

**UNIVERSITY CURRENT
FUNDS BUDGET PLAN**
2019 — 2020

University of
CINCINNATI



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INTRODUCTION



The University of Cincinnati's vision is to lead urban public universities into a new era of innovation and impact. The overarching UC strategic direction seeks both flexibility and a focus on the realization of this vision. With this focus, the university embarks on the creation of its annual budget, in which strategy and vision are distilled into a financial plan, with which UC can pursue its goals and against which UC can set its benchmarks.

As the financial plans laid out in this budget book become reality, the University of Cincinnati will celebrate its 200th year. Like the university, this document seeks to build from our storied past and toward the next two centuries of academic excellence, urban impact, and constant innovation. This budget holds UC's strategic direction at its core. It continually invests in forward-looking initiatives which will echo throughout UC, its neighborhood, community, and the world.

The University of Cincinnati budget is the result of a fully collaborative, all-university, all-funds effort. In accordance with the principles of the Governmental Accounting Standards Board (GASB), UC uses industry-standard fund accounting to budget and monitor the use of funds. This ensures that the sources and uses of funds can be tracked, both meeting internal and external restrictions while also allowing for deeper institutional understanding. This framework allows the university to best monitor progress toward its goals, giving UC both the flexibility and structure required to build tomorrow's legacy.

As the University of Cincinnati steps boldly toward its future, this budget allocates the resources needed to both honor and surpass the spirit that UC has embodied for the past two hundred years, and continue to build Next.

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

UC BY THE NUMBERS

\$1.36 BILLION CURRENT FUNDS OPERATING BUDGET

\$621 million

Undesignated General
Funds – Uptown

\$166 million

Auxiliary

\$61 million

Undesignated General
Funds – Regionals

\$201 million

Designated General Funds

\$309 million

Restricted Funds

CINCINNATI TUITION GUARANTEE

**\$11,660 Annual base tuition guaranteed
to incoming Uptown students**

**\$6,010 Annual base tuition guaranteed to
incoming UC Blue Ash students**

**\$5,634 Annual base tuition guaranteed to
incoming UC Clermont students**

**100% Uptown rate increase allocated to
scholarships and Next Lives Here**

STUDENT PROFILE

45,949 STUDENTS

Record-breaking enrollment
(six years in a row)

25.6% OUT-OF-STATE STUDENTS

22.1% STUDENTS OF COLOR

7.7% INTERNATIONAL STUDENTS

**82% UPTOWN FIRST-YEAR
STUDENTS LIVING IN
UC HOUSING**

12,194 DEGREES

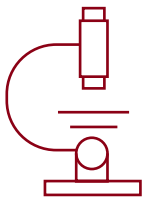
Total Degrees Awarded 2018

(University of Cincinnati Student Fact Book, Fall 2018)

SCHOLARSHIPS



\$160 MILLION



RESEARCH

\$196 MILLION

Grant and Contracts Revenue

**next
lives
here**

**\$150 million Total projected
Next Lives Here funding, a multi-year
investment in Academic Excellence,
Urban Impact, and UC's Innovation Agenda**

SSI

\$212 million projected 2020 State
Share of Instruction, driven by course
completion, graduation, and medical
and doctoral allocations

STRATEGIC DIRECTION

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**.

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

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. It's a mindset that means leaning boldly into the future, creating new opportunities and solutions in the process.

Thus, **Next Lives Here** is a living and breathing strategic direction to guide impact and outcomes. It focuses on preparing for the future and inventing tomorrow and beyond.

The timeline for the strategic direction is expected to be 10 years, with a focus on positioning UC for long-term, sustained impact and success. University leadership expects that over \$150 million will be invested through **Next Lives Here**. President Pinto has been clear that the outcome expected is to expand the financial revenues and resources of the university, not to stand still.

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. Over the past year, UC assembled pathway teams, held forums and open houses, conducted research, tested ideas, opened new centers and buildings, and developed strategies to advance the framework of **Next Lives Here**. Since the inception of **Next Lives Here**, UC has invested nearly \$21 million to support the foundational work that will lead to larger and more transformational efforts in the years ahead.



