,716,809.
	Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)
14		Benefits paid to or for members (Part IX, column (A), line 4)	Prior Year: 0. Current Year: 0.
15		Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	Prior Year: 6,582,578. Current Year: 6,425,767.
16a		Professional fundraising fees (Part IX, column (A), line 11e)	Prior Year: 0. Current Year: 0.
b		Total fundraising expenses (Part IX, column (D), line 25)	0.
17		Other expenses (Part IX, column (A), lines 11a-14d, 11f&24e)	Prior Year: 4,188,681. Current Year: 4,669,265.
	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	Prior Year: 10,779,473. Current Year: 11,115,741.	
	19 Revenue less expenses. Subtract line 18 from line 12	Prior Year: -531,091. Current Year: -398,932.	
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	Beginning of Current Year: 20,745,961. End of Year: 12,726,349.
	21	Total liabilities (Part X, line 26)	Beginning of Current Year: 12,876,403. End of Year: 5,237,196.
	22	Net assets or fund balances. Subtract line 21 from line 20	Beginning of Current Year: 7,869,558. End of Year: 7,489,153.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer BELLA NEWBERG, EXECUTIVE DIRECTOR		Date	
	Type or print name and title			
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date 02/04/16	Check <input type="checkbox"/> if self-employed PTIN
	Firm's name ▶ AKT LLP	Firm's EIN ▶		Phone no. (619) 810-4940
	Firm's address ▶ 7676 HAZARD CENTER DRIVE, STE 1300 SAN DIEGO, CA 92108			

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

UNIVERSITY AUXILIARY AND RESEARCH SERVICES CORPORATION

Part III Statement of Program Service Accomplishments

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

1 Briefly describe the organization's mission: THE UNIVERSITY AUXILIARY AND RESEARCH SERVICES CORPORATION IS A NON-PROFIT TAX EXEMPT ORGANIZATION ESTABLISHED TO PROVIDE ADMINISTRATIVE AND OTHER BUSINESS SERVICES TO CALIFORNIA STATE UNIVERSITY SAN MARCOS.

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 [X] No

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [] Yes [X] No

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 \$ 6,404,812. including grants of \$) (Revenue \$) ADMINISTRATION OF RESEARCH AND TRAINING GRANTS AWARDED TO THE CAMPUS FACULTY FROM VARIOUS FEDERAL, STATE, AND OTHER GOVERNMENTAL AGENCIES AND PRIVATE FOUNDATIONS. FEDERAL GRANT REVENUES TOTALED \$6.4 MILLION WHILE STATE AND LOCAL GOVERNMENT AGENCY GRANT REVENUES TOTALED \$690,000. GRANTS AND AWARDS FROM PRIVATE FOUNDATIONS AND OTHER NON-GOVERNMENTAL ENTITIES TOTALED \$391,000.

4b (Code:) (Expenses \$ 2,464,995. including grants of \$ 20,709.) (Revenue \$ 2,878,211.) PROVIDE FINANCIAL AND ADMINISTRATIVE SUPPORT SERVICES TO VARIOUS CAMPUS PROGRAMS AND ACTIVITIES INCLUDING STUDENT HOUSING AND ASSOCIATED STUDENT'S ORGANIZATIONS. OTHER CAMPUS PROGRAMS FOR WHICH SERVICES WERE PROVIDED INCLUDE FACULTY RESEARCH DEVELOPMENT AND VARIOUS COMMUNITY OUTREACH PROGRAMS.

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$ 352,671.) OPERATION OF THE CAMPUS FOOD SERVICE AND BOOKSTORE ACTIVITIES FOR THE STUDENTS, FACULTY, AND STAFF OF CALIFORNIA STATE UNIVERSITY SAN MARCOS.

4d Other program services (Describe in Schedule O.) (Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses 8,869,807.

**UNIVERSITY AUXILIARY AND RESEARCH
SERVICES CORPORATION**

Form 990 (2014)

33-0397688 Page 3

Part IV Checklist of Required Schedules

	Yes	No
1 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>	X	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ?	X	
3 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>		X
4 Section 501(c)(3) organizations. 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>		X
5 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>		X
6 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>		X
7 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>		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		X
9 Did the organization report an amount in Part X, line 21s 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>		X
10 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>		X
11 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.		
a 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>	X	
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>		X
c 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>		X
d 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>		X
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	X	
f 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>	X	
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	X	
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>	X	
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		X
14a Did the organization maintain an office, employees, or agents outside of the United States?		X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fund raising, 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>		X
15 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>		X
16 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>		X
17 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>		X
18 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>		X
19 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>		X
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		

Form 990 (2014)

**UNIVERSITY AUXILIARY AND RESEARCH
SERVICES CORPORATION**

Form 990 (2014)

33-0397688 Page 4

Part IV Checklist of Required Schedules (continued)

	Yes	No
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> s.....	X	
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>		X
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>	X	
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> e.....		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
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? s.....		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. 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> s s s.....		X
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>		X
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>		X
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> e.....		X
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>		X
b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> e.....		X
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>		X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		X
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>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
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>		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301s7701-2 and 301s7701s3? <i>If "Yes," complete Schedule R, Part I</i>		X
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>	X	
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)? ss.....		X
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>		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	X	
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>		X
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19?	X	

