



**UNIVERSITY CURRENT FUNDS
BUDGET PLAN FY 2018-2019**

ON THE COVER:

UC student Mileek Williams looks forward to "What's Next."



University of 
CINCINNATI

 **CURRENT FUNDS BUDGET PLAN**
Fiscal Year 2018-2019

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INTRODUCTION

The University of Cincinnati is an embodiment of a deliberate choice: Lead by design, not follow by default. The Fiscal Year 2018-19 (FY 2019) University of Cincinnati budget embodies this choice and the university's strategic direction at its core. This document is the final result of a fully collaborative, transparent budget process. It is endlessly curious about what comes next for UC, providing concrete plans which allow the university to strive for higher expectations and transcend boundaries.

Learning is a mindset, not a major. It is learning itself – the application of innovative metrics, real-time data, and critical thinking in an ever-evolving globe – that has driven the budget process and culminated in a plan that will drive the university forward, toward positive impact in the community and the world.

In this document, the University of Cincinnati further embraces an all-university, all-funds methodology, seeking to paint a comprehensive picture and create a foundation for maximum collaboration. The university utilizes industry-standard fund accounting to budget and monitor the use of funds in accordance with the principles of the Governmental Accounting Standards Board (GASB). This budget fosters innovation, allowing for examination of the sources and uses of funds to serve as a metric for a deeper institutional understanding, as well as ensures full compliance and responsible stewardship. With this framework, UC can track progress toward multiple objectives, integrate and scale to new ideas.

The UC Budget is segmented, highlighting funds relevant to UC Uptown and Regional Campuses, mission-supporting auxiliary services including campuses services and athletics, funds designated to support advancing technology and cost savings utilities, and restricted for breakthrough research. It reports revenue and expenditures as they relate to core university functions, including instruction, public service, and research. These tools will allow the university to embrace a culture of learning and focus on what comes next.

Following Board of Trustees approval, the budget is modified throughout the year as changes in circumstances occur, per university policy.



PERSONNEL HIGHLIGHTS

Kristi A. Nelson, Ph.D. was named Senior Vice President for Academic Affairs and Provost of the University of Cincinnati in December, 2017.

As Provost, Dr. Nelson serves as the university's chief academic officer, providing oversight and strategic direction for its nearly 45,000 students, 4,200 faculty and 13 academic colleges, the Graduate School and a collection of state-of-the-art university libraries. Dr. Nelson oversees the human and fiscal resources that fuel UC's academic and research mission with assistance from the academic deans and provost senior staff, while also supporting various aspects of faculty and student success.

In 2015, Nelson was named Professor Emeritus, with one of the university's highest honors, the President's Award for Excellence. She has been a strong supporter of and advocate for the University Honors Program. Dr. Nelson is deeply committed to the development of faculty and student success through experiential-based learning.

Dr. Nelson began her career at UC in 1979 as a faculty member in art history. She quickly took on additional challenges, serving as Director of Graduate Studies and then Associate Dean for Academic Affairs at the College of Design, Architecture, Art, and Planning.

Dr. Nelson next served as Vice Provost for faculty relations before tackling an administrative position in the College of Nursing. She then served as Interim Dean of the McMicken College of Arts and Sciences, where she oversaw more than 45 programs serving 8,000 students, 450 faculty members and a \$100 million budget.

As Senior Vice Provost, a position she held for 15 years, Dr. Nelson acted as chief advisor to the Provost and representative for academic affairs, strategic planning and partnerships with academic units and other internal and external partners. As a key member of the Provost's leadership team, Dr. Nelson represented the office across campus and to the Ohio Board of Regents.



*Kristi A. Nelson, Senior Vice President
for Academic Affairs and Provost*

She helped lead the creation of UC's academic master plan and served as academic committee chair. Dr. Nelson served on the fiscal coordinating and president's budget advisory committees, provided oversight for institutional and specialized accreditation and was instrumental in establishing a women's leadership program at UC.

Dr. Nelson holds a Ph.D. in Art History from the University of North Carolina at Chapel Hill and an undergraduate degree from Florida State University. Prior to joining the Provost's Office, she served as Associate Dean in the College of Design, Architecture, Art, and Planning (DAAP). Her specialty is art history in the area of Early Modern Dutch and Flemish art.

“UC is my beloved home away from home. I take great pride in its success and I look forward to working closely with President Pinto to advance the strategic direction of UC and further its mission as a premier, public, urban research university dedicated to experience-based learning and research.”

-Kristi A. Nelson, Ph.D.

David J. Adams was named Chief Executive Officer of the University of Cincinnati Research Institute (UCRI), effective July, 2017. He will also serve as the Chief Innovation Officer at UC—a new position that seeks to fully assemble and accelerate the university’s enterprise-wide innovation agenda.

As UCRI’s new CEO, Adams will lead the university’s interface with industry. His primary aim will be to develop a one-stop model for business engagement grounded in client relations, value creation and operational excellence. As Chief Innovation Officer, Adams will report to President Pinto and lead all aspects of the newly formed 1819 Innovation Hub. Backed by a more than \$38 million investment approved by the UC Board of Trustees, this state-of-the-art facility will serve as a magnet for breakthrough ideas, innovative solutions and strategic partnerships.

Adams previously served as Interim Chief Administrative Officer (CAO) at the University of Louisville as well as CEO of its Institute for Product Realization (IPR). Prior to his roles at UofL, Adams founded the BVI Group to serve the strategic and operational needs of businesses and private equity firms.

Over the course of more than 30 years, Adams has held senior leadership roles in multiple sectors—from manufacturing, distribution and transportation to technology, health care, education and state government. He has assisted numerous Fortune 500 companies, including: Caterpillar, Cooper Tire and Rubber, Eaton, Timken, U.S. Steel, Philips Consumer Electronics, Bristol-Myers Squibb, Sherwin-Williams, Steelcase and Thomson Consumer Electronics.

Hang “Helen” Chen, Ph.D. was named Associate Provost of Experienced-Based Learning and Career Education Center (ELCE) effective March, 2018.

Dr. Chen is a passionate technologist with a deep understanding of higher education innovation ecosystems. She joins us from Johnson C. Smith University in Charlotte, NC where she served as Dean of the College of Technology, Engineering and Mathematics.

Patrick Clark was appointed Assistant Vice President of Operations and Management in the Office of Research effective July, 2017.

This position leads the central research administrative support offices for the university, including Sponsored Research Services, (accounting, grants, and contracts) and Government Cost Compliance, as well as the business intelligence and information technology functions of the office.

Clark has worked for UC since 2004, most recently as Director of Government Cost Compliance. In this role he has negotiated facilities & administrative (F&A) and fringe benefit rates with the federal government, ensured compliance with a variety of federal costing regulations, and implemented several projects to streamline research compliance and reduce burden on scientists, most recently a paperless system for effort certification.

Keisha M. Love joined the University of Cincinnati as the Associate Provost for Faculty Development and Special Initiatives effective July, 2017.

Love is responsible for the leadership of Signature Programs in the Office of the Provost. These programs include the Cluster Hiring Initiative, the Strategic Hiring Opportunity Program, and the Dual Career Assistance Program. Love also leads faculty recruitment and retention efforts aimed at enhancing diversity and inclusion, new faculty orientation, and oversees development programming for unit heads and faculty. As a member of the Provost’s senior leadership team, Love also assists in the evaluation of performance reviews for reappointment, tenure, and promotion, and manages faculty and departmental awards.

Before joining the Office of the Provost at UC, Love served as Chair of the Department of Psychology at Kennesaw State University and served in a similar capacity at the University of Kentucky in the Department of Educational, School, and Counseling Psychology. Love is a licensed psychologist who received her Ph.D. in counseling psychology from the University of Missouri-Kansas City. She received her M.S. in Education from the University of Kentucky, and her B.S. in Psychology from Kentucky State University. Love’s research primarily focuses on the mental health of racial minority college students, the experiences of women of color in academia, and parenting practices.

Kim Fulbright was appointed as the Director of University Ombuds effective December, 2017.

Fulbright has served as the Associate Ombuds for over four years and fulfilled the role Interim Ombuds previous to her current appointment. She is committed to assisting members of the UC community resolve university-related issues.

Fulbright has mediation experience at all levels, and a long service record of collaborating with UC faculty, staff, and students to help overcome conflicts that may impede their success or satisfaction of their Bearcat experience.

Maris Herold was promoted to Police Chief of the University of Cincinnati Police Department (UCPD) effective January, 2018.

Chief Herold first came to UC by means of a national search in 2016 to serve as the police department's assistant chief. Her promotion comes with the unanimous approval and support from the UC Office of Safety and Reform's Community Advisory Council (CAC), which is chaired by the Honorable John West, retired judge for the Hamilton County Court of Common Pleas. Herold also received strong support from UCPD's internationally recognized external monitoring team, Exiger, along with many UC students, faculty and staff, including UCPD Officers.

Herold's nearly two years of experience at UCPD is capped by 25 years of previous experience with the Cincinnati Police Department (CPD) in a variety of leadership roles, including service as Patrol Special Project Captain and District Four Commander, a district which borders the University of Cincinnati. Importantly, in her former roles within the Cincinnati Police Department, Herold worked as part of the team responsible for implementing the department's historic Collaborative Agreement.

During her tenure at CPD, she developed an evidence-based, city-wide violence reduction program. As part of that model, Herold coordinated the collection and analysis of intelligence data, the participation of city departments and resident/business associations to advance strategic safety efforts. She also carried direct responsibility for police operations and supervision serving 10 neighborhoods with over 85,000 residents.

Jason Lemon, Ph.D. was named Dean and Vice Provost of Cincinnati Online effective March, 2018.

Online education is an important part of the university's growth strategy, and Cincinnati Online allows us to connect our classrooms to students around the globe by providing online degree programs.

Dr. Lemon has more than 20 years of experience in higher education, most notably in distance learning. Dr. Lemon joins the University of Cincinnati from the University of San Diego where he served as Dean of Professional and Continuing Education. In this role, Dr. Lemon created a new model for online delivery, garnering more than 16,000 annual enrollment.

David Peterson was named Assistant Provost for Financial Aid effective June, 2018.

Peterson is a financial aid and enrollment management professional with more than twenty five years of progressively responsible and visionary leadership roles in higher education. Peterson has a proven track record in creating and implementing strategic initiatives that support enrollments while maintaining or improving academic quality. Peterson also leads initiatives that influence change and innovation as well as supporting sustainable fiscal enrollment models.

Peterson joins UC after previous leadership posts at the University of Miami (FL) and Indiana/Purdue Fort Wayne. Due to his established reputation and stature in the field, David is also serving as a faculty member for the Midwest Financial Aid Summer Institute.



next lives here

STRATEGIC DIRECTION

Many universities have strategic plans but under the leadership of President Neville Pinto the University of Cincinnati is taking an unprecedented approach. UC has shifted the paradigm from the traditional strategic plan to a strategic direction, called Next Lives Here, which is intentionally disruptive and inventive.

PLAN VS DIRECTION

By adopting a strategic direction, UC took an accelerated, inclusive and unifying approach to create its vision. The result is a nimble and flexible framework that empowers the university to adapt to timely opportunities and challenges. The concept behind it is much like what Amazon founder Jeff Bezos once told shareholders at a meeting: “We are stubborn on vision. We are flexible on details.”

Thus, Next Lives Here is a living and breathing strategic direction to guide impact and outcomes. It is not a plan meant to sit on a shelf and collect dust. It focuses on preparing for the future and inventing tomorrow and beyond, not simply managing in the present.

While most higher education institutions spend 15-24 months developing a strategic plan, the University of Cincinnati crafted its strategic direction within eight months. The process included nearly a dozen input sessions with different stakeholder groups, plus open town halls at each of UC’s campuses (Uptown West, Academic Health Center and two regional campuses). In addition, the university collected input through a website dedicated to the process.

What does UC mean by Next Lives Here? It’s more than a strategic direction – it’s a mindset that means leaning boldly into the future, creating new opportunities and solutions in the process. This outlook has always been woven into the UC fabric, but our strategic direction prioritizes and elevates it.

VISION

Propelled by Next Lives Here, the University of Cincinnati will focus on its vision of **leading urban public universities into a new era of innovation and impact.**

This vision statement underscores several aspects of the university’s role and identity – most importantly its responsibility as a public university to provide accessible and affordable education to citizens so that they can achieve their dreams.

In addition to its status as a state university, UC also is an urban-based institution that remains anchored in its hometown. It’s a university not just in Cincinnati, but also of Cincinnati, President Pinto often points out. True to that differentiating home base, the university chose to use the word “urban” in its vision statement as

both promise and proof that UC will always be a partner to its home region. The opportunities range from mentoring young children in need to providing cutting-edge health care to patients, as well as new initiatives yet to unfold.

Invoking “innovation” in its vision statement, UC underscores the power of next through its creativity, ingenuity, invention and inclusion – all critical drivers in the 21st century. “Impact” speaks to the imperative that excellence means nothing without real outcomes. Everything we do as a university must be done with impact in mind, not because it’s something we’ve always done.

THE NEXT MINDSET & INVESTMENTS

The timeline for the strategic direction is long-term, with a focus on positioning UC for sustained impact and success.

Figures are still being developed, but university leadership expects that over \$150 million will be invested during the next several years through Next Lives Here. President Pinto has been clear that the outcome expected with this investment is to expand the financial revenues and permanent resource base of the university for sustained growth.

In the meantime, the funds needed for investment will be generated through multiple, creative strategies. These will include administrative efficiencies, philanthropy, corporate partnerships and strategic sizing, among other things.

SUCCESSES & INITIATIVES

While the next page outlines the three platforms and pathways of Next Lives Here in more detail, some early initiatives and successes include:

Students: For the fifth consecutive year, UC enrollment broke records with a new high of 44,783 students enrolling in Fall 2017. This happens at a time of tapering college enrollment across the nation and within Ohio. Student residential living also reached a record with 6,500 students living in campus housing.

Access & Affordability: True to our mission as a public university, the university has held the line on tuition. In April, the UC Board of Trustees once again approved a tuition freeze for the 2018-2019 academic year – the fourth year in a row of flat tuition. It sets the stage for the entering class of 2015 to graduate in spring 2019 without ever experiencing a tuition hike. For our students and our parents, this matters immensely.

In conjunction with the tuition freeze, UC created a web portal for students, parents and others to write comments about why freezing

tuition is important to them. Within just a few days, UC had received nearly 200 comments about keeping higher education affordable. UC's 2018-19 Student Government President Sinna Habteselassie commented:

"Many of us are working to help fund our college careers, and some are from underprivileged backgrounds. I'm a perfect example as my parents are not able to fund my education, and I've worked jobs while in school. This action by UC removes barriers to education for all of us."

In addition to the fourth straight year for the tuition freeze, UC students saved \$2.2 million during the 2016-17 academic year through the UC Textbook Affordability Initiative, a comprehensive effort to reduce the cost of texts. Much of the savings stems from the includED program, which allows UC students to leverage their buying power to negotiate for lower prices and use digital texts and content.

Global: At our April 2018 Commencement, 56 students from China became the first-ever graduates of the dual degree offered by the UC-Chongqing University Joint Co-op Institute. Enrollment by international students increased 29 percent since 2012 and in Fall 2017, they represented 7.2 percent of UC's total enrollment.

UC students studying abroad continues to grow and stood at a record level of 1,742 for 2016-17, more than double the numbers of 2009-2010.

Staff Success Center: Under Next Lives Here, the university opened its new Staff Success Center in April 2018. Its opening underscores the important role of staff in achieving UC's mission and goals. The new center is located in Room 440, University Hall. It provides developmental programs for staff learning needs and objectives as well as time and resources for building organizational capabilities and talents amid change.

1819 Innovation Hub: This new \$38 million renovation of the old Sears department store on Reading Road opens UC's new front door to innovation. One of the nine Next Lives Here pathways, it is making a grand entrance with the Procter & Gamble-UC Simulation Center moving into it, plus the university has signed a 10-year partnership agreement with Cincinnati Bell for the company to locate a corporate innovation center within the hub. Also moving into the building are the Village Life Outreach organization, UC's Office of Innovation and the Live Well Collaborative. UC's 1819 i-Hub provides the anchor for the Uptown Innovation District, which will create new business and employment growth near the Uptown campus in the area surrounding the new Martin Luther King Boulevard interchange off I-71.

NEXT LIVES HERE: Platforms & Pathways

To put UC's vision into action, the strategic direction outlines three platforms and nine pathways to propel our Next Lives Here drive for innovation and impact. Each of these are interwoven.

PLATFORM: ACADEMIC EXCELLENCE

This undergirds all that we do as an institution of higher learning. It will always be important to the university to be top quality in all that it pursues, including faculty recruitment, hiring and retention and student success.

Bearcat Promise

This highly innovative academic and professional development program will help our students design a customized pathway to where they want to go and who they want to be.

Faculty Investment

From launching a robust hiring initiative to building a new one-stop enrichment center, UC will make significant investments in the size, stature and success of faculty.

Staff Enrichment

Knowing that staff play a pivotal role in creating a culture that is owned, Next Lives Here has already opened a new Staff Success Center. A Staff Council may also further engage our staff in achieving our vision.

PLATFORM: URBAN IMPACT

As an anchor institution in our hometown, we will always be a partner with the Cincinnati region to create opportunity and to turn challenges into solutions.

Urban Futures

Both locally and globally, this pathway will deepen our commitment and broaden our impact in urban engagement through the interdisciplinary areas of real-world learning, problem-based scholarship and research, and community-based partnerships.

Urban Health

As the only academic healthcare university in the region, we have the opportunity to engage our entire campus community in solving urban issues related to health and well-being, prevention, quality care, researching new cures, equality in access and talent development.

CPS Strong

Significantly increasing the number of our UC graduates from Cincinnati Public Schools will require major advancements in pipeline programs, scholarships, mentoring, innovative research and academic support services.

PLATFORM: INNOVATION AGENDA

It has been said that we don't enter the future, we create it. Innovation is the power behind tomorrow and beyond.

1819 Innovation Hub

Our state-of-the-art innovation hub will serve as the region's destination for Next Lives Here thinking, making, doing, discovery and delivery.

Co-op 2.0

As the inventor of cooperative education more than 100 years ago, UC will pioneer a new paradigm for learning and working.

Inclusive Excellence

Inclusion must drive our entire strategic direction, bridging each platform and pathway to the others. We want to stretch our imagination and investments to activate inclusion in ever more innovative and impactful ways.

OTHER UNIVERSITY HIGHLIGHTS

Additional key successes in FY 2018 include:

- ◀ UC enrollment totaled 44,783 students on all campuses in fall semester 2017, another all-time record high.
- ◀ The 2016 Uptown Campus first-time, full-time undergraduate cohort size was a record-setting 5,000 students, which maintained an impressive 86.1% first year retention rate.
- ◀ Spring 2018 was UC's largest ever spring Commencement conferring degrees to nearly 6,500 students. Degrees were awarded to students from 49 states and Washington D.C., as well as 76 countries.
- ◀ In September 2017, UC was again named in the Top Tier of the country's "Best National Universities" by U.S. News & World Report, placing at 133 in the special issue carrying the 2018 rankings. UC was ranked at 63 among top public universities.
- ◀ UC has been named as one of the nation's best institutions for undergraduate education for the 11th straight year, according to the Princeton's Review's 2018 edition of "The Best 382 Colleges."
- ◀ Among the nation's elite for co-op and internships, UC's overall emphasis on experiential learning earned the university its spot on the short list of the nation's top 20 schools for co-ops and internships. UC students earned a collective \$66 million during 2016-2017. Co-op placements during this period totaled 7,334 for approximately 1,800 local, regional, national and international employers, including Apple, Boeing, Disney, Duke Energy, Fisher Price, General Electric, HBO, Kroger, NASA, Nike, and Toyota.
- ◀ In 2017, Victory Media named UC among the nation's colleges with top science, technology, engineering, and math (STEM) offerings aligned with in-demand, high-paying jobs, resources to get students jobs, diverse students and faculty, and their specific resources to help students earn STEM degrees.
- ◀ The MBA program at the UC's Lindner College of Business climbed two ranking spots to No. 68 overall and No. 34 among public MBAs in the recently released Bloomberg Businessweek Best Business Schools Ranking. The new ranking continues Lindner's standing as the only ranked MBA program in the Tristate, and the second highest ranked program in Ohio. Most impressively, the Lindner MBA demonstrated continued success in the area of alumni satisfaction. Based on alumni responses, the Lindner MBA program ranked No. 1 overall in Ohio, and, among public institutions, No. 1 in the Midwest and sixth nationally.
- ◀ UC's College of Engineering and Applied Science recognized its first class of Chinese graduates in a unique collaboration with Chongqing University (CQU). UC's partnership with Chongqing University has brought about the creation of the COP United College in Chongqing, placing CQU as the first institution in China to adopt the co-operative education model.
- ◀ Thirteen journalists with ties to the University of Cincinnati were part of The Cincinnati Enquirer's award-winning team of more than 60 reporters, photographers and videographers to win the 2018 Pulitzer Prize for local reporting.
- ◀ Research funding reached \$193 million in FY 2017 from 941 sponsored awards.
- ◀ In the most recent rankings from the National Science Foundation, UC is 51st in the United States and 35th among public universities, based on Federally Financed Research and Development Expenditures.
- ◀ In the more than two years since UC researchers unearthed the 3,500-year-old tomb of a Bronze Age warrior in southwest Greece, an incredible new trove of riches emerged in November 2017, including four gold signet rings that have challenged accepted wisdom among archaeologists about the origins of Greek civilization.
- ◀ UC serves as an economic powerhouse for the state's five counties in southwestern Ohio, generating a \$3.3 billion annual impact. Importantly, about \$1.4 billion of this total annual impact is due to money and activity brought here from outside the region, according to findings from a 2017 Southwestern Ohio Council on Higher Education economic impact study.

POLICIES AND PRINCIPLES GUIDING THE BUDGETING PROCESS

As part of the university's strategic direction, UC continues to update and implement policies designed to improve internal controls, financial stability and business practices. The Operating Cash Policy, the Structural Deficit Policy and Performance Based Budgeting continue to have the most pronounced impacts on improving the university's financial strength. Excellent common governance and financial management policies, clear strategic planning, careful fiscal oversight, strong student demand, and excellent strategic position are factors cited by Standard & Poor's and Moody's as they reaffirmed the institution's long-term bond rating (AA-/Aa3 respectively) during FY 2018.

FINANCIAL POLICIES

The Financial Policy Development Committee continues to develop and implement institutional financial policies that connect the university's mission with individual conduct, clarify institutional expectations, support compliance with laws and regulations, mitigate institutional risk, and enhance productivity, efficiency and cost containment in the university's operations. Draft policies are vetted through the university's decision-making and governance structure to gain valuable feedback and heighten awareness of fiscal stewardship and accountability.

OPERATING CASH POLICY

The Board of Trustees instituted an Operating Cash Policy in November 2006. The goal is to attain an average daily cash balance of no less than 25% of annual operating budget expenditures and transfers, as well as a minimum daily cash balance of no less than 17% of annual operating budget expenditures and transfers. Operating cash has varied throughout the year and currently stands at a balance of \$613.7 million as of March 31, 2018, an increase of \$40.3 million from March 31, 2017. Cash balances regularly exceed the minimum average daily target of \$215 million. In accordance with policy, the cash position is monitored by the Cash Committee on a quarterly basis to ensure that the required levels are achieved. In addition, the cash status is reported to the Board of Trustees quarterly and annually in the audited Financial Report.