SUCCESSES & INITIATIVES

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. The following sections outline in more detail some early initiatives and successes of each pathway.

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 and employee recruitment, hiring and retention, and student success.

BEARCAT PROMISE

The Bearcat Promise pathway focuses on creating a stronger institutional ecosystem that assists students in discovering their desired lifelong path and gaining the skills, knowledge and experiences to achieve personal success. Each unit on campus is working to impact student success in its own way.

At the institutional level, UC increased scholarship and fellowship expenditures by \$9.2 million this year and project work began to integrate academic and career planning technology, processes and student experiences. In a pilot project, 4,500 undergraduate students in four colleges will test new academic planning software during the 2019 Bearcats Bound Orientation. And by 2024, UC undergraduates will walk across the stage at Commencement with a diploma in one hand and a plan for their future in the other.

Each college leadership team is also developing innovative and data-driven plans to strengthen resources and transform curricular, scholarly and operational excellence to better serve students and our rapidly changing world.

FACULTY INVESTMENT

By working together in creative and strategic ways, we are investing in the strength, diversity, inclusion and size of the faculty. This year, UC hired 192 faculty, including 56 tenure-track, 14 underrepresented and 8 dual-career faculty. We appointed the first African-American dean to the College of Law and the first female dean to the Lindner College of Business; emerging college plans are focusing on growing the faculty and expanding knowledge creation and creative work in ways that will propel the university forward.

The Faculty Enrichment Center, a new multifunctional, technology-enhanced space for faculty to learn, collaborate, create, recharge and relax, is under construction in Langsam Library and a search is underway for an executive director. The center will feature a 4K video conference system, Creative Collaborations Commons for interdisciplinary work, and semi-permanent space for long-term faculty projects.

STAFF ENRICHMENT

UC is one of the region's largest employers and it is vital we create a workplace environment that enables staff to be critical contributors to our mission of education, research and service. By aligning staff participation, support and accountability and investing in the personal and professional growth of our employees, we can ensure employee fulfillment, organizational functioning and the overall student experience.

In October 2018, the Board of Trustees adopted a resolution to establish the Staff Senate, which enables a formal structure for staff voices on our campuses. Staff illustrated their intense interest in impacting UC's future through the number of senator nominations – 125 in the first week alone. Staff held elections in May 2019 for the 40 inaugural senator positions and terms begin in July.

The Staff Success Center worked across all three campuses to deliver in-person and virtual training and customized unit retreats for both faculty and staff, and Human Resources is transforming the annual staff performance management process by implementing a new Staff Performance Coaching model. Thirteen colleges and units across the institution will run pilots in Summer 2019. The new model encourages year-round career conversations, ties individual work to UC's core values, and reduces 20-plus unique paper forms from across the institution into one consistent online platform.

PLATFORM: URBAN IMPACT

Urban Impact efforts address the 21st-century issues around education, health, mobility and security that affect individuals and communities in our increasingly urbanized society. 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

A major emerging theme in UC's research agenda is developing and applying scalable solutions to the challenges that urbanization poses to our region and the world. Ultimately, the goal is to accelerate economic growth and socio-economic mobility to create a better future for all. To this end, UC invested \$100,000 in interdisciplinary faculty pilot projects to work on advanced transportation, criminology, secure data grids, and developing safer and more effective radiation therapy.

We also broke ground on the Digital Futures building, where interdisciplinary teams of researchers will collaborate with external partners on high-use basic and applied research. A recent Memorandum of Understanding outlined with the OKI Regional Council of Governments and the Greater Cincinnati and Northern Kentucky International Airport to address advanced transportation is one example of how UC researchers can use the forthcoming Digital Futures space to have a tremendous impact on the Greater Cincinnati region.

URBAN HEALTH

Partnering with and building on the resources of the community to improve equitable health and well-being in our region and developing diversified, culturally competent, interdisciplinary members of the healthcare workforce is the cornerstone of UC's Urban Health efforts. This year, the planning group surveyed members of the Cincinnati community to gain an understanding of where we as teacher-scholars can make the greatest impact.