Note. All Form 990 filers are required to complete Schedule O

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

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Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 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 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.	1a	11	
b Enter the number of voting members included in line 1a, above, who are independent	1b	7	
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		X
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		X
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4		X
5 Did the organization become aware during the year of a significant diversion of the organization's assets?	5		X
6 Did the organization have members or stockholders? a a	6		X
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? a a a a	7a		X
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? a	7b		X
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:			
a The governing body?	8a	X	
b Each committee with authority to act on behalf of the governing body?	8b	X	
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		X

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? a a	10a		X
b 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	X	
b 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	X	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	X	
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	12c	X	
13 Did the organization have a written whistleblower policy?	13	X	
14 Did the organization have a written document retention and destruction policy? a	14	X	
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?			
a The organization's CEO, Executive Director, or top management official	15a	X	
b Other officers or key employees of the organization	15b	X	
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? a	16a		X
b 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 Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
 Own website Another's website Upon request 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: ▶
BELLA NEWBERG, EXECUTIVE DIRECTOR - 760-750-4700
333 S. TWIN OAKS VALLEY ROAD, SAN MARCOS, CA 92096-0001

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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, and 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) Name and Title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) SHARON WHITEHURST-PAYNE CHAIRMAN	3.00	X		X				0.	16,992.	0.
(2) ERNEST ZOMALT VICE CHAIRMAN	1.00	X		X				0.	0.	0.
(3) DR. LINDA L. HAWK DIRECTOR	1.00 40.00	X						0.	197,898.	59,695.
(4) DR. GRAHAM OBEREM DIRECTOR	1.00 40.00	X						0.	215,004.	64,291.
(5) MATTHEW J. CEPPI DIRECTOR	1.00 40.00	X						0.	163,854.	45,442.
(6) TRES CONRIQUE DIRECTOR	1.00	X						0.	0.	0.
(7) DIMITRIS MAGEMENEAS DIRECTOR	1.00	X						0.	0.	0.
(8) DAWNMARIE MYERS DIRECTOR	1.00	X						6,505.	0.	260.
(9) BRANDON LOSEY DIRECTOR	1.00	X						0.	0.	0.
(10) DAVID CHANG DIRECTOR	1.00	X						0.	0.	0.
(11) DR. CHARLES DE LEONE DIRECTOR	1.00 40.00	X						21,281.	103,616.	42,732.
(12) DR. REGINA EISENBACH DIRECTOR	1.00 40.00	X						0.	154,094.	53,620.
(13) GREG SVATORA TREASURER/FINANCE DIRECTOR	40.00			X				0.	115,404.	46,256.
(14) BELLA NEWBERG EXECUTIVE DIRECTOR	40.00			X				0.	138,528.	48,756.

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Part VIII Statement of Revenue

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

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants and Other Similar Amounts	1 a Federated campaigns	1a						
	b Membership dues	1b						
	c Fundraising events	1c						
	d Related organizations	1d						
	e Government grants (contributions)	1e	7,052,405.					
	f All other contributions, gifts, grants, and similar amounts not included above	1f	390,584.					
	g Noncash contributions included in lines 1a-1f: \$							
	h Total. Add lines 1a-1f			7,442,989.				
Program Service Revenue	2 a CAMPUS PROGRAMS	Business Code	900099	2,743,423.	2,743,423.			
	b BOOKSTORE OPERATIONS		900099	352,671.	352,671.			
	c OTHER COMMISSIONS		900099	134,788.	134,788.			
	d							
	e							
	f All other program service revenue							
	g Total. Add lines 2a-2f			3,230,882.				
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			6,860.			6,860.	
	4 Income from investment of tax-exempt bond proceeds							
	5 Royalties							
	6 a Gross rents	(i) Real	139,092.					
		(ii) Personal	94,104.					
		c Rental income or (loss)	44,988.					
	d Net rental income or (loss)			44,988.			44,988.	
	7 a Gross amount from sales of assets other than inventory	(i) Securities	1,733,325.					
		(ii) Other						
		b Less: cost or other basis and sales expenses	1,742,235.					
	c Gain or (loss)	-8,910.						
	d Net gain or (loss)			-8,910.			-8,910.	
8 a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	a							
b Less: direct expenses	b							
c Net income or (loss) from fundraising events								
9 a Gross income from gaming activities. See Part IV, line 10	a							
b Less: direct expenses	b							
c Net income or (loss) from gaming activities								
10 a Gross sales of inventory, less returns and allowances	a							
b Less: cost of goods sold	b							
c Net income or (loss) from sales of inventory								
Miscellaneous Revenue			Business Code					
11 a								
b								
c								
d All other revenue								
e Total. Add lines 11a-11d								
12 Total revenue. See instructions.				10,716,809.	3,230,882.	0.	42,938.	