STRUCTURAL DEFICIT POLICY

The Board of Trustees originally approved the Structural Deficit Policy in November 2008, aimed at eliminating all over-drafted cash balances. This policy identified specific measures to restore cash balances including:

- ◀ Utilizing a proactive budgeting process;
- ◀ Requiring any new deficit funds be approved in advance by the Sr. Vice President for Administration and Finance in consultation with the appropriate unit Vice President;
- ◀ Obtaining payback plans for funds that are currently in a deficit position;

- ◀ Reducing the scope, postponement or cancellation of capital projects;
- ◀ Focusing on receivables management;

Compliance with this policy is monitored on a regular basis and is responsible for the continued reduction in over-drafted cash balances.

PERFORMANCE BASED BUDGETING

The university adopted a Performance Based Budgeting (PBB) model in FY 2010, replacing the historical allocation of resources for the undesignated general fund. The model is resource and enrollment driven with incentives for both growth and efficiencies. Each college or administrative unit is assigned a budget threshold that is to be met through growth, cost-saving measures, or some combination of these two factors. The model allows for college units to share in the surplus resulting from exceeding their established thresholds and building their enrollments.

In FY 2018, the university established a UC Strategic Budget Committee to review the current PBB model and identify enhancement or modifications to meet college needs and university priorities. Through this committee, a recommendation will be made to adopt a budget model that is current, flexible, and drives future innovation and efficiencies.

TOTAL CURRENT FUNDS BUDGET SUMMARY

REVENUE SUMMARY

TUITION REVENUE

The FY 2018-19 State of Ohio biennial budget includes a tuition cap of 0% for in-state undergraduates, therefore, the FY 2019 Budget recommendation includes no tuition increases for either resident or non-resident undergraduate students, graduate students, or law students. (See fee schedules in Appendix 1.) Pharmacy (PharmD) and Medicine (MD) FY 2019 instructional fees did increase. The total current funds budget assumes flat enrollment. Increases to the overall Tuition and Fees budget reflect actual enrollment growth through the current fiscal year. In FY 2019, net of scholarships, tuition and fees are budgeted to comprise approximately 37% of the current fund revenue budget.

STATE APPROPRIATION

Funding for higher education is appropriated each fiscal year by the Ohio General Assembly. These funds are allocated to public institutions according to a performance-based funding formula, referred to as the State Share of Instruction (SSI), in order to reduce the cost of higher education for Ohio residents. The most recent version of the State of Ohio biennial budget includes no increase to appropriations for public universities and regional campuses over FY 2018. The University of Cincinnati's FY 2019 SSI comprises approximately 17% of the university's current fund revenue and is expected to remain flat.

GRANTS AND CONTRACTS

UC and its affiliates received approximately \$425 million in research funding in FY 2017; a decrease of approximately 1% compared to FY 2016. The decrease was due to a decline in UC's research funding, largely as a result of a \$13.5 million award from Patient-Centered Outcomes Research Institute (PCORI) that was received in FY16. Excluding its research affiliates, UC received \$193 million in sponsored program awards in FY 2017.

The College of Education, Criminal Justice, Human Services, and Information Technology (CECH) showed significant growth in their research funding in FY 2017 due primarily to success in securing new federal awards. Overall, increases in funding from Industry (15%) and the State of Ohio (16%) were offset by decreased funding from the federal government (-3.5%), particularly from the National Science Foundation.

We anticipate FY 2018 funding to remain relatively flat compared to FY 2017, as there have been no significant internal or external activities that would create a major shift.

ENDOWMENT INCOME

The university uses its endowment to support current operations in a way that generates a predictable stream of support, while maintaining the purchasing power of the endowment funds adjusted for inflation. Based on market values as of December 31, 2017, the UC endowment is the 77th largest of 818 endowments of U.S. and Canadian public and private institutions of higher education surveyed by the NACUBO-Common fund Study of Endowments. The market value of the endowment was \$1.38 billion, up 13.3% since December 31, 2016.

AUXILIARY ENTERPRISES

The university's main auxiliary enterprises include Campus Services and Athletics. Campus Services is responsible for the financial and business operations for Parking, Housing & Food Services, Retail Services, MainStreet Operations, Campus Recreation, Kingsgate Conference Center, and Conference & Event Services. Campus Services continues to exhibit sound financial management while providing the services students expect for an enjoyable campus experience. Campus Services has demonstrated flexibility over a long period of increased enrollments while improving quality and controlling expenses. Examples of this flexibility include continued utilization of off-campus housing through block-lease agreements and the opening of Marian Spencer Hall which includes 330 beds, a Tim Horton's café and bakery, office space, and a new dining center, On the Green. The cycle of revenue growth combined with cost containment as well as a focus on quality customer service is expected to continue into FY 2019 when Campus Services again expects operational results to be favorable.

Athletics experienced another successful year in FY 2018 both on and off the playing field. UC Men's Basketball, Swimming and Women's Track had especially notable seasons. Academically, nearly 76% of UC athletes had a 3.0 or better GPA for the spring 2018 semester, up from 71% in spring 2017. While the fiscal outcomes of college athletics continue to be challenging, under the continued leadership and energy of Athletic Director Mike Bohn, UC Athletics continues to explore opportunities for revenue growth and cost containment while striving to be competitive in NCAA sports as well as graduating student-athletes.

**FISCAL YEAR 2018-2019
CURRENT FUNDS BUDGET SUMMARY
(IN THOUSANDS)**

	<u>Undesignated General Funds Uptown Campus</u>	<u>Undesignated General Funds Regionals</u>	<u>Auxiliary Enterprises</u>	<u>Designated General Funds</u>	<u>Restricted Funds</u>	<u>Total Current Funds</u>
RESOURCES						
Gross Tuition, Fee and Other Student Charges	\$ 469,495	\$ 44,310	\$ 15,009	\$ 39,854	\$ -	\$ 568,667
Less Scholarships and Fellowships	(74,128)	(3,134)	-	-	-	(77,262)
Net Tuition, Fee and Other Student Charges	\$ 395,367	\$ 41,175	\$ 15,009	\$ 39,854	\$ -	\$ 491,405
State Appropriations (State Share of Instruction)	\$ 193,064	\$ 18,107	\$ -	\$ -	\$ 8,335	\$ 219,506
Other State Appropriations (CCP)	-	1,195	-	-	-	1,195
Govt. and Private Grants and Contracts	14,309	16	-	14,283	185,910	214,517
Private Gifts	-	-	5,064	899	44,524	50,487
Endowment Income	956	-	-	2,973	54,089	58,018
Sales and Service	10	60	-	129,222	-	129,292
Temporary Investments	2,270	-	-	-	-	2,270
Other Sources	890	82	-	14,978	387	16,338
Auxiliary Enterprises	-	-	129,034	-	-	129,034
Total Resources	\$ 606,866	\$ 60,636	\$ 149,107	\$ 202,208	\$ 293,245	\$ 1,312,061
EXPENDITURES						
Educational and General						
Instructional and General	\$ 232,722	\$ 35,653	\$ -	\$ 71,778	\$ 43,482	\$ 383,635
Separately Budgeted Research	8,176	-	-	24,327	158,223	190,726
Public Service	1,008	89	-	60,116	9,421	70,634
Academic Support	87,978	7,808	-	23,660	19,891	139,335
Student Services	19,146	5,654	-	32,574	933	58,308
Institutional Support	73,969	6,966	-	33,112	185	114,232
Operation and Maintenance of Plant	53,281	4,269	-	(3,911)	62	53,701
Budget Cut Reserve	(5,655)	-	-	-	-	(5,655)
Scholarships and Fellowships	-	-	9,892	2,742	61,409	74,044
Future Yrs Reallocation Reserve	4,910	-	-	-	-	4,910
Total Educational and General	\$ 475,535	\$ 60,440	\$ 9,892	\$ 244,398	\$ 293,605	\$ 1,083,870
Auxiliary Enterprises	\$ -	\$ -	\$ 118,246	\$ -	\$ -	\$ 118,246
Mandatory Transfers						
Loan Fund Matching	-	-	-	-	-	-
Debt Service	29,310	-	31,823	23,037	-	84,170
Nonmandatory Transfers						
Subsidies to Non-Instructional Units	14,370	264	(30,986)	200	-	(16,152)
Plant Funds	14,457	328	6,604	-	-	21,389
Designated	65,486	-	-	(65,486)	-	(1)
Other	(1,089)	(397)	13,527	13,036	7,899	32,977
Claims on Operations Repayment	8,798	-	-	(8,798)	-	-
Total Net Transfers	\$ 131,331	\$ 196	\$ 139,215	\$ (38,011)	\$ 7,899	\$ 240,629
Total Expenditures and Transfers	\$ 606,866	\$ 60,635	\$ 149,107	\$ 206,387	\$ 301,505	\$ 1,324,499
Net Increase (Decrease) In Fund Balance	\$ -	\$ -	\$ -	\$ (4,179)	\$ (8,260)	\$ (12,437)

SUMMARY OF BUDGETED RESOURCES AND EXPENDITURES
TOTAL UNIVERSITY
(IN THOUSANDS)

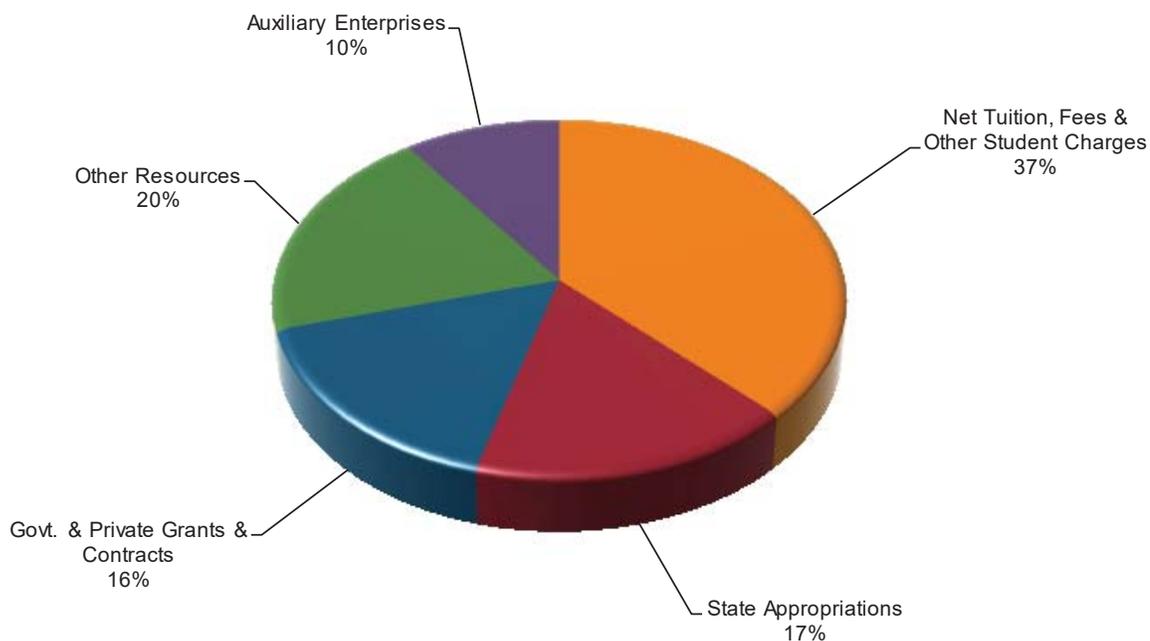
	<u>FY 2018</u> <u>Budget</u>	<u>FY 2019</u> <u>Budget</u>	<u>Variance</u>	<u>Percent</u> <u>Change</u>
RESOURCES				
Gross Tuition, Fee and Other Student Charges	\$ 555,436	\$ 568,667	\$ 13,230	2.4%
Less Scholarships and Fellowships	<u>(80,778)</u>	<u>(77,262)</u>	<u>3,516</u>	-4.4%
Net Tuition, Fee and Other Student Charges	\$ 474,658	\$ 491,405	\$ 16,746	3.5%
State Appropriations (State Share of Instruction)	\$ 219,938	\$ 219,506	\$ (432)	-0.2%
Other State Appropriations (CCP)	1,280	1,195	(85)	
Govt. and Private Grants and Contracts	214,547	214,517	(29)	0.0%
Private Gifts	56,176	50,487	(5,689)	-10.1%
Endowment Income	55,599	58,018	2,419	4.4%
Sales and Service	102,157	129,292	27,134	26.6%
Temporary Investments	2,270	2,270	-	0.0%
Other Sources	13,826	16,338	2,512	18.2%
Auxiliary Enterprises	<u>123,997</u>	<u>129,034</u>	<u>5,037</u>	4.1%
Total Resources	\$ 1,264,448	\$ 1,312,061	\$ 47,613	3.8%
EXPENDITURES				
Educational and General				
Instructional and General	\$ 362,043	\$ 383,635	\$ 21,593	6.0%
Separately Budgeted Research	193,517	190,726	(2,792)	-1.4%
Public Service	65,598	70,634	5,036	7.7%
Academic Support	122,228	139,335	17,107	14.0%
Student Services	51,842	58,308	6,465	12.5%
Institutional Support	108,982	114,232	5,251	4.8%
Operation and Maintenance of Plant	51,233	53,701	2,468	4.8%
Budget Cut Reserve	(4,073)	(5,655)	(1,581)	
Scholarships and Fellowships*	70,488	74,044	3,556	5.0%
Future Yrs Reallocation Reserve	<u>4,440</u>	<u>4,910</u>	<u>469</u>	10.6%
Total Educational and General	\$ 1,026,298	\$ 1,083,870	\$ 57,574	5.6%
Auxiliary Enterprises	\$ 113,518	\$ 118,246	\$ 4,728	4.2%
Mandatory Transfers				
Debt Service	82,814	84,170	1,356	1.6%
Nonmandatory Transfers				
Subsidies to Non-Instructional Units	(11,768)	(16,152)	(4,384)	
Plant Funds	23,022	21,389	(1,634)	-7.1%
Designated	(1)	(1)	-	
Other	29,051	32,977	3,926	13.5%
Claims on Operations Repayment	-	-	-	
Total Net Transfers	\$ 236,636	\$ 240,629	\$ 3,992	1.7%
Total Expenditures and Transfers	\$ 1,262,935	\$ 1,324,499	\$ 61,566	4.9%
Net Increase (Decrease) In Fund Balance	\$ 1,513	\$ (12,437)		

*Auxiliary scholarship budgets have been adjusted on FY 2018 budget due to updates to FY 2019 budget schedules.

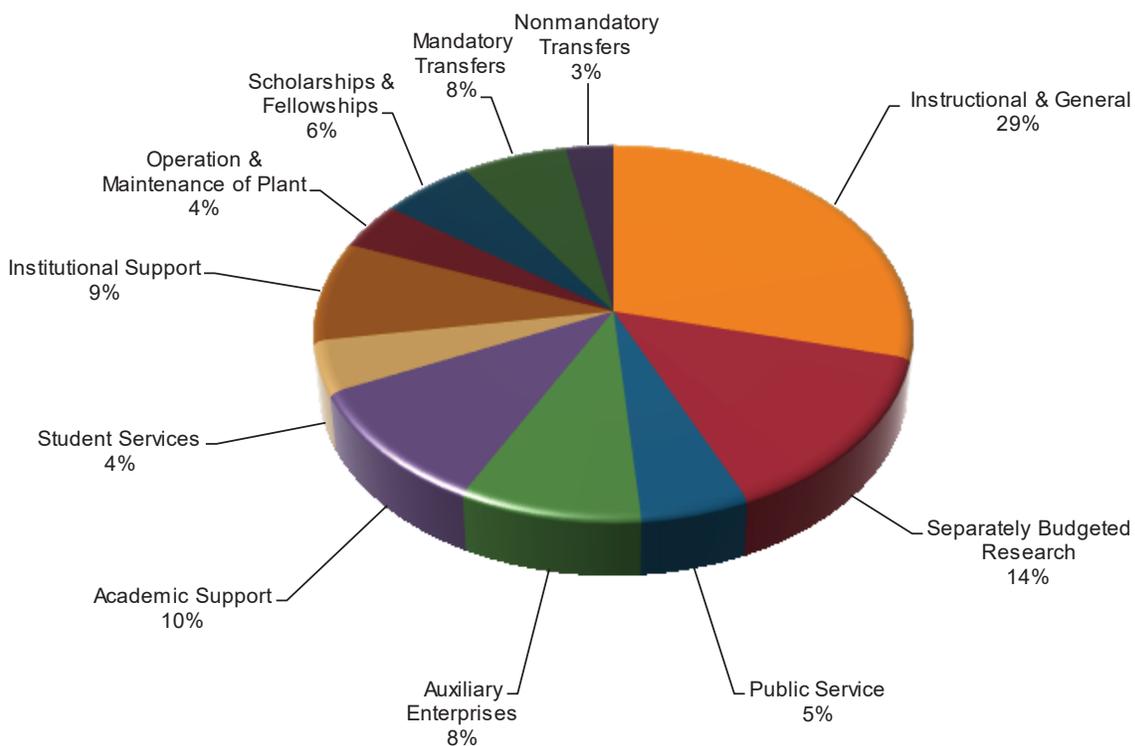
SUMMARY OF BUDGETED RESOURCES AND EXPENDITURES

All Current Funds

RESOURCES BY SOURCE



EXPENDITURES BY FUNCTION



UNDESIGNATED GENERAL FUNDS

UC UPTOWN

The general fund (also referred to as the undesignated fund) is the main source of funding for the UC Uptown Campus. Revenue to the general fund is expected to be approximately \$607 million (net of scholarships) in FY 2019. The largest revenue sources primarily consist of student tuition, fees, and support from the State of Ohio through the Department of Higher Education (ODHE).

UC UPTOWN BUDGET

The UC Uptown Campus budget for FY 2019 includes the following assumptions about tuition, subsidies and expenses.

Tuition

The State of Ohio biennial budget includes a tuition and fees freeze for in-state undergraduates. Effective the 2018-19 academic year, the following recommendations have been submitted and approved by the Board of Trustees:

- ◀ No increase to undergraduate tuition for both resident and non-resident students on the Uptown Campus for the fourth year in a row.
- ◀ No increase to undergraduate tuition for both resident and non-resident students on the UC Blue Ash and UC Clermont campuses for the fourth year in a row.
- ◀ No increase to graduate tuition for both resident and non-resident students for the fourth year in a row.
- ◀ No increase to Law tuition for resident and non-resident students for the fourth year in a row.
- ◀ An increase of 3.8% to Medicine (MD) tuition for both resident and non-resident students (\$1,134 annually).
- ◀ An increase of 5.4% to Pharmacy (PharmD) tuition for both resident and non-resident students (\$1,040 annually).

The FY 2019 tuition budget assumes flat enrollment from FY 2018 to FY 2019 to allow revenue from enrollment growth to be tracked in the Performance Based Budgeting (PBB) model. Tuition growth that exceeds set thresholds may be used to offset budget reallocations and fund planned and contractual salary increases. Any remaining revenue may be used for college initiatives or to fund Provost strategic priorities and/or subvention.

In aggregate, the tuition and fees budget increased from July 1, 2017 by approximately \$7.0 million due to growth in prior and current fiscal years, as the result of continued increases in enrollment and student retention. Scholarships are budgeted to decrease due to decreased graduate enrollment.

State Share of Instruction (SSI)

Funding from the ODHE is based on performance metrics including degrees and course completion. There are also incentives for course completions in science, technology, engineering, mathematics and medicine (STEMM) fields.

The State of Ohio FY 2018-19 biennial budget includes no increase to the statewide SSI allocation for colleges and universities, therefore the FY 2019 SSI for the UC Uptown is budgeted less \$1.2 million, equal to FY 2018 actual disbursement.

Expenditures and Transfers

FY 2019 expenditure year-over-year budget reflects a \$6.9 million increase. This is primarily due to the current year Performance Based Budget model, which allowed colleges to realize permanent increases in expense budgets upon exceeding enrollment thresholds. This also includes other adjustments for university initiatives, scholarships and the decrease to offset the reduction of State Share of Instruction.

Non-mandatory transfers are budgeted to increase by \$2.2 million. Plant fund transfers include \$470,000 for Capital Investment Renovations and Designated transfer increases for UCIT funded strategic initiatives (\$313,000). Departments may also transfer to designated funds to monitor expenses for specific projects or initiatives. In addition, Claims on Operations and Debt Services mandatory transfers remain flat year-over-year.

EXPENSES—Salaries and Benefits

During the FY 2019 budget planning process, the decision was made to continue to fund salary increases at the unit/department level. This is the fifth year the university has not reallocated budget to centrally fund contractual and unrepresented increases to the departments. The FY 2019 budget includes the following salary assumptions while negotiations continue.

FY 2019 Salary Increases by Employee Group
AFSCME – 2% increase <i>proposed</i>
AAUP – 2% Across the Board; Benchmark @ \$709 (approx. .75%); Compression based on years of service not included; Additional 1.5% for regional campus AAUP members.
SEIU – 2% increase <i>proposed</i>
IUOE – 2% increase <i>proposed</i>
ONA - 2% increase <i>proposed</i>
Unrepresented – 2% increase <i>proposed</i>
FOP – 4% increase
Sergeants - 10% increase above Police rate
Lieutenants - 8% increase above Sergeants rate
Students – 2% increase <i>proposed</i>

EXPENSES—Operating

Incremental operating expenses and strategic initiatives will require a university budget reallocation of \$5.6 million. In addition, the university reallocation will cover a \$1.2M permanent gap in SSI budget from FY 2018. Below is a summary of those items to be funded along with descriptions of these university investments.

FY 2019 Incremental General Funds Budget	
Revenue	\$ 1,161,323
FY 2018 Decrease in State Share of Instruction	1,161,323
Mandatory Incremental Expenses	\$ 2,113,376
Capital Investment Fund: Renovations	500,000
UCIT Student Bundle Rates	125,000
UC Foundation Funding Model	1,300,000
IT 504/508 Accessibility & Compliance	188,376
Strategic Initiatives	\$ 2,380,000
Institutional Initiatives	2,000,000
Research Faculty Start-up	250,000
Diversity: Turner Scholarships	130,000
Total	\$ 5,654,699

1.9% Budget Reallocation required to Balance Budget

MANDATORY

Capital Investments Fund: Renovations - \$500,000

Continued commitment to permanently increase basic renovation projects that are not financed with debt. Historically these projects were funded by the State, however the funding was removed in FY 2013 requiring the use of university general funds to complete these project. The university has invested \$1.5 million in both FY 2017 and FY 2018.

UCIT Student Bundle Rates - \$125,000

Incremental funding needed to cover the IT cost related to student activity. Due to the increase in IT support costs, the budget will increase to cover the cost of services to students.

UC Foundation Funding Model - \$1,300,000

Establish a permanent university source to support advancement. This funding covers operational costs that historically have been charged as a fee against the management endowments. In order to address donor concerns, the university will provide direct support to the foundation. Incremental investments have been spread out to FY 2021.

IT 504/508 Accessibility & Compliance - \$188,376

Continued commitment to ensure the university aligns with Sections 504 and 508 amendments to the Rehabilitation Act of 1973, which requires Federal agencies to make electronic and information technology accessible to those with disabilities.

STRATEGIC INITIATIVES

Institutional Initiatives - \$2,000,000

The university budget includes an annual investment in strategic initiatives. Requests are presented to the president during budget conversations for consideration and approval.