Both UC's College of Nursing and James L. Winkle College of Pharmacy received a 2018 Insight Into Diversity Higher Education Excellence in Diversity (HEED) Health Professions Award. UC's college of pharmacy was the only pharmacy college in the country to receive a HEED award.

Our forward-leaning actions do not go unnoticed. The Coalition of Urban Serving Universities (USU) is collaborating with UC to develop an innovative workshop around the social determinants of health in the urban environment.

CPS STRONG

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. One of this year's greatest highlights is our strengthened relationship with the CPS District and the transformational work unfolding across our campuses to deepen our commitment to the students of Cincinnati.

We have taken considerable steps to improve the identification of and reporting on UC students from CPS schools over the course of their academic careers at UC. Through the modification of internal processes, student information systems and data dashboards, we can now accurately determine mechanisms for improving student outcomes.

Our programming is also making headway. UC Blue Ash streamlined processes to ensure all 280 first-year students from CPS high schools receive a mentor or success coach, resulting in improved retention, course completion and GPA. Additionally, CPS Ambassador applications increased 50% and are now in 13 of the 16 brick-and-mortar high schools. Finally, UC received a prestigious \$50,000 Association of Public and Land-grant Universities grant to partner with CPS and jointly develop new paradigms for the college-going experience.

PLATFORM: INNOVATION AGENDA

Some say we don't enter the future; we create it. Innovation is the power behind tomorrow and beyond.

1819 INNOVATION HUB

The 1819 Innovation Hub brings university talent, industry and community together in a space free from barriers that hinder innovation. Ten partners have already co-located in the building. Four of them are major employers with total 2018 revenues of \$649.4 billion, two are privately owned enterprises and four are not-for-profit organizations. All have engaged with students and faculty in a variety of ways.

Through innovative thinking and on-campus relationships, the 1819 Innovation Hub reduced the startup launch timeline so that four startups launched in less than one year, compared to the previous process, which allowed for seven startups over four years.

We've also earned designation as one of the 'Top 100 World's Most Innovative Universities - 2018' by Reuters and since its opening the 1819 Hub has attracted over 13,000 people to the building, 751 Twitter followers, 670 Instagram followers and 120 LinkedIn followers. The world is noticing the University of Cincinnati and our presence as an anchor in the city's Innovation District.

CO-OP 2.0

As the inventor of cooperative education, UC is pioneering yet another paradigm for learning and working through a more inclusive definition of co-op that allows any undergraduate student to secure a paid experience. This year, students, faculty and business partners piloted several new models of co-op experiences, including project-based work, on-campus experiences, sprint activities, micro-placements and remote work.

Another step in our progression included advancing the technology used to connect students with employers. Handshake, a career network platform for students and recent graduates, is being used across campus. Through it, there are over 9,100 companies and 65,000 students and alumni connected.

UC is also working toward increasing students' career readiness regardless of whether they pursue a co-op position. Embedding career learning outcomes into students' General Education requirements is a curricular innovation few institutions in the country can boast. These learning outcomes ensure *all* UC undergraduates receive the career preparation that prepares them for our evolving world.

INCLUSIVE EXCELLENCE

Inclusive Excellence works to bring out the best in our students, faculty and staff by acknowledging and valuing their unique backgrounds, experiences and perspectives. All pathways, colleges and units are taking a more mindful and creative approach to ensure inclusion is part of our active planning and implementation processes.

UC's new Performance Coaching Model will be the first time in UC's history that all staff will proactively take ownership for inclusion goals and measures, and Co-op 2.0 is partnering with the Gen-1 House, CPS Strong and Athletics to provide career education courses and experiences for those students who historically could not gain experience in a co-op. The Office of Equity, Inclusion and Community Impact developed a train-the-trainer model to enhance cultural competence and increase empathy in units, and academic colleges are building inclusion strategies into strategic plans.

BEARCAT PRIDE

STUDENT, FACULTY, AND STAFF PROFILES

UC is about people whose many diverse backgrounds and common experiences fuel a life-long capacity to impact a shared world with knowledge and heart. This budget tells that story in numbers. However, this document would be incomplete without putting Bearcat students, faculty, and staff first, showcasing a cross-section of notable accomplishments which truly tell the UC story.