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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 X

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	20,709.	20,709.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
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	37,428.	37,428.		
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	5,376,044.	4,811,753.	564,291.	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	242,765.	242,765.		
9 Other employee benefits	433,895.	253,229.	180,666.	
10 Payroll taxes	335,635.	300,649.	34,986.	
11 Fees for services (non-employees):				
a Management				
b Legal	25,000.		25,000.	
c Accounting	85,570.		85,570.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)	1,343,737.	912,835.	430,902.	
12 Advertising and promotion	390.	390.		
13 Office expenses	473,143.	255,070.	218,073.	
14 Information technology	21,752.	21,752.		
15 Royalties				
16 Occupancy	92,308.	3,313.	88,995.	
17 Travel	350,690.	338,526.	12,164.	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	491,370.	477,426.	13,944.	
20 Interest	7,500.	7,500.		
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	495,643.		495,643.	
23 Insurance	41,137.		41,137.	
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 STIPENDS/HONORARIUMS	845,631.	845,631.	0.	0.
b PROGRAM EXPENSES	191,061.	191,061.	0.	0.
c OTHER EXPENSES	65,557.	28,158.	37,399.	0.
d OTHER CATERING	54,603.	54,467.	136.	0.
e All other expenses	84,173.	67,145.	17,028.	
25 Total functional expenses. Add lines 1 through 24e	11,115,741.	8,869,807.	2,245,934.	0.
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 if following SOP 98-2 (ASC 958-720)

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Part X Balance Sheet

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

		(A) Beginning of year		(B) End of year	
Assets	1 Cash - non-interest-bearing	1,271,915.	1	1,447,313.	
	2 Savings and temporary cash investments	7,999,145.	2	982,199.	
	3 Pledges and grants receivable, net		3		
	4 Accounts receivable, net	1,118,134.	4	1,196,562.	
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5		
	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 instr). Complete Part II of Sch L		6		
	7 Notes and loans receivable, net		7		
	8 Inventories for sale or use		8		
	9 Prepaid expenses and deferred charges	42,636.	9	34,883.	
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	11,022,191.			
	b Less: accumulated depreciation	3,592,925.			
	11 Investments - publicly traded securities	6,968,179.	10c	7,429,266.	
	12 Investments - other securities. See Part IV, line 11	3,284,871.	11	1,575,045.	
	13 Investmentss program-related. See Part IV, line 11		12		
	14 Intangible assets		13		
	15 Other assets. See Part IV, line 11	61,081.	14	61,081.	
16 Total assets. Add lines 1 through 15 (must equal line 34)	20,745,961.	15	12,726,349.		
Liabilities	17 Accounts payable and accrued expenses	1,255,021.	16	911,700.	
	18 Grants payable		17		
	19 Deferred revenue	1,862,725.	18	2,453,280.	
	20 Tax-exempt bond liabilities		19		
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		20		
	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		21		
	23 Secured mortgages and notes payable to unrelated third parties	0.	22	250,000.	
	24 Unsecured notes and loans payable to unrelated third parties		23		
	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	9,758,657.	24	1,622,216.	
	26 Total liabilities. Add lines 17 through 25	12,876,403.	25	5,237,196.	
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.				
	27 Unrestricted net assets	7,869,558.	26	7,489,153.	
	28 Temporarily restricted net assets		27		
	29 Permanently restricted net assets		28		
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.				
	30 Capital stock or trust principal, or current funds		29		
	31 Paid-in or capital surplus, or land, building, or equipment fund		30		
	32 Retained earnings, endowment, accumulated income, or other funds		31		
33 Total net assets or fund balances	7,869,558.	32	7,489,153.		
34 Total liabilities and net assets/fund balances	20,745,961.	33	12,726,349.		

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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	10,716,809.
2	Total expenses (must equal Part IX, column (A), line 25)	2	11,115,741.
3	Revenue less expenses. Subtract line 2 from line 1	3	-398,932.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	7,869,558.
5	Net unrealized gains (losses) on investments	5	18,527.
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	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	7,489,153.

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 _____ 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? 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: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		X
b	Were the organization's financial statements audited by an independent accountant? 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: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input checked="" type="checkbox"/> Both consolidated and separate basis	X	
c	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? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.	X	
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?	X	
b	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	X	

Form **990** (2014)

SCHEDULE A
(Form 990 or 990-EZ)

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.

OMB No. 1545-0047

2014

Open to Public Inspection

Name of the organization **UNIVERSITY AUXILIARY AND RESEARCH SERVICES CORPORATION** Employer identification number **33-0397688**

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 514 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						

UNIVERSITY AUXILIARY AND RESEARCH

Schedule A (Form 990 or 990-EZ)

33-0397688 Page 2

Part II Support Schedule for O 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.")	9060395.	7789329.	7527060.	7442507.	7442989.	39262280.
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	9060395.	7789329.	7527060.	7442507.	7442989.	39262280.
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.						39262280.