Research Faculty Start-up - \$250,000

Incremental funding to build a start-up pool from \$2 million to \$4 million. Beginning in FY 2017, the university is committed to investing \$250,000 per year for eight years.

Diversity: Turner Scholarships - \$130,000

Continued investments in efforts to increase undergraduate diversity through the university’s diversity and inclusion initiatives.

**UNDESIGNATED GENERAL FUNDS
UC UPTOWN
(IN THOUSANDS)**

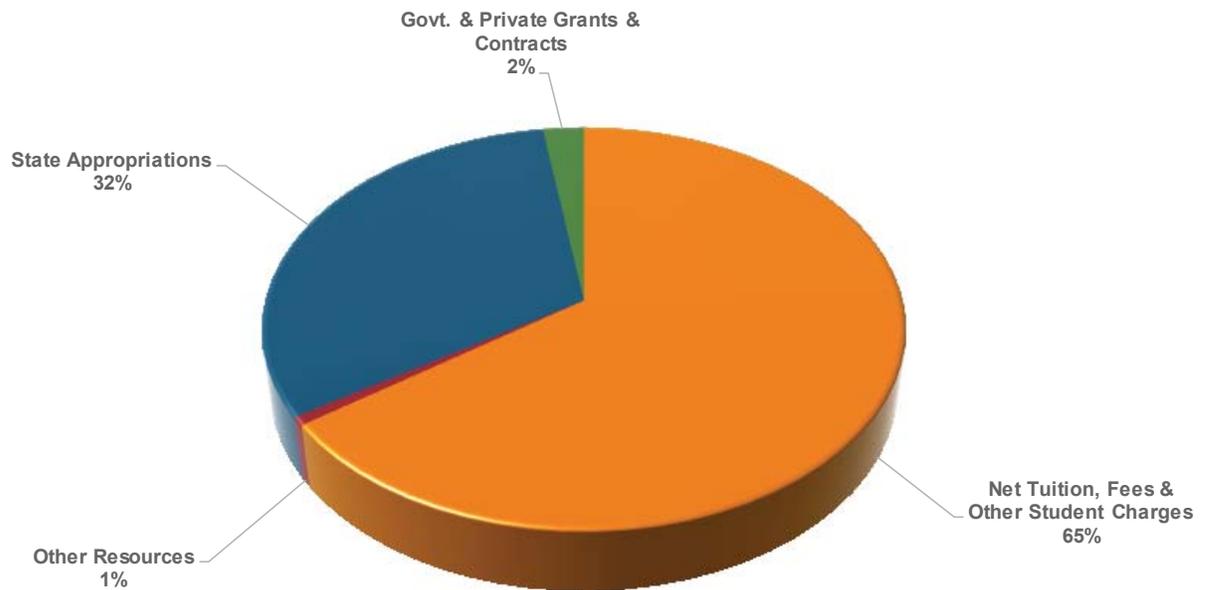
	<u>FY 2018 Budget</u>	<u>FY 2019 Budget</u>	<u>Variance</u>	<u>Percent Change</u>
RESOURCES				
Gross Tuition, Fee and Other Student Charges*	\$ 462,507	\$ 469,495	\$ 6,987	1.5%
Less Scholarships and Fellowships	<u>(76,669)</u>	<u>(74,128)</u>	<u>2,541</u>	-3.3%
Net Tuition, Fee and Other Student Charges	\$ 385,838	\$ 395,367	\$ 9,528	2.5%
State Appropriations (State Share)	\$ 193,751	\$ 193,064	\$ (688)	-0.4%
Govt and Private Grants and Contracts	14,309	14,309	-	0.0%
Private Gifts	-	-	-	-
Endowment Income	956	956	-	0.0%
Sales and Service	10	10	-	0.0%
Temporary Investments	2,270	2,270	-	0.0%
Other Sources	<u>890</u>	<u>890</u>	<u>-</u>	0.0%
Total Resources	\$ 598,026	\$ 606,866	\$ 8,841	1.5%
EXPENDITURES				
Educational and General				
Instructional and General	\$ 233,494	\$ 232,722	\$ (772)	-0.3%
Separately Budgeted Research	10,747	8,176	(2,571)	-23.9%
Public Services	826	1,008	182	22.0%
Academic Support	84,467	87,978	3,510	4.2%
Student Services	17,900	19,146	1,246	7.0%
Institutional Support	67,871	73,969	6,098	9.0%
Operation and Maintenance of Plant	53,191	53,281	90	0.2%
Budget Cut Reserve	(4,073)	(5,655)	(1,581)	-
Future Yrs Reallocation Reserve	<u>4,440</u>	<u>4,910</u>	<u>469</u>	10.6%
Total Educational and General	\$ 468,864	\$ 475,535	\$ 6,671	1.4%
Mandatory Transfers				
Debt Service	\$ 29,310	\$ 29,310	\$ -	0.0%
Nonmandatory Transfers				
Subsidies to Non-Instructional Units	14,370	14,370	-	0.0%
Plant Funds	13,987	14,457	470	3.4%
Designated	63,786	65,486	1,700	2.7%
Claims on Operations Repayment	8,798	8,798	-	0.0%
Other	<u>(1,089)</u>	<u>(1,089)</u>	<u>-</u>	0.0%
Total Net Transfers	\$ 129,161	\$ 131,331	\$ 2,170	1.7%
Total Expenditures and Transfers	\$ 598,026	\$ 606,866	\$ 8,841	1.5%
<u>Net Increase (Decrease) In Fund Balance</u>	<u>-</u>	<u>-</u>		

* Note: UC Uptown assumes flat enrollment in FY 2019 All FY 2018 original budget amounts have been adjusted to include approved permanent budget adjustments processed during the year.

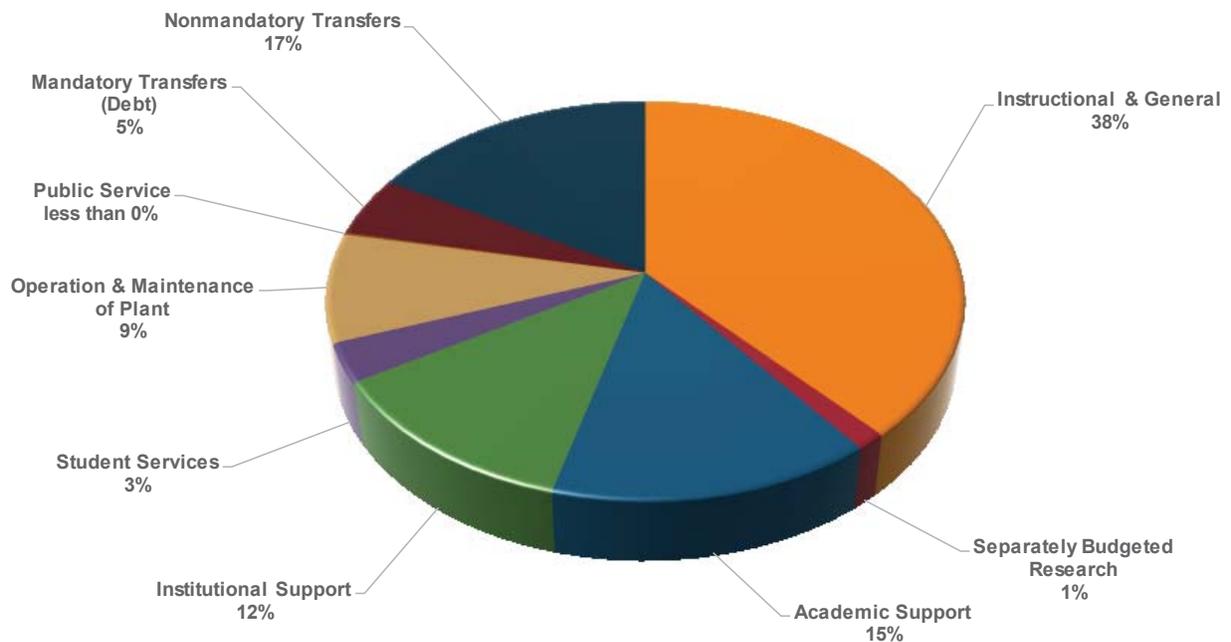
SUMMARY OF BUDGETED RESOURCES AND EXPENDITURES

UC Uptown Undesignated General Funds

RESOURCES BY SOURCE



EXPENDITURES BY FUNCTION



UNDESIGNATED GENERAL FUNDS REGIONAL CAMPUSES UC BLUE ASH

UC Blue Ash College is a regional college within the University of Cincinnati. It offers one of the best values in higher education with access to a nationally recognized UC education in nearly 50 degrees and certificates. The college is located on a scenic 135-acre wooded campus in the heart of Blue Ash, Ohio.

HIGHLIGHTS

The FY 2019 budget includes the following assumptions:

a) As in previous years, statewide demographic trends create some enrollment uncertainty for UC Blue Ash College (UCBA). Additionally, the college has been successful in advancing students academically to transition to the UC Uptown Campus, and often students transition to UC Uptown colleges before completing their two-year degrees. This can contribute to lower course enrollment. Typical for an open-access college, UCBA continues to face attrition challenges. Current applications and confirmations indicate an increase for incoming new student class. While the tuition revenue budget assumes a 1% increase in enrollment for FY 2019, inter-campus revenue (Blue Ash students enrolling in Uptown and Clermont courses) will offset any increase.

b) Scholarships are budgeted to decrease by \$495,000 compared to FY 2018. The vast majority of scholarships are primarily related to students enrolling in the College Credit Plus (CCP) program. These students are charged tuition which is completely covered by scholarships. The revenue then comes to UCBA after the end of the term from the State of Ohio.

c) The state appropriations (State Share of Instruction (SSI) estimated revenue is expected to increase over the FY 2018 actuals. The state has yet to approve the statewide appropriation, which makes the SSI revenue budgeted for FY 2019 somewhat variable, depending on the final budget. Due to the variable nature of SSI funding, the college conservatively budgeted a slight increase over the amount budgeted in FY 2018.

d) The other state appropriations revenue budget represents revenue generated by the CCP program, which allows high school students to earn both high school and college credit for certain courses taken during high school. The budget figure represents an expectation of flat enrollment based on current CCP confirmation levels. This revenue is also included in the tuition and scholarships categories.

e) The 2016-2019 Collective Bargaining agreement with the AAUP has specified a 1.5% increase in salary for regional college faculty, beyond the university-wide increases, for each of the last three years. While the regional salary increases have brought faculty salaries more in line with the Uptown Campus, they have created a financial constraint on

the college. Given relatively flat tuition revenue, the large percentage of the budget that is comprised of salaries for 2018-2019, and no planned faculty retirements, these increases have necessitated continued frugality across the budget.

f) Relative to spending, FY 2019 is expected to be a year of continued efficiency, conservation, streamlining, and improvement. UCBA is planning to remain fiscally conservative to focus resources on student success, while still saving funds for the multi-phase Muntz Hall renovation and deferred maintenance projects. The college will be reducing expenditures where possible, while still providing its hallmark, high-quality education focused on student success.

g) Additionally, a \$328,000 transfer has been budgeted in order to maintain progress in improving the physical plant.

INITIATIVES

UCBA continues to focus its collective attention on student success. As such, in FY 2019 UCBA will make strategic decisions to enhance the student experience, increase the collaboration between faculty and staff, and plan for the future as follows:

Welcome a new dean: With the departure of Dean Cady Short-Thompson, UCBA will be welcoming a permanent dean to the college in early FY 2019. Dean Short-Thompson raised the bar in terms of improving the college both financially and academically, and the college will strive to maintain this momentum into the future.

Higher Learning Commission re-accreditation: In FY 2019, UCBA will be undergoing a Higher Learning Commission (HLC) re-accreditation visit. UCBA is separately accredited from the Uptown Campus by HLC. The college has been busy over the last several years preparing for the visit which occurs every ten years.

Facilitate student success: Over the last several years, UCBA has built a culture of student-centeredness, with student success as the focus. UCBA is working to structure student experiences to maximize student success. UCBA's tactics to increase student success include the College Program for Academic Success (CPAS), early registration encouragement, mandatory orientation attendance, student success workshops and webinars, high school outreach/partnerships, CYC/UCBA mentoring initiatives, leadership institute, major

mentors, and peer mentors. This year, UCBA continues to expand tutoring for certain business courses and the nursing program, and will institute pre-admissions counseling for students at the lowest levels of incoming preparedness. The college will continue to foster this culture of student success with its tested formula of first-class instruction delivered by exceptional teachers, excellent student support services, student learning labs, and a friendly and welcoming atmosphere to provide an extraordinary learning environment. Because of this focus, the college has increased our investment in Student Support. The college has invested over \$160,000 per year on the CPAS program alone, as the program includes over 5,000 hours of intensive academic advising support.

UCBA Honors Program: In FY 2018, UCBA began its inaugural year of the UCBA Honors Program. The Honors Program had a successful first year and looks forward to many more accomplishments. The college has taken great strides in assisting underprepared students to succeed in a college atmosphere, it is also time to celebrate the hard work of the college's best and brightest students. The program provides scholarships, special activities and seminars to Honors students, as well as a dedicated director to support the Honors students and oversee the program. This budget includes a total set-aside of approximately \$80,000 for this program, including \$60,000 in Honors Program scholarships.

Maintain focus on the mission of higher education: Students are the center of the UCBA mission. The college is proud of its small course sizes, student-centered education, and rigor that leads to UCBA students earning an average 3.08 GPA after they transition to uptown colleges. UCBA is focused on increasing graduation, retention, and student persistence rates while maintaining steady enrollment. Because of this focus, we have increased our investment in Student Support over the last several years.

PHYSICAL PLANT CONSTRAINTS AND REQUIREMENTS

Enhance the student experience: UCBA is in the process of renovating the largest and oldest building on campus, Muntz Hall. The upper floors of the building have not been renovated in decades. This desperately needed, multi-phase project will complete phase 2 of 6 in FY 2019. The renovation will provide eventual savings due to HVAC efficiencies, more classroom and office space.

UCBA also continues to invest in upgrading academic information technology equipment in smart classrooms across buildings to reach a uniform and higher standard for the incorporation of technology in excellent teaching and learning.

Over the next several years, UCBA will be focused on reducing deferred maintenance on buildings and equipment. In addition, there will be several smaller minor renovation projects.

LONG-TERM OUTLOOK AND GOALS

Grow Distance Learning Presence: UCBA continues to grow its online course availability (with high quality training, design, and execution), along with possibly proposing other online degrees to meet market demand.

Grow Four-year Degree Offerings: UCBA continues to assess market demand for new programs and degrees and is in the initial planning stages of evaluating the likelihood of a few four-year degrees that are not currently offered at other UC colleges. UCBA has a long-term goal of growing its four-year degree offerings.

**UNDESIGNATED GENERAL FUNDS
REGIONAL CAMPUSES
UC BLUE ASH COLLEGE
(IN THOUSANDS)**

	<u>FY 2018</u> <u>Budget</u>	<u>FY 2019</u> <u>Budget</u>	<u>Variance</u>	<u>Percent</u> <u>Change</u>
RESOURCES				
Gross Tuition, Fee and Other Student Charges	\$ 26,238	\$ 26,148	\$ (90)	-0.3%
Less Scholarships and Fellowships	<u>(1,405)</u>	<u>(909)</u>	<u>495</u>	-35.3%
Net Tuition, Fee and Other Student Charges	\$ 24,833	\$ 25,238	\$ 405	1.6%
State Appropriations (State Share)	10,721	10,921	200	1.9%
Other State Appropriations (CCP)	380	395	15	3.9%
Govt and Private Grants and Contracts	-	-	-	
Private Gifts	-	-	-	
Endowment Income	-	-	-	
Sales and Service	20	60	40	198.8%
Temporary Investments	-	-	-	
Other Sources	<u>12</u>	<u>60</u>	<u>49</u>	421.7%
Total Resources	\$ 35,965	\$ 36,674	\$ 709	2.0%
EXPENDITURES				
Educational and General				
Instructional and General	\$ 21,143	21,852	\$ 710	3.4%
Separately Budgeted Research	-	-	-	
Public Services	-	-	-	
Academic Support	3,300	4,636	1,335	40.5%
Student Services	3,260	2,959	(301)	-9.2%
Institutional Support	4,560	3,940	(620)	-13.6%
Operation and Maintenance of Plant	<u>2,207</u>	<u>2,227</u>	<u>19</u>	0.9%
Total Educational and General	\$ 34,470	\$ 35,613	\$ 1,143	3.3%
Mandatory Transfers				
Loan Fund Matching	\$ -	\$ -	\$ -	
Debt Service	-	-	-	
Nonmandatory Transfers				
Subsidies to Non-Instructional Units	174	174	-	0.0%
Plant Funds	741	328	(412)	-55.7%
Other	<u>580</u>	<u>558</u>	<u>(22)</u>	-3.8%
Total Net Transfers	\$ 1,495	\$ 1,060	\$ (434)	-29.1%
Total Expenditures and Transfers	\$ 35,965	\$ 36,674	\$ 709	2.0%
Net Increase (Decrease) In Fund Balance	\$ -	\$ -		

UNDESIGNATED GENERAL FUNDS REGIONAL CAMPUSES UC CLERMONT

UC Clermont College is located in the center of Clermont County on 91 beautiful wooded acres in Batavia Township. Opened in 1972, Clermont College is an accredited, open-access college offering more than 50 associate degrees and certificate programs.

HIGHLIGHTS

The FY 2019 budget includes the following assumptions:

a) Total resources are budgeted to increase \$169,000 from the prior year budget. Though UC Clermont experienced a decline in enrollment of 2.9% compared to the prior year, the tuition revenue budget for FY 2019 is set to increase due to projected enrollment growth. This is based on an increase of applications received, higher graduation numbers from local high schools, and active recruiting in Northern Kentucky. In addition, the tuition budget assumes a slight increase in inter-campus revenue (Uptown and Blue Ash students enrolling in Clermont courses).

b) State Share of Instruction (SSI) revenue is budgeted to decrease \$377,000, which aligns budget with FY 2018 allocations. FY 2019 SSI campus allocation has yet to be finalized.

c) State appropriations generated from the College Credit Plus (CCP) program are budgeted to decrease approximately \$100,000. The expected decrease is due to stricter CCP class guidelines, along with a change in the projected mix of students who attend class at the high school rather than on campus. Additionally, the number of schools competing in this market has continued to grow.

d) Total expenditures for FY 2019 are budgeted to decrease by \$615,000. Contractual increases in salary and associated benefits have been offset by reductions to staff and administrative expense budgets. Institutional and Academic Support budget variances are due to the reclassification of functionalized expenditures.

e) Total scholarships are budgeted to decrease by \$480,000 in FY 2019. The decrease is largely due to aligning budget with FY 2018 scholarship activity. A projected increase due to enrollment is expected, however this is offset by the removal of the Level 3 Merit Scholarship.

f) In order to achieve a balanced position in the general fund, \$955,000 has been budgeted to be transferred from reserves.

INITIATIVES

- ◀ Increase recruiting efforts, including improved communications with recruits, and improved data collection efforts.
- ◀ Restructuring the advising center.
- ◀ Student Services building updates and branding.

- ◀ Starfish implementation to improve retention and completion. Starfish is the university's student retention "early warning system" that lets faculty, advising staff, and students communicate about a student's academic progress.

FACILITIES PLANNING: IMPROVEMENTS AND CHALLENGES

Due to enrollment declines and the continued lease of space at UC East, space per student is at an all-time high. A facility planning meeting for UC East has already been scheduled. Two of the three major UCC construction projects are complete. The third project involves the installation of new chillers and boilers in EPJ and Snyder. The total cost for this project is approximately \$3.4 million. UC Clermont's portion is approximately \$1.4 million. The balance will be a loan from Central Utilities.

LONG-TERM OUTLOOK AND GOALS

UC Clermont's continued goal is to grow enrollment and reverse the decline and dependence on macroeconomic factors. UC Clermont has developed the "College Completion Academy" to attract employed working adults who have some college credit, but no degree. In addition, the college will be significantly expanding its online program and course offerings to leverage the investments made in instructional design, which will further expand the college's reach beyond the region.

**UNDESIGNATED GENERAL FUNDS
REGIONAL CAMPUSES
UC CLERMONT COLLEGE
(IN THOUSANDS)**

	<u>FY 2018</u> <u>Budget</u>	<u>FY 2019</u> <u>Budget</u>	<u>Variance</u>	<u>Percent</u> <u>Change</u>
RESOURCES				
Gross Tuition, Fee and Other Student Charges*	\$ 17,991	\$ 18,162	\$ 171	0.9%
Less Scholarships and Fellowships	<u>(2,705)</u>	<u>(2,225)</u>	<u>480</u>	-17.7%
Net Tuition, Fee and Other Student Charges	15,287	15,937	650	4.3%
State Appropriations (State Share)	7,564	7,187	(377)	-5.0%
Other State Appropriations (CCP)	900	800	(100)	-11.1%
Govt and Private Grants and Contracts	15	16	2	10.3%
Private Gifts	-	-	-	
Endowment Income	-	-	-	
Sales and Service	-	-	-	
Temporary Investments	-	-	-	
Other Sources	<u>27</u>	<u>22</u>	<u>(5)</u>	-18.1%
Total Resources	\$ 23,792	\$ 23,962	\$ 169	0.7%
EXPENDITURES				
Educational and General				
Instructional and General	\$ 13,584	\$ 13,801	\$ 217	1.6%
Separately Budgeted Research	-	-	-	
Public Services	77	89	13	16.3%
Academic Support	1,766	3,172	1,406	79.6%
Student Services	2,571	2,695	124	4.8%
Institutional Support	5,263	3,027	(2,236)	-42.5%
Operation and Maintenance of Plant	<u>2,181</u>	<u>2,042</u>	<u>(138)</u>	-6.3%
Total Educational and General	\$ 25,442	\$ 24,826	\$ (615)	-2.4%
Mandatory Transfers				
Loan Fund Matching	\$ -	\$ -	\$ -	
Debt Service	-	-	-	
Nonmandatory Transfers				
Subsidies to Non-Instructional Units	90	90	-	0.0%
Plant Funds	-	-	-	
Other	<u>(1,739)</u>	<u>(955)</u>	<u>784</u>	-45.1%
Total Net Transfers	\$ (1,649)	\$ (865)	\$ 784	-47.5%
Total Expenditures and Transfers	\$ 23,792	\$ 23,961	\$ 169	0.7%
Net Increase (Decrease) In Fund Balance	\$ -	\$ -		

AUXILIARY OPERATIONS

AUXILIARY OVERVIEW

Auxiliary enterprises exist to furnish a service to students, faculty or staff and charge a fee directly related to, but not necessarily equal to, the cost of the service. The distinguishing characteristic of an auxiliary enterprise is that it is managed essentially as, and is intended to be, a self-supporting activity. The State of Ohio specifically identifies the following auxiliaries at UC: Residence & Dining Halls, Intercollegiate Athletics, Student Unions, Bookstores, Parking Lots & Garages, Kingsgate Conference Center, the Campus Recreation Center, Faculty Club and the Fifth Third Arena at the Myrl H. Shoemaker Center.