STUDENTS

Nic Thome is the team manager for Baja Racing Team, a group that competes in the Baja Society of Automotive Engineers' annual engineering design competition. The Baja competition has teams from across the country design and build off-road vehicles that compete against each other in rock crawls, hill climbs, obstacle courses, drop tests, and other challenges. The vehicle encounters a series of different terrains that it must overcome without any mishaps or breaks.

In 2019 the team decided to design a new vehicle from scratch. Thome divided his team of 11 students into subgroups dedicated to all the different factors that go into building a new vehicle. Thome describes the project as going beyond just engineering, stating that his team has to "take it from a design all the way through to manufacturing and a finalized product."

Isabella Burton started classes at UC Clermont College in August 2017, facing the typical challenges of a college freshman - finding her classrooms, meeting professors, and making new friends. However, Burton faced an additional hurdle: navigating life as a new student from her wheelchair.

Burton, who graduated from Batavia High School in 2017, was born with spina bifida, a birth defect where there is incomplete closing of the backbone and membranes around the spinal cord. Now 19, Burton walked until age 13, when two back surgeries eventually led to her using a wheelchair for mobility most of the time.

Though transitioning into a wheelchair as she entered her teenage years was difficult, Burton did not let it prevent her from seeking higher education. She is currently working to earn her bachelor's and master's degrees in social work, with the ultimate goal of helping clients with drug addictions. Burton plans to complete her associate degree in social work at UC Clermont before transitioning to UC's Uptown Campus to advance her studies.

She credits the college's College Success Program, which helps students prepare for college-level courses, with easing her transition from high school, and says the UC Clermont Accessibility Resources Office has been helpful.

"I would recommend UC Clermont to anyone," says Burton, "especially people who need accessible resources."

Lindsey Lanzillotta, a fourth-year biomedical engineering student, completed her final co-op rotation with NASA's Ames Research Center in California's Silicon Valley. She is helping design a pH sensor to understand human cells' behavior in outer space, specifically when exposed to drug treatments in long-term space travel. The pH sensor Lanzillotta is working on will be added to an existing cell culture system on the International Space Station.

Lanzillotta's opportunity with NASA stemmed from her co-op experience at UC. She spent her first two co-op rotations in UC professor Michael Tranter's cell cultures room at UC Medical Center. There she ran some of her own experiments, while also picking up invaluable communication skills within the anatomy, biology and physiology fields. When she applied for the NASA position, she already had an impressive resume that highlighted what NASA was looking for.

As Lanzillotta prepares to complete her final year at UC, she hopes her experiences will help launch a career around innovative technologies.

"I really enjoy designing equipment for use in research, especially for experiments that have never been done before," she said.

Elaina Johns-Wolfe, a doctoral candidate in sociology in UC's McMicken College of Arts & Sciences, researched how a lack of affordable housing contributes to issues such as neighborhood poverty segregation. Using eviction records from Hamilton County filed between 2014 and 2017, Johns-Wolfe found that both Hamilton County's eviction rate and rate of claims for eviction were significantly higher than the national average.

18 months after her research was completed, her findings prompted Cincinnati City Council to launch a \$400,000 eviction-prevention program to help people who fall behind on their rent. The project shows the urban impact UC is having in Cincinnati. According to Cincinnati Councilman Greg Landsman, this Eviction Prevention Fund will allow the city to retain a qualified social service agency to provide eviction relief services for vulnerable populations in Cincinnati.

"The beauty of sociology is that it teaches you how to ask questions about society and also gives you the tools to answer them," she said.

FACULTY

Earl Wright II, a professor of Sociology in UC's McMicken College of Arts and Sciences, was honored with the inaugural Embodiment of Hope award during the university's annual tribute to the Rev. Dr. Martin Luther King Jr. The award recognizes faculty or staff who daily exemplify the highest caliber of spirit and service in implementing the vision espoused by King.