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	9060395.	7789329.	7527060.	7442507.	7442989.	39262280.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	176,548.	183,024.	193,040.	167,373.	145,952.	865,937.
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.)		347,518.	385,152.	376,193.		1108863.
11 Total support. Add lines 7 through 10						41237080.
12 Gross receipts from related activities, etc. (see instructions)					12	19,668,489.
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						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2014 (line 6, column (f) divided by line 11, column (f))	14	95.21 %
15 Public support percentage from 2013 Schedule A, Part II, line 14	15	97.07 %
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	<input checked="" type="checkbox"/>	
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	<input type="checkbox"/>	
17a 10% -facts-and-circumstances teste 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	<input type="checkbox"/>	
b 10% -facts-and-circumstances teste 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	<input type="checkbox"/>	
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	<input type="checkbox"/>	

Schedule A (Form 990 or 990-EZ) 2014

Part III Support 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 below, please complete II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2015	(b) 2015	(c) 2015	(d) 2015	(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 testse 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 testse 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

UNIVERSITY AUXILIARY AND RESEARCH

Schedule A (Form 990 or 990-EZ) 2014

9

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? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>		
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)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes" and if you checked 11a or 11b in Part I, answer (b) and (c) below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>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.</i>		
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)? <i>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.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>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).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
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? <i>If "Yes," provide detail in Part VI.</i>		
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? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
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))? <i>If "Yes," provide detail in Part VI.</i>		
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? <i>If "Yes," provide detail in Part VI.</i>		
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? <i>If "Yes," provide detail in Part VI.</i>		
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)? <i>If "Yes," answer (b) below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations (continued)

	Yes	No
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?		
b A family member of a person described in (a) above?		
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.		

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 Part VI 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 Part VI 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 Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		

Section D. 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 Part VI 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 Part VI 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 line 2 below.		
b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).		
2 Activities Test. Answer (a) and (b) below.		
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 Part VI identify those supported organizations and explain 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 Part VI 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 Parent of Supported Organizations. Answer (a) and (b) below.		
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.		

UNIVERSITY AUXILIARY AND RESEARCH

Schedule A (Form 990 or 990-EZ) 2014

SERVICES CORPORATION

33-0397688 Page 6

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	Adjusted Net Income (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):		
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	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount 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	Minimum Asset Amount (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	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	

7 Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions).

Schedule A (Form 990 or 990-EZ) 2014

UNIVERSITY AUXILIARY AND RESEARCH

Schedule A (Form 990 or 990-EZ) 2014

SERVICES CORPORATION

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

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) Excess Distributions	(ii) Underdistributions Pre-2014	(iii) Distributable 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			
b			
c			
d			
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: \$			
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			
b			
c			
d Excess from 2014			
e Excess from 2014			

Schedule A (Form 990 or 990-EZ) 2014

UNIVERSITY AUXILIARY AND RESEARCH

Part VI Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12.

Also complete this part for any additional information. (See instructions).

Multiple horizontal lines for supplemental information.

Schedule B
(Form 990, 990-EZ,
or 990-PF)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.
▶ Information about Schedule B (Form 990, 990-EZ, or 990-PF) and
its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2014

Name of the organization UNIVERSITY AUXILIARY AND RESEARCH SERVICES CORPORATION	Employer identification number 33-0397688
--	---

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)(3) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note. Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000 or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Do not complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ▶ \$ _____

Caution. An organization that is not covered by the General Rule and/or the Special Rules does not file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it does not meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990, 990-EZ, or 990-PF. Schedule B (Form 990, 990-EZ, or 990-PF) (2014)

Name of organization UNIVERSITY AUXILIARY AND RESEARCH SERVICES CORPORATION	Employer identification number 33-0397688
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Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1		\$ <u>183,259.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2		\$ <u>2,447,128.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3		\$ <u>1,449,297.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4		\$ <u>2,002,802.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5		\$ <u>532,981.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization UNIVERSITY AUXILIARY AND RESEARCH SERVICES CORPORATION	Employer identification number 33-0397688
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Part II Noncash Property (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
		\$ _____	
		\$ _____	
		\$ _____	
		\$ _____	
		\$ _____	
		\$ _____	
		\$ _____	

Name of organization UNIVERSITY AUXILIARY AND RESEARCH SERVICES CORPORATION	Employer identification number 33-0397688
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Part III Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this info. once.) ▶ \$ _____
 Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

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.

OMB No. 1545-0047

2014 Open to Public Inspection

Information about Schedule D (Form 990) and its instructions is at www.irs.gov/form990.

Name of the organization UNIVERSITY AUXILIARY AND RESEARCH SERVICES CORPORATION Employer identification number 33-0397688

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.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows include: 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... Yes/No, 6 Did the organization inform all grantees... Yes/No

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). 2 Complete lines 2a through 2d if the organization held a qualified conservation contribution... 2a Total number of conservation easements, 2b Total acreage restricted by conservation easements, 2c Number of conservation easements on a certified historic structure, 2d Number of conservation easements included in (c) acquired after 8/17/06... 3 Number of conservation easements modified, transferred, released, extinguished, or terminated... 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... 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)? 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. 1b 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, (ii) Assets included in Form 990, Part X 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, b Assets included in Form 990, Part X

**UNIVERSITY AUXILIARY AND RESEARCH
SERVICES CORPORATION**

Schedule D (Form 990) 2014

33-0397688 Page 2

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
 - b Scholarly research
 - c Preservation for future generations
 - d Loan or exchange programs
 - e Other _____
- 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 |
|---------------------------------|--------|
| c Beginning balance | 1c |
| d Additions during the year | 1d |
| e Distributions during the year | 1e |
| f Ending balance | 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	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment _____ %
 - b Permanent endowments _____ %
 - c Temporarily restricted endowments _____ %
- 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:
- | | Yes | No |
|---|--------|----|
| (i) unrelated organizations | 3a(i) | |
| (ii) related organizations | 3a(ii) | |
| 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				
b Buildings		4,385,743.	649,015.	3,736,728.
c Leasehold improvements		4,285,008.	1,432,359.	2,852,649.
d Equipment		2,162,107.	1,511,551.	650,556.
e Other		189,333.		189,333.
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				7,429,266.