CAMPUS SERVICES AUXILIARY

Campus Services, the umbrella organization for many auxiliary operations on campus, provides a coordinated effort to meet the needs of the campus community through the following units:

- ◀ **Housing Services** includes thirteen student housing facilities, comprised of traditional, suite- and apartment-style living units, serving students of all academic classifications.
- ◀ **Food Services** includes five residential dining centers, eight nationally branded locations, five self-branded concepts, catering services, and one table service restaurant.
- ◀ **Campus Recreation** operates two comprehensive fitness facilities: the Campus Recreation Center and the Fitness Center at CARE/Crawley. Hosting nearly 800,000 visitors annually, Campus Recreation has over 2,200 annual members and 1,500 short-term members.
- ◀ **Retail Services** consists of five bookstores, two convenience stores, and over 280 beverage and snack vending machines. In conjunction with Follett, UC's contracted partner, UC Bookstores are focused on course material innovations, in addition to routine operations.
- ◀ **Conference and Event Services** provides logistics support, financial management, registration services, and overall program management to a wide array of clients and organizations hosting events and conferences both on and off campus.
- ◀ **MainStreet Operations (TUC)**, UC's student union, is located in the center of main campus. It is the home to Catskeller, the MainStreet Cinema, the Food Court, UC Bookstore, MainStreet ExpressMart, MainStreet Connection Center, Mick & Mack's Contemporary Café, Quick Mick's Café and PNC Bank, as well as many meeting & event spaces, and study areas.
- ◀ **Bearcat Card** provides over 28,000 active users with stored value deposit and purchasing services at over 120 on- and off-campus locations, from 170 commission-paying merchant partners.
- ◀ **Parking Services** operates eleven garages with 11,278 parking spaces.

HIGHLIGHTS

The FY 2019 budget includes the following assumptions:

a) In total, revenue generated by Campus Services is budgeted to increase \$4.8 million. Over \$3.0 million of this increase is driven by increased enrollment realized during FY 2018, resulting in increased demand for housing, parking, meal plans, and increased student fees. In addition, a proposed 2% increase in meal plan, parking, and room fees will contribute approximately \$1.6 million in additional revenue. With student affordability in mind, this increase was intentionally held to 2% despite cost increases of 2% in most areas and 3% or greater in other areas (e.g. food services due to the opening of a new dining hall). The impact of these fee increases to the student can be found in

Appendix 1. The revenue budget includes an expectation of 6,080 residential students, which includes 1,074 beds that will be block-leased from neighborhood communities.

b) Sales revenue includes revenue-generating activities in units such as Parking Services, Campus Recreation Center, Retail Services, and MainStreet Operations, and is budgeted to increase \$439,000. This increase is primarily driven by an anticipated increase in Parking Services revenue due to increased demand, a proposed rate increase, and some structural changes (e.g. Men's Basketball returning to campus).

c) Rental revenue is budgeted to decrease \$139,000 largely due to the loss of parking income from the Veterans Affairs Medical Center.

d) Contract revenue is budgeted to decrease by \$646,000 due to continued competition expansion around the Uptown Campus in various markets. This includes the expectation that commission revenue generated by UC's on-campus retail partner will decrease \$450,000 from what was previously budgeted. Additionally, net revenues generated by the Kingsgate Conference Center is expected to decline approximately \$190,000. Revenues from Kingsgate are budgeted flat, while expenses are budgeted to increase.

e) Other revenue is budgeted to increase \$468,000 largely due to a new on-campus banking partner contract going into effect in FY 2019 (currently being negotiated). The new contract includes a one-time signing bonus (\$400,000) that is included in other revenue.

f) Total expenditures are budgeted to increase \$5.4 million. The following activities are driving this increase:

- ◀ Cost of Sales is budgeted to increase \$2.7 million due to a couple of factors. First, in FY 2018 \$1.0 million was budgeted in this line as a credit to represent funding directly paid by Aramark for capital improvements to food facilities. This funding is not due to UC every year and will not be received in FY 2019. Second, FY 2019 will see a true increase in this area due to the opening of the new dining facility *On the Green* in Marian Spencer Hall.
- ◀ A 2% proposed increase to staff salaries throughout Campus Services is included in the budget, along with several new positions being proposed for FY 2019 that will enhance services offered and maintain new facilities, such as Marian Spencer Hall. Combined, these changes account for \$1.3 million (including benefits) in additional expenses.



Marian Spencer Hall: UC's newest residence hall

- ◀ Housing Block Lease expense is budgeted to decrease due to the opening of Marian Spencer Hall resulting in a declining need for block-leased beds.
- ◀ Utilities expense throughout facilities operated by Campus Services are anticipated to increase by \$583,000. This includes a 2% anticipated inflation factor, plus estimated increases due to the opening of Marian Spencer Hall.
- ◀ Departmental Operating Expenditures (DOE) are budgeted to increase \$926,000. The majority of this increase is driven by inflationary cost increases in many of the critical operating functions within Campus Services. Other significant cost increases within this category include: \$200,000 in additional parking vouchers provided for major activities on campus (move-in/out) and \$260,000 in additional housing maintenance and technology expenses due to the addition of a new building and the continued aging of existing facilities.
- ◀ Programming expenses are projected to increase by \$167,000, largely due to increased costs in Resident Education & Development (RED) due to the continued increase in residential students. RED is responsible for programming and staffing in the residence halls (both owned and leased). This increase represents increases realized during FY 2018 as well as anticipated in FY 2019.

g) Debt Service is budgeted to increase \$1.9 million, primarily due to the completion of Marian Spencer Hall.

h) In total, \$6.6 million has been budgeted to be transferred to reserves for repairs and renovations. Major projects being planned for FY 2019 include Dabney Hall renovations, TUC roof replacement, various repairs and equipment replacements in the Campus Recreation Center, and continued repair projects in various Parking facilities.

SUCSESSES AND INITIATIVES

Housing Services welcomed the largest fall residential occupancy in UC housing history. There were 6,351 residents representing a 64% (+2,477) growth in the residential community since fall 2010. This unexpected growth displayed the flexibility of the Housing Services team as they added 833 block-leased beds, 344 of which were added after May 1. To accommodate higher occupancy, the move-in schedule was expanded to include a third day. In response to increased demand for graduate housing, the Graduate Housing Program was expanded to include a second location, increasing capacity by 63%. Completion of Marian Spencer Hall will support FY 2019 occupancy,

providing 330 more beds in suite-style at a price point that is second lowest in the Housing portfolio.

Food Services provided 1.9 million meal swipes, a 25% increase over FY 2017. Operational efficiency initiatives included expansion of self-swipe services and hours of operation. Meal exchange locations were also expanded in response to higher traffic in dining centers. In an effort to capture and respond to diners' experiences, the Voice of the Customer program (Aramark) was implemented, mystery shopping and dining focus groups were executed, and Market Match research (Aramark) was completed. *Tim Hortons* opened in the new Marian Spencer Hall, and is the first U.S. location on a college campus. The new dining center, *On the Green* (OTG), will open to all staff and faculty with limited operations for the summer, with full operations commencing for fall session. Collaboration with Student Affairs resulted in a partnership for the *Bearcat Pantry*, addressing food insecurities, along with collaborations with Office of Sustainability for a reduction in plastic bag usage.

Campus Recreation saw an improvement in membership-related revenues of \$43,000, an increase of 3%. In addition, unique full-time Uptown Campus student usage rose from 59% in FY 2017 to 79% in FY 2018. Several capital improvement projects were completed, including the replacement of 125 pieces of weight equipment and 30 pieces of cardio equipment. LED lighting was also installed on the second floor of CRC and the Member Services Desk was redesigned for improved member interactions.

Retail Services. UC Bookstores continue to collaborate with the Provost's Office and UCIT to innovate initiatives for course material provisions including: eReaders (UC SmartBooks), rental programs, buyback options, inclusive access programs, and faculty-driven adoptions, with the goal of delivering more affordable options for students. Over the last two years, these initiatives have saved students over \$2.0 million each year. Within Vending Services, multi-payment readers and related vending management software will be implemented in FY 2019 to realize greater efficiencies and revenues through data-driven operations. Within the Bearcat Card program, UC became the first in the country to

partner with Target and Kroger, including them in the portfolio of merchants. Additionally, FY 2019 will represent the first year of a new multi-year contract with UC's on-campus banking partner.

Conference & Event Services (CES) and MainStreet Operations successfully provided conference coordination or management services for 138 events in FY 2018, with an additional 99 events contracted for the remainder of FY 2018. The total number of events in FY 2018 in West Pavilion is anticipated to exceed FY 2017. Over \$900,000 was generated for summer conferences, a 55% increase since FY 2013. In an effort to increase summer intern housing, CES collaborated with the Cincinnati Chamber of Commerce to become a sponsor in the *Cincy Intern Program*, and launched "Your Uptown Summer Home" intern housing program. Capital improvements included a refresh of the fourth floor TUC meeting rooms with new carpet and chairs. Audio/visual upgrades from analog to digital systems also were completed within the meeting room and event spaces. Functionality of smaller meeting rooms was also improved, with the addition of presentation monitors.

Parking Services enhanced the ADA parking experience through collaboration with the Office of Accessibility and Human Resources by renovating garages to make ADA parking more accessible to ground level exits. Gains in operational efficiencies and greater customer service were realized through LED lighting installation in three garages, implementation of License-Plate Recognition (LPR) and Pay by Cell technologies slated for summer 2018. The Toys for Tickets, and a new Food for Fines program, were the result of collaboration and support by the surrounding community, resulting in positive recognition in student and community news coverage.

Athletics. The 2017-18 year marked another great year for the Department of Athletics. The Bearcats had several teams with winning seasons capped by post-season appearances on top of excellent academic performance.

Housing Services welcomed the largest fall residential occupancy in UC housing history. There were 6,351 residents, a 64% (+2,477) growth in the residential community since Fall 2010.

CAMPUS SERVICES AUXILIARY* SUMMARY
Comparison of FY 2018 to FY 2019 Budget
(IN THOUSANDS)

	<u>FY 2018</u> <u>Budget</u>	<u>FY 2019</u> <u>Budget</u>	<u>Variance</u>	<u>Percent</u> <u>Change</u>
RESOURCES				
Sales	\$ 17,906	\$ 18,345	\$ 439	2.4%
Student Meals	22,756	24,110	1,354	5.9%
Housing	46,648	49,766	3,119	6.7%
Rentals	1,544	1,405	(139)	-9.0%
Contracts**	4,648	4,002	(646)	-13.9%
Other	4,704	5,172	468	9.9%
Miscellaneous Student Fees	14,783	15,009	225	1.5%
Total Resources	\$ 112,990	\$ 117,809	\$ 4,820	4.3%
EXPENDITURES				
Cost of Sales	\$ 13,996	\$ 16,721	\$ 2,725	19.5%
Salaries	11,036	11,713	677	6.1%
Benefits	3,697	4,289	592	16.0%
Housing Block Leases	10,422	10,075	(347)	-3.3%
Utilities	8,136	8,720	583	7.2%
Departmental Operating Exp. (DOE)	16,224	17,149	926	5.7%
University Overhead	1,585	1,736	152	9.6%
Programming	2,894	3,061	167	5.8%
Scholarships and Fellowships	1,859	1,950	91	4.9%
Total Expenditures	\$ 69,849	\$ 75,415	\$ 5,475	7.8%
Mandatory Transfers				
Debt Service	\$ 23,077	\$ 25,059	\$ 1,982	8.6%
Non-Mandatory Transfers				
Reserve for Repairs and Renovations	8,295	6,604	(1,691)	-20.4%
Subsidies to Non-Instructional Activities	(2,213)	(2,286)	(73)	3.3%
Internal Debt Repayment	10,696	9,715	(981)	-9.2%
Other	3,286	3,303	17	0.5%
Total Net Transfers	\$ 43,141	\$ 42,395	\$ (746)	-1.7%
Total Expenditures and Transfers	\$ 112,990	\$ 117,809	\$ 4,729	4.2%
Net Increase (Decrease) in Fund Balance	\$ -	\$ -		

*Campus Services Auxiliary includes Retail, Food Services, Housing, Faculty Club, Kingsgate, Conferencing, Campus Recreation Center, Tangeman University Center/Steger Student Life Center, Campus Life Fee, Fitness Center at CARE/Crawley, Stratford Heights, Parking Lots and Garages, and Bellevue Gardens.

**Contract revenue is net of Kingsgate Conference Center expenses

**SUMMARY OF CAMPUS SERVICES AUXILIARY
(IN THOUSANDS)**

FISCAL YEAR 2019

	RESOURCES	EXPENDITURES and TRANSFERS					Total Budget	Net Income
	Total Budget	Expenses	Debt Service	Transfers	Plant Fund Transfers	Internal Subsidies		
Retail	\$ 2,054	\$ 1,839	\$ 608	\$ -	\$ -	\$ (393)	\$ 2,054	\$ -
Food	25,336	19,609	814	26	4,325	563	25,336	-
Housing	43,465	29,323	11,214	453	2,017	458	43,465	-
Kingsgate*	2,521	1,182	-	1,340	(0)	-	2,521	-
TUC/Steger Student Life Ctr.	2,055	4,949	-	(1,508)	-	(1,385)	2,055	-
Campus Life Fee	15,009	113	9,411	3,412	-	2,073	15,009	-
Campus Recreation Center	2,152	4,601	-	(110)	-	(2,339)	2,152	-
Recreational Sports	-	1,029	-	(1,107)	79	-	-	-
Stratford Heights	5,762	2,235	-	3,350	177	-	5,762	-
Parking Lots and Garages	16,187	6,713	2,782	5,231	-	1,461	16,187	-
Bellevue Gardens	468	232	230	-	5	-	468	-
Graduate Housing	1,363	1,548	-	(185)	-	-	1,363	-
Campus Services Admin	-	(0)	-	-	0	-	-	-
Conferencing	1,437	2,044	-	(169)	-	(438)	1,437	-
GRAND TOTAL	\$ 117,809	\$ 75,415	\$ 25,059	\$ 10,732	\$ 6,604	\$ (0)	\$ 117,809	\$ -

FISCAL YEAR 2018

	RESOURCES	EXPENDITURES and TRANSFERS					Total Budget	Net Income
	Total Budget	Expenses	Debt Service	Transfers	Plant Fund Transfers	Internal Subsidies		
Retail	\$ 2,485	\$ 1,440	\$ 610	\$ -	\$ 435	\$ 1	\$ 2,485	\$ -
Food	23,968	16,114	520	-	6,203	1,132	23,968	-
Housing	40,522	27,996	9,473	1,433	1,420	200	40,522	-
Kingsgate*	2,710	1,264	-	1,440	-	7	2,710	-
TUC/Steger Student Life Ctr.	1,688	5,242	-	(1,510)	-	(2,044)	1,688	-
Campus Life Fee	14,783	110	9,447	3,411	-	1,816	14,783	-
Campus Recreation Center	2,191	4,313	-	(110)	-	(2,011)	2,191	-
Recreational Sports	-	1,029	-	(1,107)	79	0	-	-
Stratford Heights	5,649	2,159	-	3,350	140	0	5,649	-
Parking Lots and Garages	15,803	6,589	2,795	5,234	-	1,186	15,803	-
Bellevue Gardens	468	217	233	-	18	1	468	-
Graduate Housing	1,337	1,449	-	(112)	-	-	1,337	-
Campus Services Admin	-	0	-	-	-	(0)	-	-
Conferencing	1,384	1,930	-	(259)	-	(287)	1,384	-
GRAND TOTAL	\$ 112,990	\$ 69,849	\$ 23,077	\$ 11,769	\$ 8,295	\$ -	\$ 112,990	\$ -

*Kingsgate Conference Center revenue is net of operating expenses

INTERCOLLEGIATE ATHLETICS

HIGHLIGHTS

- a) Total revenue will increase \$1.4 million which includes approximately \$2.5 million due to the opening of the renovated Fifth Third Arena. This includes revenue from ticket sales (\$400,000), gifts (\$1.6 million), concessions (\$300,000) and events and parking (\$200,000) while UC played at BB&T Arena in FY 2018 during Fifth Third Arena renovation.
- b) NCAA / Conference distribution is anticipated to decline by over \$2.5 million due to a reduced pool of NCAA Tournament units and declining exit fee revenue associated with the dissolution of the Big East Conference.
- c) The budget includes over \$1.7 million in expense reductions through staffing adjustments and efficiencies.
- d) Additional factors contributing to the budget include expenses associated with attaining suite rights from IMG (\$700,000), an excise tax on executive compensation for the head football and men's basketball coach due to new federal tax laws (\$464,000), and a decrease in football game guarantees (\$830,000). Debt service for the newly renovated Fifth Third Arena (\$900,000) also comes online in FY 2019. The cumulative impact of these elements is approximately \$3 million.
- e) While an additional subsidy of approximately \$7.2 million (in one-time funds) will be necessary in FY 2019, the sustained investment in our student-athletes has shown significant results both academically and athletically for the university.

SUCCESSSES

Bearcat student-athletes had over a 3.2 GPA for the fourth consecutive semester and over a 3.0 for the 19th consecutive time.

A record 50 student-athletes achieved a perfect 4.0 GPA during the 2017 Fall Semester.

Track and field athlete Adrian Valles received the NCAA Elite 90 Award for indoor track and field for the second consecutive year. The honor is given at each of the NCAA's 90 national championship events to the student athlete in the national event that carries the highest cumulative grade-point average. With this year's award, Valles is the 37th different student-athlete in Division 1 to earn multiple honors and just the sixth track and field

athlete to earn more than one accolade and only the second male to win back-to-back honors.

Cincinnati men's basketball climbed as high as fifth in the national polls, tied the school record with 31 wins and achieved back-to-back 30-win seasons for the first time in program history. The Bearcats won the American Athletic Conference regular-season championship and league tournament crown and made their eighth consecutive NCAA Tournament appearance. Gary Clark was named the AAC's Player of the Year, the American Championship Most Valuable Player, a unanimous first-team selection, the Defensive Player of the Year and received the league's Sportsmanship Award. Jacob Evans III received AAC first team honors while Kyle Washington garnered American Championship All-Tournament Team selection and was tabbed an honorable mention all-league performer.

The UC football team will look to improve upon an up and down first season under head coach Luke Fickell after signing the highest-rated recruiting class in the history of the program. With great momentum to build on going into the off-season, the Bearcats will look to turn the corner in their 2018 campaign.

The UC men's swimming and diving team captured its first conference title in program history while the women finished second. The team featured eight conference champions, 31 conference medal winners and nine school records during the 2017-18 campaign.

The UC track and field team had another strong indoor season as the women's team won their first indoor conference title in program history and placed 12th overall nationally, the highest finish in women's program history. Both Annette Echikunwoke and Loretta Blaut earned All-America honors as the duo were national runners-up in the weight throw and high jump, respectively, while Adrian Valles earned his sixth USTFCCA All-America honor in men's pole vault by placing fifth in the national meet. On a conference level, the women collected seven titles at the American Athletic Conference Indoor Championships while the men secured two crowns.

With a positive trajectory and continued momentum going forward, the Department of Athletics will continue on its current course to win championships, develop and graduate student-athletes, and provide the best student-athlete experience.

**INTERCOLLEGIATE ATHLETICS
(INCLUDING FIFTH THIRD ARENA)
(IN THOUSANDS)**

	<u>FY 2018</u> <u>Budget</u>	<u>FY 2019</u> <u>Budget</u>	<u>Variance</u>	<u>Percent</u> <u>Change</u>
RESOURCES				
Ticket Sales	\$ 6,383	\$ 6,770	\$ 388	6.1%
Gifts/Endowments	4,572	5,539	968	21.2%
Sponsorship Guarantees	6,047	7,774	1,727	28.6%
Game Guarantees	1,240	410	(830)	-66.9%
Concession Sales	625	2,020	1,395	223.2%
Parking Sales	200	310	110	55.0%
Conference Revenue	7,421	4,937	(2,484)	-33.5%
Rental of Facilities	522	640	119	22.8%
Service Fees	500	525	25	5.0%
Other/Misc Income	2,404	2,372	(32)	-1.3%
Total Resources	\$ 29,913	\$ 31,297	\$ 1,385	4.6%
EXPENDITURES & TRANSFERS				
Scholarships	\$ 8,092	\$ 7,942	\$ (150)	-1.9%
Salaries	17,425	16,955	(470)	-2.7%
Benefits	4,702	5,023	321	6.8%
Recruiting	699	909	210	30.0%
Pre-Season	494	480	(14)	-2.8%
Team Game Equipment	414	408	(6)	-1.4%
Team Travel	4,244	4,527	283	6.7%
Home Game	3,953	3,819	(133)	-3.4%
Other Operating Expenditures	10,326	12,660	2,333	22.6%
Total Expenditures	\$ 50,350	\$ 52,724	\$ 2,374	4.7%
Mandatory Transfers				
Debt Service	\$ 5,866	\$ 6,764	\$ 899	15.3%
Non-Mandatory Transfers				
Endowment Fees	82	87	5	5.8%
Miscellaneous Projects	1,070	422	(648)	-60.6%
Closed Projects	-	-	-	
Plant Fund	(3,066)	-	3,066	-100.0%
Transfer In (Subsidy)	(24,389)	(28,700)	(4,311)	17.7%
Total Net Transfers	\$ (20,437)	\$ (21,427)	\$ (990)	4.8%
Total Expenditures & Transfers	\$ 29,913	\$ 31,297	\$ 1,384	4.6%
Net Increase (Decrease) in Fund Balance	\$ -	\$ -		

DESIGNATED GENERAL FUNDS

Designated general funds have been identified for specific purposes by the UC Board of Trustees. Examples include service centers (Utilities, UCIT), fees from students (Information Technology and Instructional Equipment), and research-related departmental funds. Funds related to the structural deficit also may be defined as designated.

HIGHLIGHTS

The FY 2019 budget includes the following assumptions:

a) Tuition and Fee revenue is budgeted to increase by \$5.9 million due to increase in student fees including the ITIE (\$938,000), UC International (\$670,000) and UC Honors (\$250,000). The FY 2019 budget also includes a \$3.5 million adjustment for Student Health Insurance rate increases implemented in FY 2018.

b) A significant increase to budget in Sales and Service is primarily due to the change in Private Practice Faculty (PPF) agreements in the College of Medicine. Faculty/Providers salaries expensed on the university side will increase from \$35,000 to \$40,000/\$50,000 each, which will increase the reimbursement payments received from UC Health approximately \$17.8M. This change, along with a projected increase to hire more clinical providers who would be part of PPF agreements, accounts for \$23.5 million of the increase in Sales and Services budget. Hoxworth contributes another \$3.1 million of the increase due to the expansion services and regional coverages.

c) Other revenue is budgeted to increase \$2.3 million, which encompasses of a wide variety of activities, including Lindner Center of Hope for expanded services. The projected increase of 18.1% over FY 2018 reflects a more closely aligned budget to prior year activity.

d) Overall, budgeted expenditures are expected to increase approximately \$49.5 million. Approximately half of this increase in budget is related to the PPF agreements. Other significant increases are directly attributable to the university's effort to ensure that all units participate in all-funds budgeting, including:

- ◀ **Instruction and General (\$23.0 million):** In addition to the PPF agreements, this functional area is budgeted to increase due to salary increases, new or additional expenses related to unit projects or programs that may not have been included in the prior year budget. In addition, some units have established designated funds to track expenditures to resources (eg, UC Clermont's Aviation Technology Program and College of Medicine's Continuing Education Programs).
- ◀ **Separately Budgeted Research (\$6.7 million):** This increase primarily consists of new commitments, including the College of Medicine's Basic Science Chairs (\$2.4 million) and Cincinnati Cancer Center (\$1.2 million) salary support and additional planned overhead expenditures.
- ◀ **Public Services (\$2.9 million):** Hoxworth Blood Center expanded cell therapy service and coverage for transplantation immunology laboratory services, supported by a \$2.3 million expense budget increase.
- ◀ **Academic Support (\$4.7 million):** This increase mainly consists of UC International (\$2.0 million), UCIT E-learning (\$1.9 million) and Library Collections \$744,000). Other increases include salary increases and associated benefits.
- ◀ **Student Services (\$6.9 million):** \$3.3 million of this increase is attributable to the COM's increase in Student Health Insurance. \$968,000 are from previously unbudgeted funds, \$2.5 million from currently budgeted funds increase.
- ◀ **Institutional Support (\$2.3 million):** This includes salary increases planned for FY 2019.
- ◀ **Operation and Maintenance of Plant (\$2.5 million):** This is a result of a recovery of expense not included in the FY 2018 budget.
- ◀ **Scholarships and Fellowships (\$490,000):** Budgeted to increase primarily due to new scholarship expense planned in FY 2019.

e) Transfers are budgeted to increase \$5.9 million in FY 2019. Transfers include the following items:

- ◀ Debt service funded by designated funds is expected to decrease by \$1.5 million.
- ◀ Undesignated General Fund (\$1.7 million) subsidies include transfers for basic science chairs and other salary support funded from the general fund. As previously mentioned, transfer budgets were also adjusted to more closely align with prior year activity.
- ◀ Other transfers decreased 16.8% due to Hoxworth's planned transfer of \$3 million to quasi endowment funds offset by budget transfer decrease of \$3.5 million due to department transfer activity.
- ◀ Claims on Operations is budgeted flat and will remain on schedule to pay down historical deficits in FY 2021.