Wright, who is also co-editor of the academic journal *Social Problems*, said he felt extremely honored to be the first recipient of the award. Wright connected this definition to his own family history, accepting the award on behalf of his great-great-grandmother, Irene Taylor. According to Wright, Taylor was born in Virginia in the 1700's as the property of another human being - eventually being sold to a plantation in Mississippi.

Wright accepts the award as the physical embodiment of Taylor's hope.

"I am certain it was her hope that her offspring would never endure the inhumane treatment she was exposed to," Wright said. "Moreover, I'm sure it was her hope that her offspring, generations to come, would be able to accomplish things she could only dream of."

Michelle Dillingham, a social work professor at the University of Cincinnati Blue Ash College, was named Social Worker of the Year for Region 6 of the Ohio Chapter of the National Association of Social Workers.

Dillingham has more than 28 years of experience in social work. She has worked in Cincinnati City Hall for former Vice-Mayor David Crowley and ran for Cincinnati City Council in 2017. Dillingham has also led the Cincinnati Educational Justice Coalition and served for a decade on the Kennedy Heights Community Council. Outside of teaching classes, Dillingham also currently serves as the CEO of Community Shares of Greater Cincinnati, where she focuses on raising funding and awareness for social justice, economic justice, animal welfare, and environmental education.

Six years ago, she decided to share some of what she has learned with future social workers and she began teaching courses; first at UC Uptown, then at UC Blue Ash. "I wanted to bring my expertise of community organizing and legislative advocacy to the classroom," says Dillingham. "My scope of practice in the social work field tends to be unrepresented in higher education, and I wanted to make sure my alma mater has this important representation in our course offerings."

Steven Buchberger, PhD, a UC Civil Engineering professor, received the Education & Research Foundation Award from the American Society of Plumbing Engineers, along with UC PhD candidate Toritseju Omaghomi. Buchberger and Omaghomi developed a water demand calculator, a tool that calculates the expected peak flow rate of water in modern residential buildings. When applied commercially, the calculator can provide significant water and energy savings.

The International Association of Plumbing and Mechanical Officials incorporated the water demand calculator into its Uniform Plumbing Code, making it part of universal practice for constructing residential buildings. Buchberger and Omaghomi's work is being continued with UC Environmental

Engineering master's student Chris Douglas, who is studying how to design more efficient water systems within the constraints of older water meters, paving the way for more efficient construction practices.

Marty Emmert, who joined the Department of Electrical Engineering and Computer Science in August, continued his work in establishing the Center for Hardware and Embedded-systems Security and Trust (CHEST). CHEST will assist the Ohio Cyber Range, a collaborative effort to improve cybersecurity infrastructure and provide innovative training and education to strengthen Ohio's cyber workforce.

CHEST lists its mission as "to address the research challenges that industry faces in the design, protection, and resilience of hardware from the security vulnerabilities associated with embedded hardware and embedded systems and develop the much needed workforce for government and industry."

Emmert is a senior member of the Institute of Electrical and Electronics Engineers, and he has received the IEEE Harold Nobel Award, the Air Force Research Laboratory Officer Reservist of the Year Award, and the AFRL Sensors Directorate James B. Tsui Award for best patent. He has six United States patents and has directed over \$5 million in research funding. In addition, he and colleagues have been awarded five phase II Small Business Innovative Research contracts from the Department of Defense.

Joshua Benoit, a biologist at UC, traveled to Antarctica to study Belgica Antarctica, a species of wingless fly, and how they adapt to unpredictable temperature changes. Benoit's research team, including UC student Geoffrey Finch, discovered that the flies are able to secrete a gel around their eggs, serving as a temperature buffer that protects the eggs. Now that UC researchers have a better understanding of the molecular processes behind the fly's reproduction, they want to learn how climate change might affect species adapted to living in one of the coldest places on Earth.

Benoit's research garnered international attention, with Benoit and his students presenting their findings to the Society for Integrative and Comparative Biology. The research was covered by *The New York Daily News* in the United States, *Times of News* in Russia, and *Europa Press* in Spain, among other international outlets.