Schedule D (Form 990) 2014

**UNIVERSITY AUXILIARY AND RESEARCH
SERVICES CORPORATION**

Schedule D (Form 990) 2014

33-0397688 Page **3**

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" to Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		

Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.) ▶

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" to Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		

Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶

Part IX Other Assets.

Complete if the organization answered "Yes" to Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	

Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶

Part X Other Liabilities.

Complete if the organization answered "Yes" to Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) POST RETIREMENT BENEFITS	1,213,712.
(3) DUE TO RELATED ORGANIZATIONS	408,504.
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	1,622,216.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

Schedule D (Form 990) 2014

**UNIVERSITY AUXILIARY AND RESEARCH
SERVICES CORPORATION**

Schedule D (Form 990) 2014

33e0397688 Page 4

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	11,952,031.9e
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	18,527.
b	Donated services and use of facilities	2b	760,879.
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	779,406.
3	Subtract line 2e from line 1	3	10,810,913.
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	-94,104.
c	Add lines 4a and 4b	4c	-94,104.
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	10,716,809.

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	11,997,072.4e
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	760,879.
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	94,104.
e	Add lines 2a through 2d	2e	854,983e
3	Subtract line 2e from line 1	3	11,142,089.4e
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	
c	Add lines 4a and 4b	4c	0.
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	11,115,741.

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.

PART X, LINE 2:

THE ORGANIZATION FOLLOWS ACCOUNTING STANDARDS GENERALLY ACCEPTED IN THE UNITED STATES OF AMERICA RELATED TO THE RECOGNITION OF UNCERTAIN TAX POSITIONS. THE ORGANIZATION RECOGNIZES ACCRUED INTEREST AND PENALTIES ASSOCIATED WITH UNCERTAIN TAX POSITIONS AS PART OF THE STATEMENT OF ACTIVITIES, WHEN APPLICABLE. MANAGEMENT HAS DETERMINED THAT THE ORGANIZATION HAS NO UNCERTAIN TAX POSITIONS AT JUNE 30e 2015 AND 2014 AND THEREFORE NO AMOUNTS HAVE BEEN ACCRUED.

PART XI, LINE 4B - OTHER ADJUSTMENTS:

RENT EXPENSE NETTED WITH REVENUE 94,104e

**SCHEDULE I
(Form 990)**

Department of the Treasury
Internal Revenue Service

**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.

OMB No. 1545-0047

2014

**Open to Public
Inspection**

Name of the organization **UNIVERSITY AUXILIARY AND RESEARCH
SERVICES CORPORATION**

Employer identification number
33-0397688

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.

1 (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
CALIFORNIA STATE UNIVERSITY SAN MARCOS - 333 S. TWIN OAKS ROAD - SAN MARCOS, CA 92096	33-0535371	115	20,709.	0.			STUDENT SCHOLARSHIPS

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

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

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

Schedule I (Form 990) (2014)

**UNIVERSITY AUXILIARY AND RESEARCH
SERVICES CORPORATION**

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

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

PART I, LINE 2:

GRANTS GIVEN TO CSUSM ARE FOR STUDENT SCHOLARSHIPS AND THE UNIVERSITY
 MONITORS THE FUNDS GIVEN TO EACH STUDENT. THE FINANCIAL AID OFFICE OF
 THE UNIVERSITY QUALIFIES APPLICANTS FOR SCHOLARSHIPS BASED ON CRITERIA
 OVER WHICH UARSC HAS NO CONTROL. EXPENDITURES ON GRANTS AND CONTRACTS
 ARE CLOSELY MONITORED BY THE UARSC STAFF TO COMPLY WITH SPONSOR
 REQUIREMENTS.

**SCHEDULE J
(Form 990)**

Compensation Information

OMB No. 1545-0047

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

2014

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

▶ Attach to Form 990.