**DESIGNATED GENERAL FUNDS
INCLUDING HOXWORTH BLOOD CENTER
(IN THOUSANDS)**

	<u>FY 2018</u> <u>Budget</u>	<u>FY 2019</u> <u>Budget</u>	<u>Variance</u>	<u>Percent</u> <u>Change</u>
RESOURCES				
Gross Tuition, Fees, and Other Student Charges*	\$ 33,917	\$ 39,854	\$ 5,937	17.5%
Govt and Private Grants and Contracts	14,516	14,283	(233)	-1.6%
Private Gifts	939	899	(40)	-4.3%
Endowment Income	2,531	2,973	442	17.5%
Sales and Service	102,127	129,222	27,095	26.5%
Other Sources	12,681	14,978	2,297	18.1%
Total Resources	\$ 166,711	\$ 202,208	\$ 35,498	21.3%
EXPENDITURES				
Educational and General				
Instructional and General	\$ 48,784	\$ 71,778	\$ 22,994	47.1%
Separately Budgeted Research	17,665	24,327	6,662	37.7%
Public Services	57,218	60,116	2,898	5.1%
Academic Support	18,938	23,660	4,722	24.9%
Student Services	25,643	32,574	6,932	27.0%
Institutional Support	30,782	33,112	2,330	7.6%
Operation and Maintenance of Plant	(6,388)	(3,911)	2,477	38.8%
Scholarships and Fellowships	2,252	2,742	490	21.8%
Total Educational and General	\$ 194,894	\$ 244,398	\$ 49,504	25.4%
Auxiliary Enterprises	\$ -	\$ -		
Mandatory Transfers				
Debt Service	\$ 24,562	\$ 23,037	\$ (1,525)	-6.2%
Nonmandatory Transfers				
Subsidies to Non-Instructional Units	200	200	-	0.0%
Undesignated General Funds	(63,786)	(65,486)	(1,700)	2.7%
Other	15,675	13,036	(2,639)	-16.8%
Claims On Operations	(8,798)	(8,798)	0	0.0%
Total Net Transfers	\$ (32,147)	\$ (38,011)	\$ (5,864)	18.2%
Total Expenditures and Transfers	\$ 162,747	\$ 206,387	\$ 43,640	26.8%
Net Increase (Decrease) In Fund Balance	\$ 3,964	\$ (4,179)		

SERVICE CENTER OVERVIEW

A service center is an institutional entity that provides a service or product to university users for a fee. UCIT and Consolidated Utilities are two of the largest university service centers. While they function as self-supporting entities over time, they are presented here due to their relative size when compared to other funds and departments. The rates charged by the center are calculated so that the center recovers its costs. The university has over 40 service centers, operating under two unique functions as described here:

University Service Center

A facility that provides a service or product on a continuous basis to the university community (including the public) and charges the user a predetermined rate calculated to recover the total cost of operations (where the allocation of facilities and administrative costs are material) over a period of time.

Department Service Center

A facility that provides a specific type of service or product to a limited segment of the university community; applies a rate to recover the direct costs of providing the service and is not deemed a university service center.

UCIT

The largest component of the university's information technology budget is funded through the IT Service Center, which recovers costs associated with enterprise services such as the phone system and the wired and wireless networks. The university also allocates general funds toward IT services that support core IT operations. These services include operation of the university's data center; eLearning technology tools such as Blackboard; and the administration of data storage and back-up. Both of these components are combined and shown on the schedule following this narrative.

HIGHLIGHTS

The FY 2019 budget includes the following assumptions:

- a) The IT service center is planning for total recoveries of \$18.8 million, an increase of 0.5% over FY 2018. This is due to keeping the bundled IT recovery price flat combined with anticipated level recoveries for other billable services.
- b) The FY 2019 budget includes only depreciation on capital equipment for IT. It does not include plant fund transfers.
- c) Carry forward of one-time funds in the service center due to lower-than-projected depreciation expenses will partially support the loan for the IT *NEXT*: Network & Telephone Refresh Project (IT Capital Project).

INITIATIVES

IT *NEXT*: Network & Telephone Refresh Project - UCIT partnered with the offices of the Senior Vice Presidents and Planning + Design + Construction to launch the IT *NEXT*: Network & Telephone Refresh Project. The two-year project will refresh critical components of the university's IT infrastructure in four phases - Phase 1) Wired IT Network Replacement: Currently underway, Phase 1 is the first step in upgrading the

university's network equipment across the university. Phase 2) Wireless IT Network Replacement: Phase 2 will boost wireless capacity and coverage across the university. Phase 3) Telephone System Replacement: Phase 3 upgrades the university's phone system to an internet-based Voice-over-IP phone system for increased stability, ease of maintenance and scalability. This step includes upgrades to all desk and phone lines. Phase 4) Electrical Updates in Network Equipment Rooms: The Office of the University Architect, P+D+C is assessing and will complete necessary renovations and electrical upgrades in network equipment rooms to accommodate the new equipment as part of the overall project. IT *NEXT* will provide the university a smarter, faster, and more secure network that meets the ever-increasing demands for reliable, robust and secure connectivity.

Software Development – Office of Research Integrity: UCIT's Software Development Team partnered with the Office of Research Integrity to implement new enterprise systems supporting animal protocols, laboratory animal medical services and human protocol management. These systems are key components of research compliance with federal regulations. **Office of the Provost:** Annual Review – Partnered with the College of Medicine to plan, design, and build a new annual review system. The system integrates with the Research Directory and provides an electronic method for managing the review process. The Office of the Provost is planning to expand the system's use to all colleges.

New Framework for Mobile App Development – The UCIT Software Development Team created mobile applications for several university partners using a new development framework. Highlights include: (1) A mobile app that will serve as a 24/7 gateway to the bicentennial celebration. Alumni, faculty, students, staff, and the larger community will enjoy a rich, real-time bicentennial experience both on campus and around the

world. (2) A redesigned UC Mobile App. (3) An app for the Office of Equity & Inclusion's annual Equity & Inclusion Conference. The Software Development Team plans to leverage the framework for student success via a Canopy portal that seamlessly connects students to learning technologies available within the Canopy eLearning ecosystem.

HPC @ UC Landscape - UCIT Research & Development is working with the Office of Research to convene an Advanced Research Computing Committee of faculty, staff and students to help the university make important strategic decisions regarding High Performance Computing (HPC) infrastructure development needs. In addition, the above-mentioned units have presented a proposal to centralize HPC resources at UC by providing incentives (i.e. covering operational and personnel costs; increasing compute; housing equipment in a safe, stable environment) for new faculty to merge HPC start-up packages and make local resources available to more researchers. The goal of this working group is to increase efficiencies and promote collaboration and retention of UC's computational community while working in conjunction with other regional and federal computational resources (Ohio Supercomputer Center, NSF-funded Jetstream, NSF-funded BRIDGES and National Labs).

PHYSICAL PLANT CONSTRAINTS & REQUIREMENTS

Data Center and IT infrastructure - Just as maintaining a healthy infrastructure of water delivery and roads is essential to the functioning of cities and towns, maintaining a healthy infrastructure of information technology is essential to the functioning of universities. Deterioration of IT infrastructure can lead to deterioration in research, teaching and administration. The university's existing data center built in the 1970's received some interim power upgrades to support short-term business continuity requirements. Long-term, the university is exploring a hybrid cloud solution (combination of on-site and off-site IT infrastructure and systems) to keep pace with growing data storage demands, deliver computing needs on-demand and strengthen disaster recovery without large capital investments.

SUCCESSSES

Duo Security Two-Factor Authentication (2FA) on UCFlex - The IT@UC Office of Information Security partnered with Business Core Services to roll out Duo two-factor authentication to all UCFlex business users. Duo enables a second layer of authentication security to protect the enterprise resource planning (ERP) system, which houses the payroll, banking and insurance data of university personnel.

UC Smartbooks & the Common Read – UCIT's eLearning Team collaborated with over 19 stakeholder groups (within and outside of the university) to adopt a standardized eText reader for the university. UC Smartbooks serves as the primary hub for the first year students' Common Read program and an important part of the university's continued effort to provide students access to more affordable course material.

1:1 iPad Initiatives - UC Athletics: The Office of the Provost, UC Athletics, and UCIT's Canopy technologists partnered to lower the cost of textbooks and improve student-athlete learning using one digital platform. Student-athletes and athletic staff and coaches received an iPad Air 2 to easily and remotely access electronic books and course materials through Blackboard, iTunes U, iBooks, and UC Smartbooks. The student athlete learning outcomes (e.g. a record-setting average 3.2 GPA) and cost-savings (approximately \$20,000) earned the iPad Adoption & Implementation Team the 2018 eLearning Program of the Year.

Gen-1: UCIT's Canopy technologists also worked with the Gen-1 program to design iPad programs to meet the specific technology needs of Gen-1 students, a population who historically lacks the funds to purchase personal computing equipment. Participating Gen-1 students' cumulative GPA increased from a 2.68 to a 2.91, and the average number of completed credit hours completed rose from 12.66 to 15.2.

Project Management for university-wide projects - The IT@UC Project Portfolio Management Office (PMO) supported several university-wide, high-impact projects in FY 2018. These included the Accessibility Network (university-wide program for electronic accessibility); the Blackboard (LMS) upgrade and addition of Ally (module for improving accessibility for course content); Higher Learning Commission (HLC) Accreditation (including capturing credentials for all faculty and facilitating the completion of the required documents and evidence to be reviewed and evaluated during the upcoming HLC visit in September 2018).

CHALLENGES

Wireless data and cellular coverage connectivity in a BYOD (bring your own device) world - On average more than 68,000 wireless devices—and 22,000 wired devices—connect to the university's network each day. The university community expects to access the Internet anytime, anywhere. This evidence plainly demonstrates the incredible demand for the university to provide widespread, secure and compliant wireless network coverage to all students, faculty and staff.

Space and Support for IT Pipeline - Adequate physical space free of obstructions for virtual and augmented reality

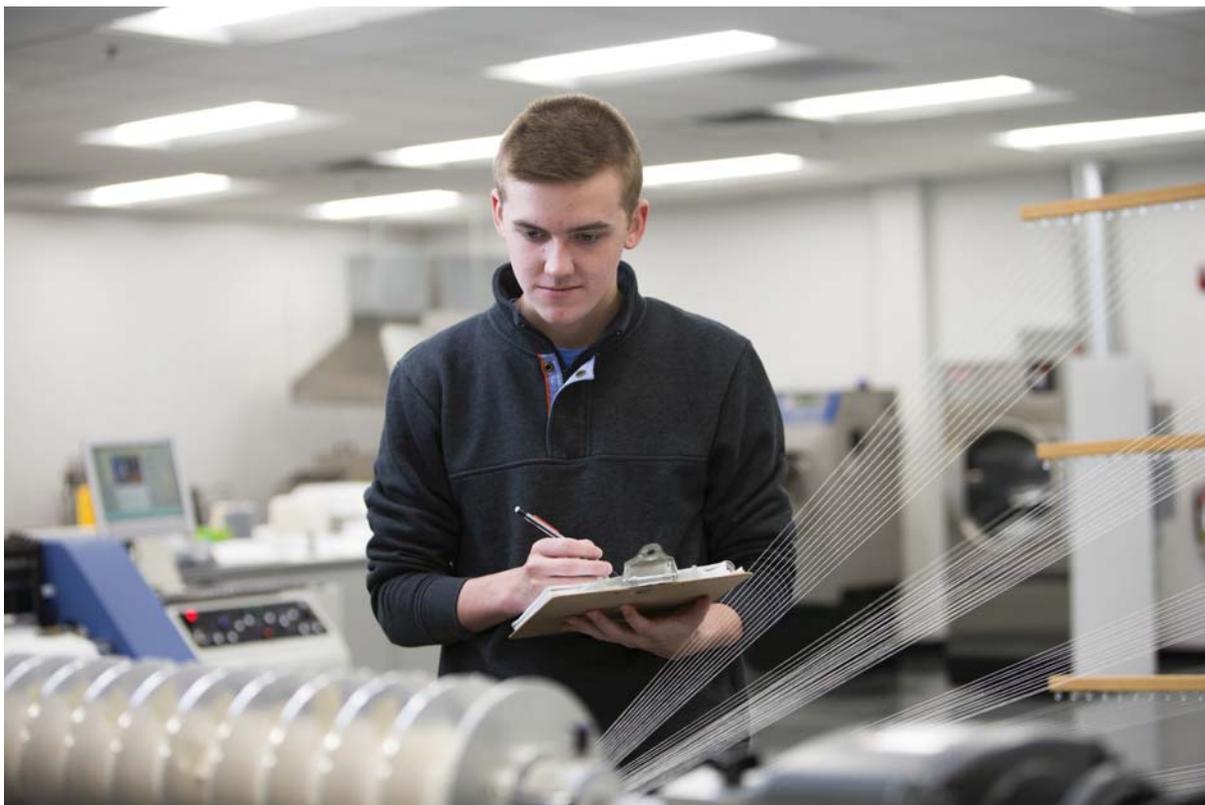
development continues to be a challenge. Partnerships for sustainable revenue streams to fund a larger UCSIM laboratory space will provide a hub for community engagement in the emerging field of immersive technologies that accommodates the unique requirements for developing in virtual and augmented reality. Community and industry partnerships are key to attracting, retaining and promoting talented 3D artists and developers to fuel a regional economic engine that drives immersive technology research and development.

GOALS

In partnership with university leadership, faculty, staff and students IT@UC will continue to work toward:

- ◀ Sustainable, efficient information technology infrastructure and systems that support the overall university's emerging strategic direction and identity as a student centered, faculty driven, urban serving, comprehensive research university.

- ◀ An equitable and inclusive IT@UC culture that supports the university's objectives and priorities.
- ◀ Further aligning and integrating the central IT organizational functions that support the university's core business, academic and research priorities.
- ◀ Partnering through outreach and engagement with the academic and research focus areas of the university.



**DESIGNATED GENERAL FUNDS
UCIT
(IN THOUSANDS)**

	<u>FY 2018</u> <u>Budget</u>	<u>FY 2019</u> <u>Budget</u>	<u>Variance</u>	<u>Percent</u> <u>Change</u>
RESOURCES				
Recovery - General Fund	\$ 526	\$ 910	\$ 384	73.0%
Recovery - Other	<u>18,243</u>	<u>18,769</u>	<u>525</u>	2.9%
Total Resources	\$ 18,769	\$ 19,678	\$ 909	4.8%
EXPENDITURES				
Compensation	\$ 17,498	\$ 18,752	\$ 1,254	7.2%
Other	<u>12,173</u>	<u>15,766</u>	<u>3,593</u>	29.5%
Total Educational and General	\$ 29,671	\$ 34,518	\$ 4,846	16.3%
Mandatory Transfers				
Debt Service	\$ -	\$ -	\$ -	
Nonmandatory Transfers				
Plant Funds	1,921	1,799	(123)	-6.4%
Undesignated	(11,864)	(10,218)	1,646	-13.9%
Other	<u>(2,000)</u>	<u>(4,239)</u>	<u>(2,239)</u>	112.0%
Total Net Transfers	\$ (11,943)	\$ (12,659)	\$ (717)	6.0%
Total Expenditures and Transfers	\$ 17,729	\$ 21,860	\$ 4,129	23.3%
Net Increase (Decrease) In Fund Balance	<u>\$ 1,040</u>	<u>\$ (2,181)</u>		

**This budget reflects resources and expenditures for the IT Service Center as well as core IT operations. A University Service Center is an entity which provides a service or product on a continuing basis to the University Community (sometimes including the public) and charges the user a predetermined rate which is calculated to recover the total cost of operation over a specified period of time.*

CONSOLIDATED UTILITIES

Consolidated Utilities manages all aspects of purchasing, producing, and distributing utilities for all University of Cincinnati Uptown and satellite locations. The Central Utility Plant produces steam (for heating), chilled water (for cooling) and electricity for Uptown campus needs. The rates for steam, chilled water and electricity are fully absorbed, thus comprising all of the costs to produce a particular utility. The department aims to utilize equipment in the most efficient manner possible, while pushing towards UC's goal of reducing the carbon footprint. To help comply with this goal, modernization technologies have been installed that comply with new EPA regulations, and eliminate the need to burn coal. While producing utilities internally helps reduce UC's carbon footprint, not all electricity needs can be met with internal generation, Therefore UC must purchase some electricity from outside vendors. For this purchased electricity, Utilities buys directly from the Electric Power Grid (PJM) which results in lower costs than purchasing directly from an electrical company.

HIGHLIGHTS

The FY 2019 budget includes the following assumptions:

- a) Utilities assumes normal weather conditions with the plants operating at total efficiency with no major infrastructural problems.
- b) Utilities continues to negotiate contracts for electricity and natural gas to help hedge needs and lock in prices in an effort to minimize costs paid for commodities. Savings associated with these hedging actions are being applied to the costs of aging utility infrastructure for the university and utility plants.
- c) Utilities is planning to increase recoveries by approximately \$1.2 million or 1.9% over FY 2018 budget. Rates for utilities charged to customers are expected to remain consistent for FY 2019. The increase in recovery is the result of the opening of Marian Spencer Hall and the reopening of Fifth Third Arena.
- d) Utilities plans to increase expenses by approximately \$5.6 million or 12.3% over FY 2018. Compensation expenses increase by approximately \$700,000 or 13.1% over FY 2018 as a result of benefit rate increases, raises, and filling of vacancies. All Other expenses are budgeted to increase by \$4.9 million or 12.2% over FY 2018 resulting from increased commodity costs, repairs and maintenance costs, and non-capitalized infrastructure costs.
- d) Utilities forecasts to decrease the Non-Mandatory Transfers to Plant Funds over FY 2018. In FY 2018, Utilities devoted more capital in sophisticated aging infrastructure projects. Utilities plans to pursue the same number of projects in FY 2019 by using less resources.

LONG-TERM OUTLOOK AND GOALS

Utilities will continue to replace aging infrastructure through cost savings in new commodity contracts. Rates charged to customers should remain constant for the foreseeable future. As equipment continues to fail, the cost of replacement could

have an effect on future rates. By funding these infrastructure needs with current surpluses, Utilities can avoid substantial rate increases to customers in the future. While natural gas prices remain low, the department will capitalize on these desirable rates for future budgets. With its electric supply under contract, Utilities will be able to capitalize on the right opportunities to purchase or produce the energy needs of the university. Utilities will continue to strive to keep budgets constant over the foreseeable future by being diligent with technological and economic changes occurring in the operating environment.

Though rates may not change, Utilities is constantly examining newer and more efficient means of producing and providing commodities to the university. Utilities tries to maintain the costs and rates it can control while at the same time looking for ways to reduce the carbon footprint and energy needs of the university.



The Central Utility Plant produces steam, chilled water, and electricity for Uptown Campus needs.

**DESIGNATED GENERAL FUNDS
CONSOLIDATED UTILITIES
(IN THOUSANDS)**

	<u>FY 2018</u> <u>Budget</u>	<u>FY 2019</u> <u>Budget</u>	<u>Variance</u>	<u>Percent</u> <u>Change</u>
RESOURCES				
Recovery - Steam	\$ 20,784	\$ 20,571	\$ (212)	-1.0%
Recovery - Chilled Water	15,128	15,547	419	2.8%
Recovery - Electric	22,472	23,144	672	3.0%
Recovery - Water and Sewage	3,301	3,447	146	4.4%
Recovery - Other	4,210	4,415	206	4.9%
Total Resources	\$ 65,893	\$ 67,124	\$ 1,230	1.9%
EXPENDITURES				
Compensation	\$ 5,527	\$ 6,251	\$ 724	13.1%
All Other	40,144	45,028	4,884	12.2%
Total Expenditures	\$ 45,672	\$ 51,280	\$ 5,608	12.3%
Mandatory Transfers				
Debt Service	\$ 6,177	\$ 6,172	\$ (5)	-0.1%
Non-Mandatory Transfers				
Plant Fund	9,188	6,055	(3,134)	-34.1%
Undesignated Central	-	-	-	
Designated	-	-	-	
Other	3,836	3,617	(219)	-5.7%
Total Net Transfers	\$ 19,201	\$ 15,844	\$ (3,357)	-17.5%
Total Expenditures and Transfers	\$ 64,873	\$ 67,124	\$ 2,251	3.5%
Net Increase (Decrease) in Fund Balance	<u>\$ 1,020</u>	<u>\$ -</u>		

**This budget reflects resources and expenditures for a University Service Center. A University Service Center is an entity which provides a service or product on a continuing basis to the University Community (sometimes including the public) and charges the user a predetermined rate which is calculated to recover the total cost of operation over a specified period of time.*

RESTRICTED FUNDS

Restricted funds are those funds that the university receives that have been allocated by an external agency or individual and are limited to the support of a specific purpose and/or unit. Included in this group are gift funds, the earnings on endowments, and both private and governmental grants and contracts. Restricted funds are under the local control of colleges and vice presidential areas within the external restrictions imposed. Actual income must have been received, or guaranteed from these sources before expenditure budgets are approved. These funds are reviewed centrally based on the Operating Cash Policy and are an important addition to the university budget.