Vinita Takiar, MD, PhD, an assistant professor of Radiation Oncology at the UC College of Medicine and a UC Health radiation oncologist, received the five-year U.S. Department of Veterans Affairs Career Development Award. This \$1.4 million federal grant will allow Takiar to study radiation resistance in head and neck cancer and how to make radiation treatment more effective.

Takiar, who is also a member of the UC Cancer Institute, will use Reverse Phase Protein Arrays (RPPA), a protein microarray tool, to strategically identify and compare treatment combinations that could target various molecular pathways and combat therapy resistance. The use of RPPA to identify new therapies to be used in combination with radiation has not been investigated previously. Takiar hopes the study will lead to more effective treatment for veterans with head and neck cancers.

Wendy Calaway, an assistant professor of criminal justice at UC Blue Ash College, has published research on how the current U.S. bail system has contributed to mass incarceration. Along with Northern Kentucky University's Jenifer Kinsley, Calaway's research found that on any given day, at least 60 percent of the people in the Hamilton County Detention Center are there because they were unable to post bail.

Calaway's research has gained national attention among legal experts, being published by the prominent *University of Richmond Law Review*. Calaway plans to continue working on the issue through the Hamilton County Bail Reform Committee, which she helped to found.

Dionysios Dionysiou, PhD, a UC professor of Environmental Engineering, was listed as one of the most highly cited researchers in the world by Clarivate Analytics. This honor is given to authors with multiple papers ranking in the top one percent by citations for their field during a given year. Dionysiou's research is focused on water and wastewater treatment technologies, particularly developing sensors and membranes to identify and treat pollutants in water.

This is the latest career success for Dionysiou, who was recently selected as a 2018 Association of Environmental Engineering and Science Professors Fellow. He was also appointed as a guest professor at China University of Geosciences and Huazhong Agricultural University, two institutions in Wuhan, China. Dionysiou attributes much of his career success to his interactions between him and his students, stating that “You need to have collaborations in this field. You need ideas, you need to be active and you have to like what you do.”

STAFF

Stanley E. Romanstein, PhD, was appointed Dean of the College-Conservatory of Music, effective July 2018. Romanstein, who earned a PhD in Music from CCM in 1990, and a Master of Music in Choral Conducting from CCM in 1980, has 22 years of experience in both the arts and arts education.

Romanstein last served as a professor of Practice/Music & the Arts at Georgia State University, as well as a principal at arts consulting firm BLJackson Associates. He has also served as President and CEO of the Atlanta Symphony Orchestra; President and CEO of the Minnesota Humanities Center and Director of Development at the Frederick R. Weisman Art Museum in Minneapolis; Executive Director of the Baltimore School for the Arts and Baltimore School for the Arts Foundation; and Associate Professor and Chair of the Department of Music at St. Lawrence University.

Timothy Jachna, PhD, was appointed Dean of the College of Design, Architecture, Art, and Planning, effective September 2018.

Jachna previously served as a professor and as Associate Dean of Research at Hong Kong Polytechnic University's School of Design, where he led the school's Urban Environments Lab and the Master of Design program in Urban Environments Design. His research deals with psycho-sociological aspects of the planning, design, construction, inhabitation, and critique of urban environments. Jachna's experience also includes working as a researcher, planner, project manager, architect, and design director for architectural firms in both Chicago and Germany, as well as leader of an architectural model-building studio in Austria.

Brian Hatch was named Faculty Athletics Representative (FAR), effective October 2018. His experience as a tenured faculty member, academic program director, department head, former UC student-athlete, and a UC alumnus made him an excellent choice for the role.

Hatch holds a PhD in finance from Indiana University and a BBA in quantitative analysis and finance from UC's Lindner College of Business. As a UC student, he competed in cross country, indoor track, and outdoor track under Coach Bill Schnier. He also earned all-Metro honors in cross country and track and earned UC's Jimmy Nippert Award as the top male student-athlete in 1988.

Karen A. Ryan was named Executive Director for Government Relations, effective April 2019. Ryan will coordinate government relations efforts across the university, where her extensive experience in creating and executing legislative strategy and working with members of Congress, regulators, state legislators, and consultants will be valuable assets.