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

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

Name of the organization **UNIVERSITY AUXILIARY AND RESEARCH SERVICES CORPORATION** Employer identification number **33-0397688**

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.		
<input type="checkbox"/> First-class or charter travel		
<input type="checkbox"/> Travel for companions		
<input type="checkbox"/> Tax indemnification and gross-up payments		
<input type="checkbox"/> Discretionary spending account		
<input type="checkbox"/> Housing allowance or residence for personal use		
<input type="checkbox"/> Payments for business use of personal residence		
<input type="checkbox"/> Health or social club dues or initiation fees		
<input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)		
b If any of the boxes on 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 <u>s</u>	1b	
2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked in line 1a? <u>s</u>	2	
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.		
<input type="checkbox"/> Compensation committee		
<input type="checkbox"/> Independent compensation consultant		
<input type="checkbox"/> Form 990 of other organizations		
<input type="checkbox"/> Written employment contract		
<input type="checkbox"/> Compensation survey or study		
<input type="checkbox"/> Approval by the board or compensation committee		
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:		
a Receive a severance payment or change-of-control payment? <u>s</u>	4a	X
b Participate in, or receive payment from, a supplemental nonqualified retirement plan? <u>s</u>	4b	X
c Participate in, or receive payment from, an equity-based compensation arrangement? <u>s</u>	4c	X
If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.		
Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.		
5 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:		
a The organization? <u>s</u>	5a	X
b Any related organization? <u>s</u>	5b	X
If "Yes" to line 5a or 5b, describe in Part III.		
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:		
a The organization? <u>s</u>	6a	X
b Any related organization? <u>s</u>	6b	X
If "Yes" to line 6a or 6b, describe in Part III.		
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 <u>e</u>	7	X
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 <u>s</u>	8	X
9 If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? <u>s</u>	9	

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

Schedule J (Form 990) 2014

**UNIVERSITY AUXILIARY AND RESEARCH
SERVICES CORPORATION**

33-0397688

Schedule J (Form 990) 2014

Page 2

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				
(1) DR. LINDA L. HAWK DIRECTOR	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	197,898.	0.	0.	44,466.	15,229.	257,593.	0.
(2) DR. GRAHAM OBEREM DIRECTOR	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	215,004.	0.	0.	48,255.	16,036.	279,295.	0.
(3) MATTHEW J. CEPPI DIRECTOR	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	163,854.	0.	0.	36,831.	8,611.	209,296.	0.
(4) DR. CHARLES DE LEONE DIRECTOR	(i)	21,281.	0.	0.	0.	2,554.	23,835.	0.
	(ii)	103,616.	0.	0.	19,149.	21,029.	143,794.	0.
(5) DR. REGINA EISENBACH DIRECTOR	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	154,094.	0.	0.	34,525.	19,095.	207,714.	0.
(6) GREG SVATORA TREASURER/FINANCE DIRECTOR	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	115,404.	0.	0.	25,860.	20,396.	161,660.	0.
(7) BELLA NEWBERG EXECUTIVE DIRECTOR	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	138,528.	0.	0.	27,616.	21,140.	187,284.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

UNIVERSITY AUXILIARY AND RESEARCH
SERVICES CORPORATION

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.

PART I, LINE 3:

THE OFFICERS LISTED ON SCHEDULE J ARE EMPLOYEES OF THE RELATED ORGANIZATION, CALIFORNIA STATE UNIVERSITY SAN MARCOS. THE RELATED ORGANIZATION HAS POLICIES IN PLACE WHICH ARE USED TO DETERMINE COMPENSATION. COMPENSATION FOR THE BOARD'S OFFICERS IS REVIEWED ON AN ANNUAL BASIS. THE REVIEW OF CURRENT SALARY LEVELS FOR EACH EXECUTIVE EMPLOYEE IS PERFORMED BY ANALYZING EXECUTIVE COMPENSATION OF OTHER SIMILAR AUXILIARY ORGANIZATIONS WITHIN THE CALIFORNIA STATE UNIVERSITY SYSTEM, AS WELL AS SURVEYS OF OTHER NON-PROFIT CHARITABLE ORGANIZATIONS OF SIMILAR ASSET SIZE AND FUNCTIONS. THE RECOMMENDED SALARY IS THEN INCLUDED WITH THE ORGANIZATION'S FISCAL YEAR OPERATING BUDGET, WHICH IS REVIEWED AND APPROVED BY THE BOARD OF DIRECTORS.

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

OMB No. 1545-0047

2014

Open to Public
Inspection

Name of the organization

UNIVERSITY AUXILIARY AND RESEARCH
SERVICES CORPORATION

Employer identification number
33-0397688

FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

SERVICES INCLUDE THE ADMINISTRATION OF RESEARCH AND TRAINING GRANT
AWARDS TO CAMPUS FACULTY, AND OPERATION OF VARIOUS CAMPUS COMMERCIAL
OPERATIONS INCLUDING THE BOOKSTORE AND FOOD SERVICES. OTHER SERVICES
PROVIDED INCLUDE FINANCIAL MANAGEMENT SUPPORT TO OTHER CAMPUS ENTITIES
AND PROGRAMS.

FORM 990, PART VI, SECTION B, LINE 11:

AN ELECTRONIC FORM OF THE 990 IS EMAILED TO EACH BOARD MEMBER PRIOR TO
FILING. THE FORM 990 IS ALSO REVIEWED BY THE EXECUTIVE DIRECTOR PRIOR TO
FILING.