HIGHLIGHTS

The FY 2019 budget includes the following assumptions:

a) State appropriation primarily consist of funds retained by the College of Medicine's Clinical Teaching Subsidy. A variety of programs are supported with this important source of funds. In FY 2018, state appropriations were anticipated to decrease 10% over prior years. After publication of the 2018 budget, the decrease in appropriation was revised to 5%. This revision is displayed as a 5% increase in year-over-year budget.

b) Grants and Contracts revenue is driven primarily by the sponsored projects awarded in prior years, especially the year immediately preceding. FY 2018 award funding has been relatively flat compared to FY 2017, therefore FY 2019 award funding is projected to remain flat. Increased funding from Industry and the State of Ohio have been offset by decreased funding from the federal government, particularly the National Science Foundation.

c) Private gifts, which consist primarily of Private Practice Contributions (PPC) from UC's affiliated health system, are budgeted to decrease by \$6.6 million. This includes a \$7.3 million decrease in funding from UC Physicians, the COM's faculty practice plan. This decrease is attributable to a change in methodology with which the COM is budgeting its dean commitments. Historically, all open faculty positions were budgeted. However, the FY 2019 budget was limited to positions that the COM felt that they could reasonably fill based on historical trends. Otherwise private gifts increased by a \$685,000.

d) Endowment Income is budgeted to increase \$2.0 million due to the establishment of new endowments in FY 2018.

e) Total expenditures are budgeted to increase approximately \$1 million. Significant variances between expense categories are a result of reclassification of expenditures. Other items to note:

- ◀ Separately Budget Research includes a decrease in PPC expenditures as well as direct expenditures from projected grant revenue.

- ◀ Scholarships and Fellowships are projected to increase \$3.2 million due to newly budgeted scholarships on restricted funds.

RESEARCH

Research success is one of the primary drivers of the university's prestige and reputation, ultimately improving its ability to accomplish its mission. While university-level research supports society and enhances the university's reputation, UC must also strive to continue to invest in both fundamental discovery as well as applied research whether traditionally funded or unfunded, upon which success as a research institution truly depends. This is not, however, the sole metric for success. Rather, success must be measured in the ability to advance knowledge, disciplines, and reputation, working with other universities, and society's interest and well-being, regionally, nationally and globally. Although research in the arts, performing arts, humanities, and social sciences does not tend to generate large amounts of extramural funding, these areas are no less vital to the prestige of R1 research institutions (i.e. Carnegie Classification). Excellence in all areas is a prerequisite for national and international standing, and is essential in providing a rich and inclusive learning and research environment.

GOALS

The mission of the Office of Research is to create an agile research enterprise that can address current challenges and discern future possibilities for exploration that will benefit the greater Cincinnati community and the world beyond. The vision of the Office of Research is that UC's research enterprise integrates the arts, sciences and technology to provide unique opportunities for creation, discovery, innovation and education that cross the traditional academic boundaries.

As a service-oriented support unit of the university, the Office of Research provides the UC research community with excellent services that enhance scholarship and research. The primary activities of the Office of Research are to:

- ◀ develop and sustain an integrated, high-functioning office staff;
- ◀ support UC faculty, staff, and student researchers;

- ◀ make key investments in the UC research enterprise that will impact UC's local, national and global partners, and advance multi- and trans-disciplinary initiatives in existing and emerging communities of research excellence at UC.

SUCSESSES

Richard Harknett, CAS Political Science and Hazem Said, CECH School of Information Technology, Ohio Cyber Range, \$1.9 million

The Ohio Department of Higher Education chose the University of Cincinnati to establish the first hands-on Cyber Range, OCR@UC, in the state of Ohio. The Cyber Range will provide both virtual and physical space for students, researchers, and businesses to develop cyber security skills and protocols, train using team exercises, and test cyber networks and systems. The OCR@UC will be the model for expanding across the state. OCR@UC will offer internships, co-op programs, workforce development, and cyber contests and competitions.

The University of Cincinnati was designated as the 9th of just sixteen universities in the nation as an NSA Center of Academic Excellence in Cyber Operations. OCR@UC will further enhance our capabilities to provide cutting-edge cyber education, research, and training.

John Franco, CEAS Electrical Engineering, received an additional \$250,000 RAPIDS grant from the Ohio Department of Higher Education to purchase equipment that will further enhance and upgrade OCR@UC.

Shuk-Mei Ho, COM Environmental Health, renewal of Center for Environmental Genetics, \$8.03 million, 5 years

As one of the nation's first environmental health science research programs and the region's only center focused on gene-environment interactions (GxE), the Center for Environmental Genetics conducts innovative, multidisciplinary GxE research and translates discoveries to disease prevention. CEG investigators, trainees, and collaborators are currently focused on studying gene-environment interactions in four areas: endocrine disruption and cancer; immune and allergic diseases; cardiovascular and lipid disorders; and neurological and behavioral disorders.

The Center is comprised of more than 75 geneticists, epidemiologists, toxicologists, immunologists, cancer specialists, postdoctoral fellows and other investigators throughout the University of Cincinnati and Cincinnati Children's Hospital Medical Center. Through its groundbreaking work, the CEG seeks to advance precision medicine-based disease risk assessment, monitoring, prevention and therapies. In 2018 the National Institute for Environmental

Health Sciences renewed funding for the Center for Environmental Genetics for an additional five years.

Gardner Neuroscience Institute includes more than 125 physicians and researchers and is performing innovative research in treatment for and rehabilitation from strokes. In 2018 Dr. Brett Kissela, chair of the department of Neurology, received a grant continuation for \$1.3 million from the National Institute of Neurological Disorders and Stroke and Dr. Joseph Broderick, director of the Gardner Center, received a \$2.3 million continuation from NIND to fund the national coordinating center for stroke research, NIH Stroke Net. Stroke Net has received funding for the coordination of over \$10 million in new national clinical trials in FY18 alone. In 2019 the Gardner Neuroscience Institute will move into their new \$60.5 million home on the UC Medical Campus.

Water Summit. Researchers from five University of Cincinnati colleges joined more than a dozen experts from across the nation to explore sustainable solutions to local, regional, national and global water challenges at the university's Water Summit held in August 2017. During the two-day gathering organized by the Office of Research and the Taft Research Center, experts and practitioners discussed the planet's most precious resource, with topics ranging from water technology and innovation to water justice and human settlements. The Office of Research will continue its investment in water and other university areas of excellence in FY 2019.

Patient-Centered Outcomes Research Institute (PCORI) was established by Congress to improve the quality and relevance of evidence available to help patients, caregivers, clinicians, employers, insurers, and policy makers make better-informed health decisions. To do this, they work with those healthcare stakeholders to identify critical research questions and answer them through comparative clinical effectiveness research, or CER, focusing on outcomes important to patients. The non-profit began funding projects in December 2012.

UC currently has one direct award (Delbello, Psychiatry, \$13.8 million, 5 years) from PCORI to examine ways to mitigate weight gain due to medication taken by youth with bipolar spectrum disorders. In addition to the project UC is leading, UC also participates on five additional projects as a subawardee. These other projects look at a wide array of health issues such as medication overuse by migraine sufferers; revision of emergency room release guidelines for patients with heart failure to improve long-term quality of life and reduce hospital revisits; and a drug study to look at reducing neuropathy pain when there is no identified underlying disease such as diabetes.

Alex Lentsch, COM Emergency Medicine, renewal of Master Agreement with AFRL, \$35 million ceiling, 5 years began 9/29/2015

Expeditionary Medicine, Trauma, and En Route Care Research and Technology Development.

The objective of this effort provides the United States Air Force School of Aerospace Medicine with research and clinical investigations supporting critical care air transport team and expeditionary medicine mission areas. This effort will develop innovative science & technology to advance the state-of-the-art in aeromedical en route care and expeditionary medical treatment provided to the warfighter. This vehicle will provide an integrated administrative, management, and test-bed venue focused on innovative technology concepts required to capitalize on advances in aerospace medicine and to enhance Air Force aeromedical en route care and expeditionary medicine capabilities.

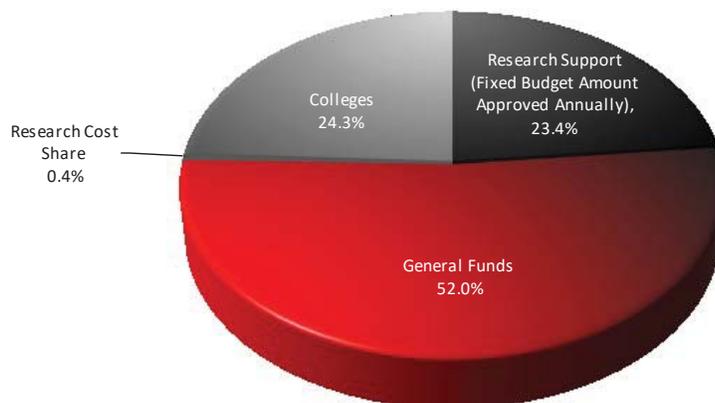
These enhancements will improve warfighter support and combat effectiveness and provide a public benefit as the resulting research transitions to appropriate civilian applications. Work will be conducted at Wright-Patterson AFB OH and the three Air Force Centers for Sustained Trauma and Readiness Skills, University of Cincinnati, University of Saint Louis, and University of Maryland Baltimore Shock Trauma Center.

FACILITIES & ADMINISTRATIVE RATES

The Department of Health and Human Services has issued a determination for federal Facilities & Administrative (F&A) rates effective FY 2017 through FY 2020. The approved rates were determined, as required by the Office of Management and Budget (OMB) Uniform Cost Principles, following a rigorous process which included a comprehensive space survey in conjunction with analysis of the research expenditure base. The determination was favorable and substantiates UC's strong research portfolio.

FY 2015 was the base year for the current university F&A cost proposal, submitted in November, 2015. A new comprehensive space study was performed in FY 2015 for use in the F&A proposal. The full listing of F&A rates for the FY 2017-2020 period can be found on the Government Cost Compliance website: <http://researchhow2.uc.edu/home/browse-by-offices/government-cost-compliance>

Facilities & Administrative Cost Distribution



ENDOWMENT

The endowment provides a permanent base of support to current operations of the University. The University's Investment Office is responsible for investment management of the endowment. With oversight by the Investment Committee of the Board of Trustees, the Investment Office balances expected investment returns and risks to create a diversified portfolio using external investment managers. The primary objective is to sustain spending by earning returns that maintain the real, inflation-adjusted value of the endowment after spending and fees.

As of December 31, 2017, the market value of the endowment was \$1.38B, up approximately 13.3% since December 31, 2016. Endowment "A" Pool, the internally-managed endowment capital pool, has a value of \$933M. It consists of approximately 39% developed markets public equities, 14% developed markets public fixed income, 10% emerging markets public equities, 18% diversifying strategy funds, 5% public real assets and 14% other investments, including private equity and real estate. Based on market values at the end of FY 2017, the UC endowment is the 77th largest of 818 endowments of U.S. and Canadian public and private institutions of higher education.

PERFORMANCE

The Investment Portfolio generated +8.2% annualized gains for the five-year period ended December 31, 2017. Over the past five years, financial markets have experienced repeated bouts of turmoil from government actions including the U.S. debt ceiling and fiscal cliff debates, and continued central bank stimulus. More recently, a sharp decline in commodity prices, the "tapering" of stimulus measures, tax cuts, and rising interest rates have resulted in strong equity markets followed by increased volatility. Time periods that include significant changes such as these typically see mixed performance as markets digest new information and investors seek to understand long term implications. In this environment the Investment Portfolio has performed reasonably well and is positioned to take advantage of the opportunities created by these changes.

ASSET ALLOCATION

The Investment Office has sought to create an asset allocation that will maximize the odds that Fund A will achieve the Primary Objective, while remaining within the university's risk tolerance, by seeking to take the most profitable risks in appropriate amounts in a highly diversified portfolio. The long term target asset allocation remained unchanged this year.

CURRENT APPROACH

- ◀ **Fixed Income:** Low rates mandate an underweight to fixed income. In addition, the portfolio is focused on high-quality traditional fixed income.
- ◀ **Developed Equities:** The portfolio currently maintains full weightings to U.S., European, and Japanese equities. While the U.S. appears to be fully valued, it is the strongest global economy and potential upside from a strong dollar remains.
- ◀ **Emerging Market Equities:** The investment office is taking a long-term view on emerging market equities. Current valuations provide opportunities for active management with a long-term horizon.
- ◀ **Diversifying Strategies:** Maintaining a full weighting to diversifying strategy managers offers downside protection after several years of strong equity performance. In addition these managers are well suited to take advantage of opportunities from dislocations that may arise.

University of Cincinnati A Pool As of December 31, 2017	Performance, Annualized if over One Year					
	FYTD	1-Yr	3-Yr	5-Yr	10-Yr	20-Yr
A Pool ¹	7.7%	15.1%	7.1%	8.2%	5.2%	7.0%
Global Stock/Bond Benchmark ²	7.1%	15.4%	6.6%	7.4%	4.8%	6.0%
Peer Institutions (Median) ³	6.7%	14.8%	6.6%	8.0%	4.9%	7.0%

¹A Pool is presented pro forma for segregation of C Pool assets (formerly strategic investments), which occurred on July 1, 2017

²Global Stock/Bond Benchmark = 60% MSCI All-Country World Index + 40% Bloomberg/Barclays Aggregate Bond Index

³Peer Institutions (Median) = FYTD through 10-Yr Returns: Cambridge Associates *Endowment Quarterly - Fourth Quarter 2017* report, which includes roughly 140 college and university endowments; 20-Yr Return: Cambridge Associates *Optica Peers* database

¹A Pool is presented pro forma for segregation of C Pool assets (formerly strategic investments), which occurred on July 1, 2017.

²Broad Policy Benchmark = 75% MSCI All-Country World Index + 25% Barclays Aggregate Bond Index

³Target Weighted Benchmark = 13.5% Barclays U.S. Aggregate Bond Index, 3.6% HFRI ED: Distressed/Restructuring Index, 5.4% HFRI Event Driven, 3.6% HFRI RV: Multi-Strategy Index, 5.4% HFRI RV: Fixed Income-Corporate Index, 19.0% Russell 3000 Index, 12.0% MSCI EAFE Index, 9.0% MSCI Emerging Markets Index, 1.0% Barclays U.S. TIPS Index, 1.0% Bloomberg Commodity Index, 1.0% FTSE NAREIT All Equity Index, 1.0% MSCI World Energy Index, 16.5% Preqin All Private Equity Index, 5.4% Thomson One Private Natural Resource Index, 2.6% NCREIF Property Index.

¹Source: the NACUBO-Commonfund Study of Endowments 2017; the 2017 NCSE Endowment Market Values Study

SPENDING

On April 23, 2013 the Board of Trustees approved an amendment of rule 3361:20-41-01 to i) reduce the endowment spending policy rate from 5.0% in FY 2013 to 4.75% for FY 2014 and to 4.5% for FY 2015; and ii) exclude both Neighborhood Development Corporation Loans and local real estate-related assets from the spending policy calculation for all historical periods starting with the calculation for FY 2015. Reducing the spending policy, modifying the asset base used in the spending policy calculation, and implementing other cost control measures are critical steps to help insure the long term protection of the endowment corpus and provide ongoing intergenerational equity. For FY 2016, FY 2017 and FY 2018, the endowment spending policy rate has remained at 4.5%.

As of December 31, 2017, the market value of the endowment was \$1.38 billion, up approximately 13.3% since December 31, 2016.



RESTRICTED FUNDS*
(IN THOUSANDS)

	<u>FY 2018</u> <u>Budget</u>	<u>FY 2019</u> <u>Budget</u>	<u>Variance</u>	<u>Percent</u> <u>Change</u>
RESOURCES				
State Appropriations	\$ 7,902	\$ 8,335	\$ 433	5.5%
Govt. and Private Grants and Contracts	185,707	185,910	203	0.1%
Private Gifts	51,115	44,524	(6,591)	-12.9%
Endowment Income	52,112	54,089	1,977	3.8%
Temporary Investments	-	-	-	
Other	<u>216</u>	<u>387</u>	<u>171</u>	79.4%
Total Resources	\$ 297,052	\$ 293,245	\$ (3,807)	-1.3%
EXPENDITURES & TRANSFERS				
Educational and General				
Instruction and Department Research	\$ 45,038	\$ 43,482	\$ (1,556)	-3.5%
Separately Budgeted Research	165,105	158,223	(6,882)	-4.2%
Public Service	7,477	9,421	1,944	26.0%
Academic Support	13,756	19,891	6,135	44.6%
Student Services	2,468	933	(1,535)	-62.2%
Institutional Support	506	185	(321)	-63.4%
Operation & Maintenance of Plant	42	62	20	48.4%
Scholarship and Fellowship	<u>58,205</u>	<u>61,409</u>	<u>3,204</u>	5.5%
Total Expenditures	\$ 292,598	\$ 293,605	\$ 1,007	0.3%
Mandatory Transfers				
Debt Service	\$ -	\$ -	\$ -	
Nonmandatory Transfers				
Other	<u>6,905</u>	<u>7,899</u>	<u>994</u>	14.4%
Total Net Transfers	\$ 6,905	\$ 7,899	\$ 994	14.4%
Total Expenditures & Transfers	\$ 299,503	\$ 301,505	\$ 2,002	0.7%
Net Increase (Decrease) in Fund Balance	\$ (2,452)	\$ (8,260)		

**This report excludes restricted funds owned by Intercollegiate Athletics*

APPENDIX 1

Student Fees and Historical Data

FULL-TIME STUDENT TUITION AND FEES PER SEMESTER ^{1, 2, 3}

	General Fee ⁴	Campus Life/DL Fee ⁵	ITIE Fee	Instructional Fee	In-State Total	Non-Resident Surcharge	Non-Resident Total
Uptown Campus:							
Undergraduate	\$ 398	\$ 257	\$ 184	\$ 4,661	\$ 5,500	\$ 7,667	\$ 13,167
Graduate	398	257	184	6,395	7,234	5,871	13,105
Law (JD)	398	257	184	11,166	12,005	2,500	14,505
Medicine (Graduate)	398	257	184	6,395	7,234	5,871	13,105
Medicine (MD) ⁶	398	257	184	14,752	15,591	9,132	24,723
Pharmacy (PharmD)	398	257	184	9,320	10,159	6,464	16,623
Distance Learning:							
Undergraduate	398	257	184	4,661	5,500	180	5,680
Graduate	398	257	184	6,395	7,234	150	7,384
Medicine (Graduate)	398	257	184	6,395	7,234	150	7,384
Metropolitan Rate:							
Undergraduate	398	257	184	4,661	5,500	300	5,800
Graduate	398	257	184	6,395	7,234	250	7,484
Law (JD)	398	257	184	11,166	12,005	300	12,305
Medicine (Graduate)	398	257	184	6,395	7,234	250	7,484
Medicine (MD) ⁶	398	257	184	14,752	15,591	300	15,891
Pharmacy (PharmD)	398	257	184	9,320	10,159	2,415	12,574
UC Clermont College: ⁷							
Undergraduate	233	-	135	2,290	2,658	3,616	6,274
Distance Learning	233	257	135	2,290	2,915	180	3,095
Metropolitan Rate	233	-	135	2,290	2,658	300	2,958
UC Blue Ash College: ⁷							
Undergraduate	233	-	135	2,637	3,005	4,399	7,404
Distance Learning	233	257	135	2,637	3,262	180	3,442
Metropolitan Rate	233	-	135	2,637	3,005	300	3,305
EFFECTIVE SUMMER SEMESTER 2018							
Uptown Campus:							
Undergraduate	\$ 398	\$ 257	\$ 184	\$ 4,661	\$ 5,500	\$ 7,667	\$ 13,167
Graduate	398	257	184	6,395	7,234	5,871	13,105
Law (JD)	398	257	184	11,166	12,005	2,500	14,505
Medicine (Graduate)	398	257	184	6,395	7,234	5,871	13,105
Medicine (MD)	398	257	184	14,185	15,024	9,132	24,156
Pharmacy (PharmD)	398	257	184	8,800	9,639	6,464	16,103
Distance Learning:							
Undergraduate	398	257	184	4,661	5,500	180	5,680
Graduate	398	257	184	6,395	7,234	150	7,384
Medicine (Graduate)	398	257	184	6,395	7,234	150	7,384
Metropolitan Rate:							
Undergraduate	398	257	184	4,661	5,500	300	5,800
Graduate	398	257	184	6,395	7,234	250	7,484
Law (JD)	398	257	184	11,166	12,005	300	12,305
Medicine (Graduate)	398	257	184	6,395	7,234	250	7,484
Medicine (MD)	398	257	184	14,185	15,024	300	15,324
Pharmacy (PharmD)	398	257	184	8,800	9,639	2,415	12,054
UC Clermont College: ⁷							
Undergraduate	233	-	135	2,290	2,658	3,616	6,274
Distance Learning	233	257	135	2,290	2,915	180	3,095
Metropolitan Rate	233	-	135	2,290	2,658	300	2,958
UC Blue Ash College: ⁷							
Undergraduate	233	-	135	2,637	3,005	4,399	7,404
Distance Learning	233	257	135	2,637	3,262	180	3,442
Metropolitan Rate	233	-	135	2,637	3,005	300	3,305
EFFECTIVE SUMMER SEMESTER 2017							

¹ For fee and student category definitions see Appendix 3.

² Program fees and/or course-specific fees may apply.

³ Rates may differ based on major - see Special Fee Programs table.

⁴ General Fee for regional campuses include a parking fee of \$48 per semester (Clermont) and \$70 per semester (Blue Ash).

⁵ Distance Learning students pay the DL Fee in place of the Campus Life Fee.

⁶ Instructional Fee effective summer semester 2018

⁷ Campus differential tuition may apply.

PART-TIME STUDENT TUITION AND FEES PER SEMESTER ^{1, 2, 3}

	General	Campus	ITIE	Instructional	In-State	Non-	Non-
	Fee ⁴	Life/DL Fee ⁵	Fee	Fee	Total	Resident Surcharge	Resident Total
Uptown Campus:							
Undergraduate	\$ 33.00	\$ 22.00	\$ 15.00	\$ 389.00	\$ 459.00	\$ 639.00	\$ 1,098.00
Graduate	39.80	26.20	18.00	640.00	724.00	587.00	1,311.00
Law (JD)	33.00	22.00	15.00	931.00	1,001.00	208.00	1,209.00
Medicine (Graduate)	39.80	26.20	19.00	640.00	725.00	587.00	1,312.00
Medicine (MD) ⁶	33.00	22.00	16.00	1,230.00	1,301.00	761.00	2,062.00
Pharmacy (PharmD)	39.80	26.20	18.00	932.00	1,016.00	646.00	1,662.00
Distance Learning:							
Undergraduate	33.00	22.00	15.00	389.00	459.00	15.00	474.00
Graduate	39.80	26.20	18.00	640.00	724.00	15.00	739.00
Medicine (Graduate)	39.80	26.20	19.00	640.00	725.00	15.00	740.00
Metropolitan Rate:							
Undergraduate	33.00	22.00	15.00	389.00	459.00	25.00	484.00
Graduate	39.80	26.20	18.00	640.00	724.00	25.00	749.00
Law (JD)	33.00	22.00	15.00	931.00	1,001.00	25.00	1,026.00
Medicine (Graduate)	39.80	26.20	19.00	640.00	725.00	25.00	750.00
Medicine (MD) ⁶	33.00	22.00	16.00	1,230.00	1,301.00	25.00	1,326.00
Pharmacy (PharmD)	39.80	26.20	18.00	932.00	1,016.00	240.00	1,256.00
UC Clermont College: ⁷							
Undergraduate	19.00	-	11.00	192.00	222.00	301.00	523.00
Distance Learning	19.00	22.00	11.00	192.00	244.00	15.00	259.00
Metropolitan Rate	19.00	-	11.00	192.00	222.00	25.00	247.00
UC Blue Ash College: ⁷							
Undergraduate	19.00	-	11.00	221.00	251.00	366.00	617.00
Distance Learning	19.00	22.00	11.00	221.00	273.00	15.00	288.00
Metropolitan Rate	19.00	-	11.00	221.00	251.00	25.00	276.00

Uptown Campus:							
Undergraduate	\$ 33.00	\$ 22.00	\$ 15.00	\$ 389.00	\$ 459.00	\$ 639.00	\$ 1,098.00
Graduate	39.80	26.20	18.00	640.00	724.00	587.00	1,311.00
Law (JD)	33.00	22.00	15.00	931.00	1,001.00	208.00	1,209.00
Medicine (Graduate)	39.80	26.20	19.00	640.00	725.00	587.00	1,312.00
Medicine (MD)	33.00	22.00	16.00	1,182.00	1,253.00	761.00	2,014.00
Pharmacy (PharmD)	39.80	26.20	18.00	880.00	964.00	646.00	1,610.00
Distance Learning:							
Undergraduate	33.00	22.00	15.00	389.00	459.00	15.00	474.00
Graduate	39.80	26.20	18.00	640.00	724.00	15.00	739.00
Medicine (Graduate)	39.80	26.20	19.00	640.00	725.00	15.00	740.00
Metropolitan Rate:							
Undergraduate	33.00	22.00	15.00	389.00	459.00	25.00	484.00
Graduate	39.80	26.20	18.00	640.00	724.00	25.00	749.00
Law (JD)	33.00	22.00	15.00	931.00	1,001.00	25.00	1,026.00
Medicine (Graduate)	39.80	26.20	19.00	640.00	725.00	25.00	750.00
Medicine (MD)	33.00	22.00	16.00	1,182.00	1,253.00	25.00	1,278.00
Pharmacy (PharmD)	39.80	26.20	18.00	880.00	964.00	240.00	1,204.00
UC Clermont College: ⁷							
Undergraduate	19.00	-	11.00	192.00	222.00	301.00	523.00
Distance Learning	19.00	22.00	11.00	192.00	244.00	15.00	259.00
Metropolitan Rate	19.00	-	11.00	192.00	222.00	25.00	247.00
UC Blue Ash College: ⁷							
Undergraduate	19.00	-	11.00	221.00	251.00	366.00	617.00
Distance Learning	19.00	22.00	11.00	221.00	273.00	15.00	288.00
Metropolitan Rate	19.00	-	11.00	221.00	251.00	25.00	276.00

¹ For fee and student category definitions see Appendix 3.