Before joining UC, Ryan's career spanned the Office of General Counsel in the Illinois Department of Human Services; the law firm of Orum & Roth in Chicago; the Illinois Department of Children and Family Services; international health care accreditation organization The Joint Commission; and since 2007 as Director of Compliance and Director of Government Affairs for global business services firm Convergy and later Concentrix, which acquired Convergy in October.

Verna Williams was appointed the Dean of UC College of Law, effective April 1, 2019. Williams had previously served as interim dean and Nippert Professor of Law since May 2017.

Williams joined UC as an assistant professor in 2001. She was named professor in 2006 and served as Judge Joseph P. Kinneary Professor of Law from 2013-2017. During her tenure, Williams co-founded and co-directed UC's Center for Race, Gender and Social Justice and co-directed the university's joint-degree program in Law and Women's Studies. In 2004 and 2011, she received the Goldman Prize for Teaching Excellence.

This past year, Williams garnered national attention for her role as oral historian to former First Lady Michelle Obama, with Williams's notes and recorded conversations heavily assisting in the formation of Obama's bestselling memoir, "Becoming."

John Brannen was named the 27th head coach in University of Cincinnati men's basketball history on April 14, 2019. Brannen has served as Northern Kentucky University's head coach since the 2015-2016 season, taking the Norse to unprecedented success as the school's athletics department underwent reclassification. Brannen, whose coaching career spans 20 seasons, owns an 82-52 career record as head coach. He registered an 81-51 ledger in four seasons at NKU and a 1-1 mark as Alabama's interim head coach at the end of the 2014-15 campaign. The 2017 Horizon League Coach of the Year, Brannen led the Norse to a 24-11 record in 2016-17, the Horizon League Tournament title and an appearance in the NCAA Tournament in the school's first season of active status eligibility.

He began his collegiate playing career at Morehead State before transferring to Marshall for his final two seasons. He was named the Southern Conference Player of the Year as a senior in 1997, averaging 20.9 points. He scored 1,008 points in two seasons with the Thundering Herd. A Rhodes Scholar finalist, Brannen earned a degree in business management from Marshall in 1997 and played two seasons of professional basketball in Belgium's First Division before beginning his coaching career.

Leigh Jackson, who currently serves as director of compliance and processing for Student Financial Aid, has been selected to lead the Office of the Bursar, following a national search. As UC's new bursar, Jackson will build upon his proven collaborative approach, his 11 years of experience in UC Student Financial Aid, and his knowledge and familiarity with Catalyst, in order to provide leadership that continues the office's contributions and innovations in best serving the needs of our students, faculty and staff as part of our campus mission and Next Lives Here strategic direction.

Marianne W. Lewis, PhD, was appointed Dean of the Carl H. Lindner College of Business, effective July 2019.

Lewis most recently served as dean and professor of management for Cass Business School, part of City, University of London. During her tenure at Cass, Lewis successfully led an integrative re-visioning initiative to solidify the school's position as a top 50 global business school.

This will be a return for Lewis, who began her career at the University of Cincinnati in 1997 as an assistant professor of management. Her talents and expertise led to several administrative positions including associate dean for undergraduate programs, associate dean for innovation and program development, and director of Kolodzik Business Scholars.

STAFF SENATE

FY 2020 will be the first full year of the University of Cincinnati Staff Senate. Approved by the Board of Trustees in October 2018, the Staff Senate will serve as an advisory body to UC leadership. The Staff Senate will empower staff members and develop the UC community, in alignment with the Staff Enrichment pathway of the Next Lives Here strategic direction.

The Staff Senate has been two and a half years in the making, beginning during the 2016-17 UC Women Lead initiative. The participants discussed the needs of UC staff and proposed that a prominent staff voice would elevate campus engagement. Proponents of the Staff Senate found an ally in UC President Neville Pinto, who was familiar with the concept from his time at the University of Louisville and was supportive of introducing the idea at UC.