FORM 990, PART VI, SECTION B, LINE 12C:

AT THE BEGINNING OF EACH FISCAL YEAR ALL MEMBERS OF THE AUXILIARY'S BOARD
OF DIRECTORS ARE REQUIRED TO SIGN A CONFLICT OF INTEREST STATEMENT. THIS
POLICY ALSO APPLIES TO ALL DIRECTOR LEVEL POSITIONS, INCLUDING THE
EXECUTIVE DIRECTOR, AND ALL OTHER POSITIONS THAT HAVE SIGNIFICANT EXPOSURE
AND/OR DECISION MAKING AUTHORITY TO WARRANT REGULAR MONITORING OF THE
CONFLICT OF INTEREST ACTIVITIES. A REPORT IS GIVEN TO THE BOARD OF
DIRECTORS ANNUALLY.

FORM 990, PART VI, SECTION B, LINE 15:

THE ORGANIZATION'S OFFICERS ARE EMPLOYEES OF THE RELATED ORGANIZATION,
CALIFORNIA STATE UNIVERSITY SAN MARCOS. THE RELATED ORGANIZATION HAS
POLICIES IN PLACE WHICH ARE USED TO DETERMINE COMPENSATION. COMPENSATION
FOR THE BOARD'S OFFICERS IS REVIEWED ON AN ANNUAL BASIS.

UNIVERSITY AUXILIARY
SERVICES CORPORATION

THE REVIEW OF CURRENT SALARY LEVELS FOR EACH EXECUTIVE EMPLOYEE IS PERFORMED BY ANALYZING EXECUTIVE COMPENSATION OF OTHER SIMILAR AUXILIARY ORGANIZATIONS WITHIN THE CALIFORNIA STATE UNIVERSITY SYSTEM, AS WELL AS SURVEYS OF OTHER NON-PROFIT CHARITABLE ORGANIZATIONS OF SIMILAR ASSET SIZE AND FUNCTIONS. THE RECOMMENDED SALARY IS THEN INCLUDED WITH THE ORGANIZATION'S FISCAL YEAR OPERATING BUDGET, WHICH IS REVIEWED AND APPROVED BY THE BOARD OF DIRECTORS.

FORM 990, PART VI, SECTION C, LINE 19:

THE GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, FINANCIAL STATEMENTS, AND FORMS 990 (FROM THE PREVIOUS NINE YEARS) ARE AVAILABLE FOR INSPECTION OR COPYING AT THE ORGANIZATION'S MAIN OFFICE DURING NORMAL BUSINESS HOURS WITHOUT INQUIRING AS TO THE REASON FOR THE PUBLIC INSPECTION REQUEST.

FORM 990, PART IX, LINE 11G, OTHER FEES:

CONTRACTUAL SERVICES:

PROGRAM SERVICE EXPENSES	368,483.
MANAGEMENT AND GENERAL EXPENSES	13,650.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	382,133.

BUSINESS SERVICE:

PROGRAM SERVICE EXPENSES	0.
MANAGEMENT AND GENERAL EXPENSES	364,769.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	364,769.

ADMINISTRATIVE FEES:

432212
08-27-14

Schedule O (Form 990 or 990-EZ) (2014)

Name of the organization UNIVERSITY AUXILIARY SERVICES CORPORATION

PROGRAM SERVICE EXPENSES	119,528.
MANAGEMENT AND GENERAL EXPENSES	31,300.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	150,828.

PAYROLL FEES:

PROGRAM SERVICE EXPENSES	0.
MANAGEMENT AND GENERAL EXPENSES	21,183.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	21,183.

SUBCONTRACTORS:

PROGRAM SERVICE EXPENSES	424,824.
MANAGEMENT AND GENERAL EXPENSES	0.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	424,824.

TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A 1,343,737.

**SCHEDULE R
(Form 990)**

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
▶ Attach to Form 990.

▶ Information about Schedule R (Form 990) and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2014
Open to Public
Inspection

Name of the organization **UNIVERSITY AUXILIARY AND RESEARCH SERVICES CORPORATION** Employer identification number **33-0397688**

Part I Identification of Disregarded Entities Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity

Part II Identification of Related Tax-Exempt Organizations Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
CALIFORNIA STATE UNIVERSITY SAN MARCOS - 33-0535371, 333 S. TWIN OAKS VALLEY ROAD, SAN MARCOS, CA 92096	HIGHER EDUCATION	CALIFORNIA	115				X
SAN MARCOS UNIVERSITY CORPORATION - 33-0971982, 333 S. TWIN OAKS VALLEY ROAD, SAN MARCOS, CA 92096	ON-CAMPUS PROGRAM MANAGEMENT	CALIFORNIA	501(C)(3)	LINE 11C, III-FI			X
ASSOCIATED STUDENTS, INC. OF CALIFORNIA STATE UNIVERSITY SAN MARCOS - 33-055, 333 S. TWIN OAKS VALLEY ROAD, SAN MARCOS, CA 92096	STUDENT LEADERSHIP, ACTIVITIES, & RECREATION	CALIFORNIA	501(C)(3)	LINE 11C, III-FI			X
CALIFORNIA STATE UNIVERSITY SAN MARCOS FOUNDATION - 80-0390564, 333 S. TWIN OAKS VALLEY ROAD, SAN MARCOS, CA 92096	FUNDRAISING & GRANTS ADMINISTRATION	CALIFORNIA	501(C)(3)	LINE 5			X

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

Schedule R (Form 990) 2014

UNIVERSITY AUXILIARY AND RESEARCH

Part III Identification of Related Organizations Taxable as a Partnership Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Codes/-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	