² Program fees and/or course-specific fees may apply.

³ Rates may differ based on major - see Special Fee Programs table.

⁴ General Fee for regional campuses include a parking fee of \$4.00 per semester (Clermont) and \$5.83 per semester (Blue Ash).

⁵ Distance Learning students pay the DL Fee in place of the Campus Life Fee.

⁶ Instructional Fee effective summer semester 2018

⁷ Campus differential tuition may apply.

FULL-TIME STUDENT ANNUALIZED TUITION AND FEES ^{1, 2, 3}

Fall 2017 - Fall 2018
In-State Total

	General Fee ⁴	Campus Life/DL Fee ⁵	ITIE Fee	Instructional Fee	In-State Total	Non-Resident Surcharge	Non-Resident Total	In-State Total	
								Dollar Change	Percent Change
Uptown Campus:									
Undergraduate	\$ 796	\$ 514	\$ 368	\$ 9,322	\$ 11,000	\$ 15,334	\$ 26,334	\$ 0.00	0.0%
Graduate	796	514	368	12,790	14,468	11,742	26,210	0.00	0.0%
Law (JD)	796	514	368	22,332	24,010	5,000	29,010	0.00	0.0%
Medicine (Graduate)	796	514	368	12,790	14,468	11,742	26,210	0.00	0.0%
Medicine (MD) ⁶	796	514	368	29,504	31,182	18,264	49,446	1,134.00	3.8%
Pharmacy (PharmD)	796	514	368	18,640	20,318	12,928	33,246	1,040.00	5.4%
Distance Learning:									
Undergraduate	796	514	368	9,322	11,000	360	11,360	0.00	0.0%
Graduate	796	514	368	12,790	14,468	300	14,768	0.00	0.0%
Medicine (Graduate)	796	514	368	12,790	14,468	300	14,768	0.00	0.0%
Metropolitan Rate:									
Undergraduate	796	514	368	9,322	11,000	600	11,600	0.00	0.0%
Graduate	796	514	368	12,790	14,468	500	14,968	0.00	0.0%
Law (JD)	796	514	368	11,166	12,844	600	13,444	0.00	0.0%
Medicine (Graduate)	796	514	368	12,790	14,468	500	14,968	0.00	0.0%
Medicine (MD) ⁶	796	514	368	29,504	31,182	600	31,782	1,134.00	3.8%
Pharmacy (PharmD)	796	514	368	18,640	20,318	4,830	25,148	1,040.00	5.4%
UC Clermont College: ⁷									
Undergraduate	466	-	270	4,580	5,316	7,232	12,548	0.00	0.0%
Distance Learning	466	514	270	4,580	5,830	360	6,190	0.00	0.0%
Metropolitan Rate	466	-	270	4,580	5,316	600	5,916	0.00	0.0%
UC Blue Ash College: ⁷									
Undergraduate	466	-	270	5,274	6,010	8,798	14,808	0.00	0.0%
Distance Learning	466	514	270	5,274	6,524	360	6,884	0.00	0.0%
Metropolitan Rate	466	-	270	5,274	6,010	600	6,610	0.00	0.0%

Uptown Campus:									
Undergraduate	\$ 796	\$ 514	\$ 368	\$ 9,322	\$ 11,000	\$ 15,334	\$ 26,334		
Graduate	796	514	368	12,790	14,468	11,742	26,210		
Law (JD)	796	514	368	22,332	24,010	5,000	29,010		
Medicine (Graduate)	796	514	368	12,790	14,468	11,742	26,210		
Medicine (MD)	796	514	368	28,370	30,048	18,264	48,312		
Pharmacy (PharmD)	796	514	368	17,600	19,278	12,928	32,206		
Distance Learning:									
Undergraduate	796	514	368	9,322	11,000	360	11,360		
Graduate	796	514	368	12,790	14,468	300	14,768		
Medicine (Graduate)	796	514	368	12,790	14,468	300	14,768		
Metropolitan Rate:									
Undergraduate	796	514	368	9,322	11,000	600	11,600		
Graduate	796	514	368	12,790	14,468	500	14,968		
Law (JD)	796	514	368	11,166	12,844	600	13,444		
Medicine (Graduate)	796	514	368	12,790	14,468	500	14,968		
Medicine (MD)	796	514	368	28,370	30,048	600	30,648		
Pharmacy (PharmD)	796	514	368	17,600	19,278	4,830	24,108		
UC Clermont College: ⁷									
Undergraduate	466	-	270	4,580	5,316	7,232	12,548		
Distance Learning	466	514	270	4,580	5,830	360	6,190		
Metropolitan Rate	466	-	270	4,580	5,316	600	5,916		
UC Blue Ash College: ⁷									
Undergraduate	466	-	270	5,274	6,010	8,798	14,808		
Distance Learning	466	514	270	5,274	6,524	360	6,884		
Metropolitan Rate	466	-	270	5,274	6,010	600	6,610		

¹ For fee and student category definitions see Appendix 3.

² Program fees and/or course-specific fees may apply.

³ Rates may differ based on major - see Special Fee Programs table.

⁴ General Fee for regional campuses include a parking fee of \$96 per year (Clermont) and \$140 per year (Blue Ash).

⁵ Distance Learning students pay the DL Fee in place of the Campus Life Fee.

⁶ Instructional Fee effective summer semester 2018

⁷ Campus differential tuition may apply.

**PROGRAM FEES
EFFECTIVE SUMMER SEMESTER 2018**

	<u>Full-Time per Semester</u>	<u>Part-Time per Credit Hour</u>
<u>Undergraduate Programs:</u>		
College Conservatory of Music	\$ 750	\$ 75
College of Allied Health Sciences - DL Programs; excludes Social Work	75	7
College of Allied Health Sciences - excludes DL Programs	215	18
College of Arts & Sciences - STEM Programs ONLY	215	18
College of Business	500	42
College of Design, Architecture, Art and Planning	750	63
College of Design, Architecture, Art and Planning - BA in Art History, BS in Horticulture, BS in Urban Studies & Certificate Programs ONLY	400	34
College of Education, Criminal Justice & Human Services - Information Technology Program ONLY	300	25
College of Engineering & Applied Science	504	42
College of Nursing - BSN Programs	338	29
UC Blue Ash - Art, Visual Communication & E-Media Communications	215	18
UC Blue Ash - First Year Student Success	175	15
UC Blue Ash - Health Programs ONLY (DL Programs)	75	7
UC Blue Ash - Health Programs ONLY (excludes DL Programs)	215	18
UC Clermont - Allied Health programs ONLY	215	18
<u>Graduate Programs:</u>		
College Conservatory of Music	750	75
College of Allied Health Sciences - DL Programs; excludes Social Work	75	8
College of Allied Health Sciences - excludes DL Programs	215	22
College of Business - Taxation Programs	1,000	100
College of Design, Architecture, Art and Planning	750	75
College of Design, Architecture, Art and Planning - MA & PhD Degrees, MS in Architecture, Grad Certificates and Non-Matric	400	40
College of Engineering & Applied Science	504	51
College of Medicine - Genetic Counseling Program	500	100 ¹
College of Medicine - Medical Education Resources Fee ²	155	155
College of Nursing - MSN	338	34
College of Nursing - MSN DL (except Nursing Education Post-Baccalaureate Certificate) ¹	563	563
College of Nursing - Nurse Anesthesia Program	250	250
<u>Professional Programs:</u>		
College of Medicine - MD Program Health Fee ³	175	175
College of Medicine - Point-of-Care Ultrasound Training ⁴		
Students admitted Fall 2016	528	528
Students admitted Fall 2017 and later	325	325
College of Medicine - Medical Education Resources Fee ²	155	155
Distance Learning Fee	257	26

¹ Flat rate per semester

² Flat Rate one-time fee charged to first-year students ONLY

³ Flat rate fall semester ONLY

⁴ The Point-of-Care Ultrasound Training Fee for MD students is only charged once during the students MD career at UC for those admitted Fall 2017 and later and once per academic year for those admitted Fall 2016. This fee is charged during Fall term. Students first enrolling in Spring or Summer are not assessed this fee.

SPECIAL FEE PROGRAMS ^{1,2}
EFFECTIVE SUMMER SEMESTER 2018

	General Fee ³	Campus Life/DL Fee ⁴	ITIE Fee	Instructional Fee	In-State Total	Non- Resident Surcharge	Non- Resident Total
College of Business:							
Premium Graduate Programs ⁵	\$ 398	\$ 257	\$ 184	\$ 9,640	\$ 10,479	\$ 3,919	\$ 14,398
Graduate Distance Learning:							
Business Foundations Certificate	398	257	184	9,640	10,479	3,919	14,398
Enterprise Resource Planning Certificate	398	257	184	9,640	10,479	3,919	14,398
Health Care Administration Certificate	398	257	184	9,640	10,479	3,919	14,398
Health Care Finance Certificate	398	257	184	9,640	10,479	3,919	14,398
Health Care Operations Certificate	398	257	184	9,640	10,479	3,919	14,398
Health Care Policy & Registration Certificate	398	257	184	9,640	10,479	3,919	14,398
Marketing Graduate Certificate	398	257	184	9,640	10,479	150	10,629
Masters of Business Administration	398	257	184	9,640	10,479	3,919	14,398
Non-Matriculated	398	257	184	9,640	10,479	150	10,629
Taxation Programs	398	257	184	9,640	10,479	2,419	12,898
College of Design, Architecture, Art, and Planning:							
Master's in Architecture	398	257	184	7,497	8,336	7,899	16,235
College of Education, Criminal Justice, and Human Services:							
Transition and Access Program	398	257	184	7,980	8,819	7,667	16,486
College of Law:							
JD/MBA							
3 years at Law Rates	398	257	184	11,166	12,005	2,500	14,505
1 year at MBA Rate	398	257	184	9,640	10,479	3,919	14,398
JD/MS							
3 years at Law Rates	398	257	184	11,166	12,005	2,500	14,505
1 year at MS Rate	398	257	184	6,395	7,234	5,871	13,105
College of Medicine:							
MS in Physiology	398	257	184	18,500	19,339	200	19,539
MS w/ Safety Pharmacology Emphasis	398	257	184	12,312	13,151	510	13,661
Clinical & Translational Research - DL	398	257	184	9,669	10,508	150	10,658
UC Clermont College:⁶							
Bachelor of Technical & Applied Studies (BTAS)	233	-	135	3,468	3,836	4,998	8,834
UC Blue Ash College:⁶							
Bachelor of Technical & Applied Studies (BTAS)	233	-	135	3,468	3,836	4,998	8,834
Distance Learning:							
Radiation Science	398	257	184	4,661	5,500	180	5,680

College of Business:							
Premium Graduate Programs ⁵	\$ 39.80	\$ 26.20	\$ 18.00	\$ 806.00	\$ 890	\$ -	\$ 890
Graduate Distance Learning:							
Business Foundations Certificate	39.80	26.20	18.00	806.00	890	15.00	905
Enterprise Resource Planning Certificate	39.80	26.20	18.00	806.00	890	15.00	905
Health Care Administration Certificate	39.80	26.20	18.00	806.00	890	15.00	905
Health Care Finance Certificate	39.80	26.20	18.00	806.00	890	15.00	905
Health Care Operations Certificate	39.80	26.20	18.00	806.00	890	15.00	905
Health Care Policy & Registration Certificate	39.80	26.20	18.00	806.00	890	15.00	905
Marketing Graduate Certificate	39.80	26.20	18.00	806.00	890	15.00	905
Masters of Business Administration	39.80	26.20	18.00	806.00	890	15.00	905
Non-Matriculated	39.80	26.20	18.00	806.00	890	15.00	905
Taxation Programs	39.80	26.20	18.00	806.00	890	15.00	905
College of Design, Architecture, Art, and Planning:							
Master's in Architecture	39.80	26.20	18.00	750.00	834	790.00	1,624
College of Medicine:							
MS in Physiology	39.80	26.20	18.00	1,850.00	1,934	20.00	1,954
MS w/ Safety Pharmacology Emphasis	39.80	26.20	18.00	1,232.00	1,316	51.00	1,367
Clinical & Translational Research - DL	39.80	26.20	18.00	967.00	1,051	15.00	1,066
UC Clermont College:⁶							
Bachelor of Technical & Applied Studies (BTAS)	19.00	-	11.00	289.00	319	417.00	736
UC Blue Ash College:⁶							
Bachelor of Technical & Applied Studies (BTAS)	19.00	-	11.00	289.00	319	417.00	736
Distance Learning:							
Radiation Science	33.00	22.00	15.00	389.00	459	15.00	474

¹ For fee and student category definitions see Appendix 3.

² Program fees and/or course-specific fees may apply.

³ General Fee for regional campuses include a parking fee of \$48 per semester (Clermont) and \$70 per semester (Blue Ash).

⁴ Distance Learning students pay the Distance Learning Fee in place of the Campus Life Fee.

⁵ All MA, MBA, MS, MAHR, Graduate Certificates, Non-Matriculated Programs and Post-Baccalaureate Certificates (excluding Economics Ed & Data Science)

⁶ Campus differential tuition may apply.

**ROOM AND BOARD RATES
FISCAL YEAR 2018-19**

	2017-18 Actual		2018-19 Projected	
	SEMESTER	ANNUAL	SEMESTER	ANNUAL
I. <u>SCHEDULE OF BASIC ROOM RATES</u>¹				
A. Calhoun, Daniels, Dabney, Siddall <i>(Multiple Occupancy)</i>	\$ 3,312	\$ 6,624	\$ 3,378	\$ 6,756
B. Marian Spencer, Stratford Heights <i>(Junior Suite Multiple Occupancy)</i>	\$ 3,810	\$ 7,620	\$ 3,886	\$ 7,772
C. Calhoun, Daniels, Siddall <i>(Designed Singles)</i>	\$ 3,822	\$ 7,644	\$ 3,898	\$ 7,796
D. Marian Spencer, Stratford Heights <i>(Junior Suite Designed Singles)</i>	\$ 4,123	\$ 8,246	\$ 4,205	\$ 8,410
E. Turner Hall <i>(Double Suites)</i>	\$ 4,038	\$ 8,076	\$ 4,119	\$ 8,238
F. Turner, Schneider <i>(Single Suites)</i>	\$ 4,282	\$ 8,564	\$ 4,368	\$ 8,736
G. Morgens, Scioto, UPA <i>(Apartment- Double Occupancy)</i>	\$ 4,241	\$ 8,482	\$ 4,326	\$ 8,652
H. Morgens, Scioto, UPA <i>(Apartment- Single Occupancy)</i>	\$ 4,497	\$ 8,994	\$ 4,587	\$ 9,174
II. <u>SCHEDULE OF BASIC BOARD RATES</u>				
Unlimited Plan/Semester (Unlimited swipes) ²	\$ 2,247	\$ 4,494	\$ 2,292	\$ 4,584
186 Plus Plan/Semester (12 Plus Meals/Week Plan) ³	\$ 2,229	\$ 4,458	\$ 2,274	\$ 4,548
III. <u>SCHEDULE OF ROOM AND BOARD RATES</u>				
Unlimited Plan/Semester (Unlimited swipes) ² at Calhoun, Daniels, Dabney, Siddall (multiple occupancy)	\$ 5,559	\$ 11,118	\$ 5,670	\$ 11,340
186 Block Plan/Semester (Averages 12 Meals/Week Plan) ³ at Calhoun, Daniels, Dabney, Siddall (multiple occupancy)	\$ 5,541	\$ 11,082	\$ 5,652	\$ 11,304
Unlimited Plan/Semester (Unlimited swipes) ² at Calhoun, Daniels, Siddall (single occupancy)	\$ 6,069	\$ 12,138	\$ 6,190	\$ 12,381
186 Block Plan/Semester (Averages 12 Meals/Week Plan) ³ at Calhoun, Daniels, Siddall (single occupancy)	\$ 6,051	\$ 12,102	\$ 6,172	\$ 12,344
IV. <u>OFF CAMPUS MEAL TICKET RATES</u>				
65 Meals and 150 Bearcat dollars/Semester	\$ 727	\$ 1,454	\$ 739	\$ 1,478
48 Meals and 75 Bearcat dollars/Semester	\$ 501	\$ 1,002	\$ 510	\$ 1,020
36 Meals and 45 Bearcat dollars/Semester	\$ 389	\$ 778	\$ 396	\$ 792

1) The option of signing a twelve month lease is available to all residents. This option adds \$1,200 to the annual rate.

2) The option of Unlimited meal swipes also includes 15 guest swipes and 150 Bearcat dollars per semester.

3) The option of the 186 meal plan includes unrestricted guest swipes per semester.

**SUMMARY OF FULL-TIME RESIDENT STUDENT FEES
OHIO DEPARTMENT OF HIGHER EDUCATION PUBLIC INSTITUTIONS**

	FY 2017 (Fall 2016) Fees	FY 2018 (Fall 2017) Fees	Percent Change
UNDERGRADUATE FEES			
Miami University*	\$ 14,736	\$ 14,958	1.5%
Ohio University*	\$ 11,744	\$ 11,896	1.3%
University of Cincinnati	\$ 11,000	\$ 11,000	0.0%
Bowling Green State University	\$ 10,726	\$ 10,726	0.0%
Ohio State University*	\$ 10,037	\$ 10,591	5.5%
University of Akron	\$ 10,270	\$ 10,270	0.0%
Kent State University	\$ 10,012	\$ 10,012	0.0%
Cleveland State University	\$ 9,768	\$ 9,874	1.1%
University of Toledo	\$ 9,380	\$ 9,380	0.0%
Wright State University	\$ 8,730	\$ 8,730	0.0%
Youngstown State University	\$ 8,317	\$ 8,317	0.0%
Shawnee State University	\$ 7,364	\$ 7,364	0.0%
Central State University	\$ 6,246	\$ 6,246	0.0%
Average	\$ 9,872	\$ 9,951	0.8%

*Undergraduate student fees for students in Tuition Guarantee Programs

GRADUATE FEES			
University of Toledo	\$ 14,494	\$ 14,757	1.8%
University of Cincinnati	\$ 14,468	\$ 14,468	0.0%
Cleveland State University	\$ 13,954	\$ 14,068	0.8%
Miami University	\$ 13,526	\$ 13,812	2.1%
Wright State University	\$ 13,474	\$ 13,880	3.0%
Ohio State University	\$ 12,425	\$ 12,425	0.0%
Bowling Green State University	\$ 11,798	\$ 12,088	2.5%
Youngstown State University	\$ 11,792	\$ 12,219	3.6%
Kent State University	\$ 11,090	\$ 11,310	2.0%
Ohio University	\$ 9,510	\$ 9,510	0.0%
Shawnee State University	\$ 9,463	\$ 9,792	3.5%
University of Akron	\$ 8,983	\$ 9,136	1.7%
Central State University	\$ 6,570	\$ 6,570	0.0%
Average	\$ 11,658	\$ 11,849	1.6%

Source: "FALL 2017 SURVEY OF STUDENT CHARGES - For Academic Year 2017-2018" by The Ohio Department of Higher Education

**STATE SHARE OF INSTRUCTION AND STUDENT FEES
10-YEAR & 5-YEAR TRENDS
UPTOWN CAMPUS
(IN THOUSANDS)**

	<u>State Share of Instruction¹</u>			<u>Fees</u>	<u>Student Fees²</u>	
	<u>State Share of Instruction</u>	<u>Dollar Change</u>	<u>Percent Change</u>		<u>Dollar Change</u>	<u>Percent Change</u>
FY 2009 Actual	\$ 167,319	\$ 14,952	9.8%	\$ 319,730	\$ 3,275	1.0%
FY 2010 Actual ^{3,4}	\$ 178,781	\$ 11,462	6.9%	\$ 338,870	\$ 19,140	6.0%
FY 2011 Actual ⁵	\$ 179,437	\$ 656	0.4%	\$ 374,193	\$ 35,323	10.4%
FY 2012 Actual ⁶	\$ 153,805	\$ (25,632)	-14.3%	\$ 415,804	\$ 41,611	11.1%
FY 2013 Actual	\$ 156,582	\$ 2,777	1.8%	\$ 450,297	\$ 34,492	8.3%
FY 2014 Actual	\$ 162,923	\$ 6,341	4.0%	\$ 461,419	\$ 11,122	2.5%
FY 2015 Actual	\$ 172,491	\$ 9,568	5.9%	\$ 483,766	\$ 22,347	4.8%
FY 2016 Actual	\$ 183,003	\$ 10,512	6.1%	\$ 492,767	\$ 9,001	1.9%
FY 2017 Actual	\$ 194,935	\$ 11,932	6.5%	\$ 497,505	\$ 4,738	1.0%
FY 2018 Actual (projected)	\$ 193,046	\$ (1,889)	-1.0%	\$ 508,314	\$ 10,809	2.2%
FY 2019 Budget	\$ 193,046	\$ -	0.0%	\$ 508,314	\$ -	0.0%
10-Year Avg Increase (Actuals)			3.2%			5.3%
5-Year Avg Increase (Actuals)			4.9%			3.7%