Part IV Identification of Related Organizations Taxable as a Corporation or Trust Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No

**UNIVERSITY AUXILIARY AND RESEARCH
SERVICES CORPORATION**

Part V Transactions With Related Organizations Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note. Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

	Yes	No
1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?		
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity		X
b Gift, grant, or capital contribution to related organization(s)		X
c Gift, grant, or capital contribution from related organization(s)		X
d Loans or loan guarantees to or for related organization(s)		X
e Loans or loan guarantees by related organization(s)		X
f Dividends from related organization(s)		X
g Sale of assets to related organization(s)		X
h Purchase of assets from related organization(s)		X
i Exchange of assets with related organization(s)		X
j Lease of facilities, equipment, or other assets to related organization(s)	X	
k Lease of facilities, equipment, or other assets from related organization(s)	X	
l Performance of services or membership or fundraising solicitations for related organization(s)		X
m Performance of services or membership or fundraising solicitations by related organization(s)	X	
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)		X
o Sharing of paid employees with related organization(s)	X	
p Reimbursement paid to related organization(s) for expenses	X	
q Reimbursement paid by related organization(s) for expenses	X	
r Other transfer of cash or property to related organization(s)		X
s Other transfer of cash or property from related organization(s)		X

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) CALIFORNIA STATE UNIVERSITY SAN MARCOS	P	3,534,473.	COST REIMBURSEMENT
(2) CALIFORNIA STATE UNIVERSITY SAN MARCOS	Q	998,971.	COST OF SERVICES
(3)			
(4)			
(5)			
(6)			

Application for Extension of Time To File an Exempt Organization Return

Department of the Treasury
Internal Revenue Service

▶ **File a separate application for each return.**
▶ **Information about Form 8868 and its instructions is at www.irs.gov/form8868.**

- If you are filing for an **Automatic 3-Month Extension**, complete only **Part I** and check this box **X**
- If you are filing for an **Additional (Not Automatic) 3-Month Extension**, complete only **Part II** (on page 2 of this form).

Do not complete Part II unless you have already been granted an automatic 3-month extension on a previously filed Form 8868.

Electronic filing (e-file) - You can electronically file Form 8868 if you need a 3-month automatic extension of time to file (6 months for a corporation required to file Form 990-T), or an additional (not automatic) 3-month extension of time. You can electronically file Form 8868 to request an extension of time to file any of the forms listed in Part I or Part II with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, which must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit www.irs.gov/efile and click on *e-file for Charities & Nonprofits*.

Part I Automatic 3-Month Extension of Time. Only submit original (no copies needed).

A corporation required to file Form 990-T and requesting an automatic 6-month extension - check this box and complete

Part I only

All other corporations (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

		Enter filer's identifying number
Type or print	Name of exempt organization or other filer, see instructions. UNIVERSITY AUXILIARY AND RESEARCH SERVICES CORPORATION	Employer identification number (EIN) or 33-0397688
File by the due date for filing your return. See instructions.	Number, street, and room or suite no. If a P.O. box, see instructions. 435 E CARMEL STREET	Social security number (SSN)
	City, town or post office, state, and ZIP code. For a foreign address, see instructions. SAN MARCOS, CA 92078	

Enter the Return code for the return that this application is for (file a separate application for each return)

Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	Form 990-T (corporation)	07
Form 990-BL	02	Form 1041sA	08
Form 4720 (individual)	03	Form 4720 (other than individual)	09
Form 990-PF	04	Form 5227	10
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 6069	11
Form 990-T (trust other than above)	06	Form 8870	12

BELLA NEWBERG, EXECUTIVE DIRECTOR

• The books are in the care of ▶ **333 S. TWIN OAKS VALLEY ROAD - SAN MARCOS, CA 92096-0001**
Telephone No. ▶ **760-750-4700** Fax No.s ▶ _____

• If the organization does not have an office or place of business in the United States, check this box

• If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) _____. If this is for the whole group, check this box . If it is for part of the group, check this box and attach a list with the names and EINs of all members the extension is for.

1 I request an automatic 3-month (6 months for a corporation required to file Form 990-T) extension of time until **FEBRUARY 15, 2016**, to file the exempt organization return for the organization named above. The extension is for the organization's return for:
 ▶ calendar year _____ or
 ▶ tax year beginning **JUL 1, 2014**, and ending **JUN 30, 2015**.

2 If the tax year entered in line 1 is for less than 12 months, check reason: Initial return Final return
 Change in accounting period

3a If this application is for Forms 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	3a	\$	0.
b If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit.	3b	\$	0.
c Balance due. Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions.	3c	\$	0.

Caution. If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-EO and Form 8879-EO for payment instructions.

ATTACHMENT H

Proposed FY 16/17 Meeting Calendar



**BOARD OF DIRECTORS
FY 16/17 Meeting Calendar**

Location: Center for Children and Families Classroom
Meeting Time: 4:00 p.m. – 5:30 p.m.

Thursday, September 8, 2016 (Annual Meeting)

Thursday, November 10, 2016

Thursday, February 23, 2017

Thursday, May 25, 2017