- (1) These figures represent the State Share of Instruction. Other challenge items such as Access, Success, Jobs, Research and Priorities in Higher Education are not reflected in this table through FY 09.
- (2) Student Fees include Instructional, General, IT&IE, Campus Life, Non-Resident Fees, Program Fees, Co-Op Fees and Distance Learning Program Fee. Includes Inflation and Enrollment Growth.
- (3) In FY 10 Access and Success Challenges were absorbed into State Share of Instruction.
- (4) SSI includes \$27.9 million in Federal Stimulus funding
- (5) SSI includes \$25.8 million in Federal Stimulus funding
- (6) Federal Stimulus discontinued at the end of FY11

**ANNUAL FEE HISTORY
OHIO RESIDENT FEES - UPTOWN CAMPUS**

<u>Year</u>	<u>Under-graduate</u>	<u>Graduate</u>	<u>Law</u>	<u>Medicine</u>	<u>Pharmacy</u>
2008-09	\$ 9,399	\$ 12,354	\$ 19,362	\$ 27,987	\$ 12,354
2009-10	\$ 9,399	\$ 12,723	\$ 19,942	\$ 29,385	\$ 12,723
2010-11	\$ 10,065	\$ 13,236	\$ 20,946	\$ 30,855	\$ 13,236
2011-12	\$ 10,419	\$ 13,701	\$ 22,204	\$ 31,935	\$ 14,361
2012-13 (Semesters)	\$ 10,784	\$ 14,182	\$ 23,536	\$ 28,820	\$ 15,726
2013-14	\$ 10,784	\$ 14,182	\$ 23,536	\$ 29,096	\$ 17,930
2014-15	\$ 11,000	\$ 14,468	\$ 24,010	\$ 29,680	\$ 18,290
2015-16	\$ 11,000	\$ 14,468	\$ 24,010	\$ 29,680	\$ 18,290
2016-17	\$ 11,000	\$ 14,468	\$ 24,010	\$ 29,680	\$ 18,290
2017-18	\$ 11,000	\$ 14,468	\$ 24,010	\$ 29,680	\$ 19,278
2018-19	\$ 11,000	\$ 14,468	\$ 24,010	\$ 31,182	\$ 20,318
10-Year Avg Annual Increase	\$ 160	\$ 211	\$ 465	\$ 320	\$ 796
	1.6%	1.6%	2.2%	1.2%	5.2%

**FULL TIME EQUIVALENT (FTE) ENROLLMENT
ALL-TERMS SUBSIDY ELIGIBLE REPORTING, 2012-13 to 2017-18**

<u>Year</u>	<u>Uptown Campus</u>			<u>Blue Ash College</u>	<u>Clermont College</u>	<u>Grand Total</u>
	<u>Undergrad</u>	<u>Graduate & Professional</u>	<u>Total Uptown</u>			
2012-13	17,901	5,998	23,900	3,476	2,773	30,149
2013-14	18,815	6,404	25,219	3,595	2,868	31,682
2014-15	18,928	6,556	25,484	3,688	2,759	31,931
2015-16	19,087	6,510	25,597	3,503	2,861	31,962
2016-17	19,328	6,288	25,616	3,329	2,759	31,703
2017-18 (Projected)	19,599	6,185	25,784	3,371	2,661	31,816

FTE fomula: Total annual credit hours divided by 30

Projected 2018 based on summer and fall 2017 plus spring 2017 (to project spring 2018 flat)

**DEGREES AWARDED
2012-13 to 2016-17**

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
Uptown Campus					
Undergraduate Certificate	367	272	324	331	378
Post Bacc / Grad Certificate	134	316	411	561	567
Associate	93	73	34	42	42
Baccalaureate	4,803	5,022	5,417	5,596	5,649
Master's	2,649	2,872	2,924	3,092	3,140
Doctoral Research	230	265	213	284	233
Doctoral Professional	515	503	477	476	426
Blue Ash College					
Undergraduate Certificate	29	11	11	31	40
Post Bacc / Grad Certificate	14	8	17	12	8
Associate	564	554	529	1,030	889
Baccalaureate	34	35	40	40	24
Clermont College					
Undergraduate Certificate	54	69	42	32	55
Post Bacc / Grad Certificate	9	10	14	10	4
Associate	462	468	424	502	338
Baccalaureate	31	62	60	72	64
Total	9,988	10,540	10,937	12,111	11,857

Source: Official figures reported to HEI

APPENDIX 2

Performance Based Budgeting Schedule

Undesignated General Funds Uptown Campus Performance-Based Budget Report (In Thousands)

	<u>FY 2018</u> <u>BoT</u> <u>Approved</u> <u>Budget</u> <u>(July 1)</u>	<u>FY 2018</u> <u>Revised</u> <u>Budget</u> <u>(Mar. 31)</u>	<u>FY 2019</u> <u>Estimate</u>	<u>Variance</u>	<u>Percent</u> <u>Change</u>
RESOURCES					
Undergraduate					
Tuition (Generated by Home College)	\$ 253,372	\$ 255,479	\$ 255,479	\$ -	0.0%
Adjustment for Majors Instructed by Another College	(46,873)	(45,890)	(44,707)	1,183	-2.6%
Adjustment for Other Majors Instructed	46,873	45,890	44,707	(1,183)	-2.6%
<i>Subtotal : Tuition Attributed to College</i>	\$ 253,372	\$ 255,479	\$ 255,479	\$ -	0.0%
General Fees (Generated by Home College)	\$ 17,635	\$ 17,648	\$ 17,648	\$ -	0.0%
State Share of Instruction (Generated by Home College)	86,657	84,868	86,657	\$ 1,789	2.1%
Unit Scholarships & Fellowships	(2,422)	(2,407)	(2,537)	\$ (130)	5.4%
University Scholarships & Fellowships	(20,133)	(24,624)	(24,624)	\$ -	0.0%
Net Attributable Resources	\$ 335,108	\$ 336,368	\$ 335,699	\$ (670)	-0.2%
Graduate/Professional					
Tuition (Generated by Home College)	\$ 174,835	\$ 175,270	\$ 175,270	\$ -	0.0%
Adjustment for Majors Instructed by Another College	(1,788)	(1,739)	(1,694)	\$ 45	-2.6%
Adjustment for Other Majors Instructed	1,788	1,739	1,694	\$ (45)	-2.6%
<i>Subtotal : Tuition Attributed to College</i>	\$ 174,835	\$ 175,270	\$ 175,270	\$ -	0.0%
General Fees (Generated by Home College)	\$ 7,535	\$ 7,541	\$ 7,541	\$ -	0.0%
State Share of Instruction (Generated by Home College)	107,095	104,884	107,095	\$ 2,211	2.1%
Unit Scholarships & Fellowships	(49,638)	(48,392)	(48,392)	\$ -	0.0%
University Scholarships & Fellowships	(4,272)	(1,906)	(1,906)	\$ -	0.0%
Net Attributable Resources	\$ 235,554	\$ 236,466	\$ 235,844	\$ (622)	-0.3%
Adult & Continuing Ed. (Tuition Only)	\$ 4,111	\$ 3,735	\$ 3,735	\$ -	0.0%
Adult & Continuing Ed. (Scholarships Only)	(220)	(107)	(107)	\$ -	0.0%
Adult & Continuing Ed. (Gen. Fees Only)	341	342	342	\$ -	0.0%
Sponsored Revenue	14,309	14,309	14,309	\$ -	0.0%
Other Revenue	10,726	10,726	10,726	\$ -	0.0%
Total Resources	\$ 599,929	\$ 601,840	\$ 600,549	\$ (1,291)	-0.2%
EXPENDITURES					
Direct					
Academic Support	\$ 36,670	\$ 36,121	\$ 36,121	\$ -	0.0%
Institutional Support	89	1,410	1,410	\$ -	0.0%
Instruction	150,391	160,182	160,182	\$ -	0.0%
Public Service	-	184	184	\$ -	0.0%
Research	5,608	2,296	2,296	\$ -	0.0%
Student Services	1,447	1,420	1,420	\$ -	0.0%
Unassigned	1,500	(299)	(299)	\$ -	0.0%
Total Direct Expenditures	\$ 195,704	\$ 201,313	\$ 201,313	\$ -	0.0%
Base Net Revenue	\$ 404,226	\$ 400,527	\$ 399,235	\$ (1,291)	-0.3%
Direct Threshold Share	\$ (2,635)	\$ -	\$ (2,635)	\$ (2,635)	
Base Net Revenue Target	\$ 406,861	\$ 400,527	\$ 401,870	\$ 1,344	0.3%
Indirect					
Academic Support	\$ 51,387	\$ 35,370	\$ 35,370	\$ -	0.0%
Institutional Support	68,387	61,926	65,226	\$ 3,300	5.3%
Instruction	75,195	72,747	72,747	\$ -	0.0%
Operations Maintenance	52,462	53,266	53,954	\$ 688	1.3%
Public Service	827	824	824	\$ -	0.0%
Research	5,380	4,580	4,830	\$ 250	5.5%
Student Services	16,105	17,525	17,650	\$ 125	0.7%
Unassigned	138,558	129,464	129,464	\$ -	0.0%
Total Indirect Expenditures	\$ 408,299	\$ 375,702	\$ 380,065	\$ 4,363	1.2%
Indirect Threshold Share	\$ (1,438)	\$ -	\$ (3,020)	\$ (3,020)	
Indirect Expenditures Target	\$ 406,861	\$ 375,702	\$ 377,046	\$ 1,344	0.4%
Total Expenditures	\$ 604,003	\$ 577,015	\$ 581,379	\$ 4,363	0.8%
Total University Threshold	\$ (4,073)	\$ -	\$ (5,655)	\$ (5,655)	
Net Profit/(Loss) Target	\$ (0)	\$ 24,825	\$ 24,825	\$ -	0.0%

APPENDIX 2

Definitions—Performance Based Budgeting

Base Net Revenue Target: this is the amount of base net revenue that must be generated by the revenue producers in order to maintain a balanced university budget. (Base Net Revenue plus the positive value of the Direct Threshold Share)

Base Net Revenue: the current amount of net revenue being generated minus direct expenditures.

Direct Expenditures: expenditures and net transfers directly controlled by revenue producers. These amounts do not reflect the total costs of revenue producers. The following costs of goods and services used by revenue producers are included in Indirect Expenditures: utilities, maintenance, libraries, student affairs, research, and debt service, among others.

Indirect Expenditures: all expenditures and net transfers controlled by revenue supporters. These amounts do not accurately represent university overhead because they include some costs of goods and services used by revenue producers; examples include: utilities, maintenance, libraries, student affairs, research, and debt service.

Inter-Campus Tuition Transfer: net adjustments for students who take classes outside of the campus of their academic program.

Home College: the college that offers the academic program/major chosen by students.

Inter-College Tuition Adjustment In: net adjustment for students from other colleges taking courses in a home college.

Inter-College Tuition Adjustment Out: net adjustment for home college students taking courses in other colleges.

PBB Report (PBB 100): document that shows each college's year-to-date performance as of the close of business. For each general fund revenue and expense item, the report shows annual budget, expected year-to-date amount, actual year-to-date amount, and the variance between expected and actual amounts. The purpose of the Monthly Report is to help colleges monitor performance relative to PBB goals.

Progress Tracking Report: document that contains selected items from the PBB Monthly Report plus

projections for the entire fiscal year. This report also includes adjustments for in-progress transactions that have not yet been completed in the financial system. It is prepared early in the fall and spring semesters and at the end of the year. The purpose of the Progress Tracking Report is to give college and university leaders early indications of full-year performance in meeting PBB goals.

Revenue Producers: those units that generate revenue (typically colleges).

Revenue Supporters: those units that support the revenue producers (Provost Office, Registrar, Finance, etc.).

Revenue: all dollars generated (tuition, fees, State Share of Instruction, other) distributed by home college. The revenue section also includes scholarships in order to present net revenue.

Shortfall: the amount a unit returns, in the form of an expense budget cut, for failing to meet its threshold share.

Splittable Revenue: all revenue generated beyond the threshold share except University Scholarships & Fellowships, General Fees, Other Revenue and Sponsored Revenue. General Fees and Sponsored Revenue are not splittable because they have been earmarked. The term "splittable" is used because this surplus is split between the revenue producer and the Provost's office.

Threshold Plan: the plans that units submit to meet their threshold shares.

Threshold Share, Direct: the amount of the total university threshold that is assigned to each revenue-producing unit, which they must add to their base net revenue for the academic year.

Threshold Share, Indirect: the amount of the total university threshold that is assigned to each revenue-supporting unit. For this type of unit, this amount represents a mandatory expense budget reduction.

Total University Threshold: the difference between the anticipated total net revenue and the anticipated total expenditures for the entire general fund for the fiscal year. This is the figure that forms the basis for the direct and indirect threshold shares. It is referred to as a budget reallocation or cut in other university budget documentation.

APPENDIX 3

Definitions Used Throughout

Academic Support – Activities carried out primarily to provide support services that are an integral part of the operations of one of the three primary missions – instruction, research and public service. This category includes Academic Affairs Administration, Libraries, Museums & Galleries and the Deans' offices.

Auxiliary Enterprises – Entities that exist to furnish a service to students, faculty or staff and charge a fee directly related to, but not necessarily equal to, the cost of the service. These entities manage as essentially self-supporting. The State of Ohio specifically identified the following: Residence & Dining Halls, Intercollegiate Athletics, Student Unions, Bookstores, Parking Lots & Garages, Kingsgate Conference Center, the Campus Recreation Center, Faculty Club and the Fifth Third Arena at the Myrl H. Shoemaker Center.

Campus Differential Tuition — This required fee applies to any full-time student who registers for 7 units/hours, or more, outside of their primary campus, academic program level and/or career. This fee is the difference between the full-time instructional fee charged at the primary program level, or campus, and the full-time instructional fee for the campus or highest program level. This includes the Non-Resident Surcharge portion of the Instructional Fee.

Campus Life Fee – Fee charged to all undergraduate, graduate and professional students (except UC Blue Ash, Clermont College, and Distance Learning Programs), covering various recreational and entertainment facilities and programming that can be utilized by all students to enhance the campus environment and increase student engagement. This fee was voted on and approved by the student body.

Current Fund – A fund used to expend resources earned for operating purposes during the current fiscal year. This fund group is divided into two fund subgroups: unrestricted and restricted. NOTE: Non-Current Funds have been excluded from this report. These funds include Plant Funds, Loan Funds and Endowment Principal.

Departmental Operating Expenses (DOE) – Expenses related to the operation of a department excluding salaries and benefits.

Designated General Fund (also called a Designated Fund) – A subgroup of Current Unrestricted Funds, these funds are designated, or set aside, by the Board of Trustees for specific purposes, programs or activities.

Distance Learning Fee: This required fee is used to support the infrastructure (state authorization process, information technology, etc.) needed to support the distance learning mission.

Endowment Income – Revenue generated from endowment principal. The donor specifies that the principal (or corpus) is to be held in perpetuity. This principal is unexpendable, but is invested to produce earnings that are generally available, in whole or in part, for current use.

Full-time Equivalent Student (FTE) – An enrollment unit determined by dividing total student credit hours of course instruction by 30 for the fiscal year. This definition excludes the MD program.

General Fee - This required fee provides funding for non-instructional services and is assessed uniformly to all enrolled students. These services are directly related to students' academic progression through the university. The fee also enhances many programs available to and used by all students including many web-delivered services. The distribution of these fees is determined by the Student Advisory Committee on the University Budget (SACUB).

Grants and Contracts – All amounts earned on grants, contracts, or cooperative agreements from federal, state or local government agencies. These amounts could also include funds that result from contracting or furnishing of goods and services of an instructional, research or public service nature from a nongovernmental organization.

Gross Tuition, Fee and Other Student Charges – General revenue received from regular session, summer school, continuing education and other fees. These other fees include IT&IE Fee, Campus Life Fee and Nonresident Surcharge Fee. See definition of each fee within.

Information Technology and Instructional Equipment (IT&IE) Fee – Fee charged to all undergraduate, graduate and professional students for the purpose of improving access to and assistance with information technology as well as funding other types of instructional equipment.

Institutional Support – Activities for operations that provide support services for central, executive-level activities concerned with management and long-range planning for the entire university. This category includes Executive Management, Finance, Human Resources, Administrative Services, Public Affairs and Development.

Instructional Fee — This required fee covers costs associated with instruction and classroom time including classroom supplies and materials.

Instruction and General – All activities allocated directly and applicably as part of the university’s instructional program. This category includes departmental research and public service that cannot be separately budgeted.

Internal Campus Services Overhead – An internally charged fee within the Campus Services Auxiliary from one Campus Services Department to another and not to other funds for shared expenses.

Mandatory Transfer – Transfer made from one fund to another in order to comply with legally enforceable agreements, such as bond indentures and debt agreements.

Metropolitan/Reciprocity Tuition – Some non-Ohio residents may qualify for these special tuition rates based on program, county of residence, and application approval.

Non-Mandatory Transfer – Transfer made from one fund to another at the discretion of the governing board to serve whatever purpose the board agrees is desirable.

Nonresident Surcharge – Fee charged for the full cost of instruction for non-Ohio residents. The Ohio Board of Regents subsidy policy provides very little support for out-of-state undergraduate students and only if they remain in the state of Ohio after graduation.

Operation and Maintenance of Plant – Current year activities that provide support for the administration, supervision, operation, maintenance, preservation and protection of university buildings, net of amounts charged to auxiliary operations and the UC Medical Center. This category includes utilities, repair and renovations, custodial services, grounds maintenance, space rental and property insurance.

Private Gifts – Contributions received from an outside organization or individual. Funds raised are allocated according to restrictions established by donors. If gifts are made without donor restrictions, allocation is determined by the university.

Program Fee – This fee is college and/or program specific and the purpose and use varies.

Public Service – Activities established primarily to provide noncredit designated course offerings and services beneficial to individuals and groups external to the

university. This category includes Continuing Education and Cooperative Extension Services.

Recovery of Expenses – Expenditure made for or on behalf of the university that subsequently is recovered (reimbursed) in cash or internal transfer.

Restricted Funds (also called “Current Restricted Fund”) – A subgroup of Current Funds that is expendable only for those purposes, programs or activities specified by the donors and organizations providing the funds through gifts, grants or contracts. Externally imposed restrictions are different from internally created designations established by the Board of Trustees on unrestricted funds because restrictions cannot be removed without consent from the external parties.

Sales and Services Income – There are two different types of sales and services income. The first type falls under the educational activities category. These revenues are related incidentally to the conduct of instruction, research and public service and exist to provide instructional and laboratory experience for students that incidentally create goods and services that may be sold to students, faculty, staff and the general public. The second type of sales and service income falls under the auxiliary enterprises. These revenues exist to furnish goods or services, rather than training or instruction.

Scholarships and Fellowships – Outright grants and trainee stipends to individuals enrolled in formal course work. These waivers are charged against Tuition and Fees for a net amount recorded in sources of income in general funds. In other funds, scholarships and fellowships are recorded as expenditures.

Separately Budgeted Research – Activities specifically organized to produce research outcomes, whether commissioned by an external agency to the university (restricted funds) or by the university (unrestricted funds) and includes matching funds applicable to the conditions set forth by a grant or contract.

State Appropriations (State Share of Instruction or SSI) – Formula-driven state funding recommended and approved by the Governor and the State Legislature. **NOTE:** The methodology of this formula was drastically changed beginning in FY 2010.

Student Services – Activities for which the primary purpose is to contribute to a student’s emotional and physical well-being, as well as his/her cultural and social development outside the context of the formal instructional program.

Temporary Investment Income – Interest received on the investment of cash or equivalents into short-term instruments, which are invested for diversification of risk and yield. Such securities are limited to those issued by the U.S. government and federal agencies, government-sponsored enterprises and government-sponsored private corporations, plus prime commercial paper, certificates of deposit and other money market securities.

Undesignated General Fund (also called “Current Unrestricted Undesignated Fund”) – A subgroup of Current Unrestricted Funds whereas current resources are available for allocation in support of core instruction, instructional support and related general administrative and physical plant expenditures. The university maintains a separate undesignated general fund for the Uptown Campus and one for each of the regional campuses. This type of fund is free of internal designation by the Board of Trustees to specific purposes, programs or activities.

University Overhead – An internally-set rate charged by the undesignated general fund to other funds for administrative charges paid by the fund (including but not limited to utilities, basic maintenance of buildings.) This fee nets to zero effect on the current funds budgeted financial statements, but affects the budgeted sources of the undesignated general fund and the budgeted expenditures of restricted, designated and auxiliary funds.

APPENDIX 4

Relationship to Financial Statements

The university's Current Funds Budget Plan and the university's Audited Financial Report are compared in the following table. The audited annual financial report includes all actual data for the fiscal year on a full-accrual basis along with discussion of any relevant subsequent events.

	Budget Plan	Financial Report
Document Approvers/Users		
Adopted by Board - Internal Performance Monitoring	X	
Auditor, State of Ohio		X
Federal Clearinghouse		X
Rating Agencies/Investors		X
US Dept of Education		X
Accounting Method/Standards		
Fund	X	
Governmental Accounting Standards Board (GASB)		X
Accounting Basis		
Accrual - Modified	X	
Accrual - Full		X
Accounting Data		
Budget Projections - Current Fiscal Year Budget Compared to Next Fiscal Year's Projected Budget	X	
Audited Financial Results - Compare prior two (2) fiscal years		X
Funds Included in the Report		
Current Funds	X	X
• General Funds		
• Auxiliary Funds		
• Designated Funds		
• Restricted Funds		
• Expendable Endowment		
• Gifts		
• Grants/Contracts		
Non-Current Funds		X
• Loan Funds		
• Plant Funds		
• Endowment Principal Funds		
Financial Reports		
Statement of Net Position		X
Current Funds - Net Increase/(Decrease) in Fund Balance	X	
Statement of Revenues, Expenses and Changes in Net Position		X
• State Operating Appropriations		
• Reflected as Operating Revenue	X	
• Reflected as Non-Operating Revenue		X
• Grants & Contracts		
• Cash Basis	X	
• Accrual Basis		X
• Debt Service		
• Principal & Interest Reflected in Mandatory Transfer	X	
• Principal Payment is Reflected as One Component of the Change in Long-term Debt - Current and Noncurrent		X
• Interest on Capital Asset Related Debt - Nonoperating Expense		X
• Depreciation Expense		X
• Investment Income (Endowment and Operating)		X
• Increase in Fair Value of Investments (Endowment & Operating)		X
• Gains/Loss on Disposal of Assets		X
• Non-Capitalized Expenditures Reflected as Operating Expense	X	X
Statements of Cash Flows		X

APPENDIX 5

Other Sources for Important Information

Financial Policies – <http://www.uc.edu/af/policies/>

- ◀ Operating Cash Policy
- ◀ Structural Deficit Policy

Office of Budget Management – <http://www.uc.edu/af/budgetfinsvcs/budgetmgt.html>

- ◀ Contains links to UC Budget Plans for FY 2006 — FY 2019

Controller's Office – <http://www.uc.edu/af/budgetfinsvcs/controller.html>

Government Cost Compliance (F&A Rates) – <http://www.uc.edu/af/gcc.html#FederalRate>

University Decision Making Process - <http://www.uc.edu/provost/faculty1/academic-planning/decisionmaking1>

Budget-Building Process

The FY 2019 budget process continues to provide transparency and collaboration across the university. Key committees with multiple constituencies are actively involved in the budget planning phase where university priorities are identified and critical decisions are made on the investment of current resources. The budget is formulated at the department level with thorough overview at the vice president and presidential levels. The Office of Budget Management provides a comprehensive university budget to be presented to the Board of Trustees by the Senior Vice President of Administration and Finance.

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