The Staff Senate's first year has been met with enthusiasm. Interest in the first elections is high, with over 150 different nominations to fill 40 positions. All full-time employees that are not principally charged with teaching are eligible to participate in the Staff Senate, including members of bargaining units.



UC HIGHLIGHTS

1819 INNOVATION HUB

When they created the University of Cincinnati's new 1819 Innovation Hub, leaders from UC and the Cincinnati region envisioned a game-changer, a difference-maker, and a statement to the world. The goal was to build connections linking UC students and faculty with local industry and community. Now complete, the 1819 Innovation Hub is poised to serve as both a talent magnet and economic engine for the region.

The 1819 Innovation Hub will serve as a bridge between ideas, research, and industry. A UC engineering student with a great idea can step into the 1819 Innovation Hub and connect with Lindner College of Business students, who could then design a plan for a marketable product. That team of students would also have access to companies that can offer guidance, conduct consumer research, and or might use the product themselves. The 1819 Innovation Hub features space for collaboration and even a micro-factory for students to create prototypes.

A long list of partner companies already includes Procter & Gamble, Kroger, Cincinnati Bell, CincyTech, and the Live Well Collaborative and Village Life Outreach.

The 1819 Innovation Hub is just the latest example of UC innovation, following UC's Next Lives Here pathways and handing the keys of innovation to students and faculty. From encouraging cooperation in the region to better preparing students for the 21st-century economy, the 1819 Innovation Hub, as UC President Neville Pinto described it, is "a key example of how UC is leading urban, public universities into a new era of innovation and impact."

UC BICENTENNIAL

The University of Cincinnati is the eighteenth oldest public institution in the United States and traces its origins to the founding of the Medical College of Ohio and Cincinnati College in 1819. Home of the first cooperative education program, the nation's first teaching hospital, the oral polio vaccine, and the first antihistamine, UC is rooted in innovation, grit, and tenacity to learn more, be more, and do more.

UC is celebrating its bicentennial with a series of events and celebrations. The celebrations began with a Charter Week in January. In April, this was followed by Bicentennial Community Week and Alumni Celebration that featured discussions, games, activities, and a celebration of the excellence of UC alumni across around the world. The Bearcat Bicentennial Bash will occur in November and is planned to be a glitzy "red and black" event that the UC community will remember for the next 200 years.

UC has also extended its longstanding commitment to investing in Cincinnati's urban core through the establishment of the Bicentennial Community Engagement Grants Program, which awarded \$100,000 in grants to local nonprofit organizations. This opportunity also engages nearly 1,000 first-year undergraduate students in a philanthropy-based service-learning experience to foster a shared understanding of local issues and support a vibrant, healthy, and sustainable community.

ADDITIONAL KEY IMPACTS IN FY 2019 INCLUDE:

- UC enrollment for 2018-2019 totaled 45,949 students, a new record for UC. This marks UC's sixth straight year of record enrollment. UC's international program had a record 3,557 students in Fall 2018, representing 114 different countries. Online programs also achieved record numbers this year, with nearly 6000 students enrolled in fully online degree programs.
- UC's freshman class this year came in with the highest academic credentials in the university's history, with significant increases in average ACT scores, SAT scores, and GPA.
- Inclusive Excellence is a key part of the university's strategic direction, Next Lives Here, and the past year demonstrated that UC is on the right track. The College of Pharmacy welcomed its most diverse crop of students in its history, and the College of Medicine's latest class had the highest percentages of female and African-American male students in its history.
- *Predictive Analytics Today* (PAT) selected UC's MS Business Analytics program at the Carl H. Lindner College of Business as the top Master of Science Data Science program in the country. The program achieved a score of 95, the highest of any school, on the PAT Index, which measures performance among the PAT Research community compared to other programs. The next closest program achieved a PAT Index score of 83.
- UC's online Master of Engineering in Mechanical Engineering program was ranked in the top 50 of the country by *Master's Program Guide*.
- The MBA program at the Carl H. Lindner College of Business was ranked as one of the top 100 public business programs in the country by *U.S. News & World Report*. This comes after Lindner's online MBA was named a Top 50 program in the world by *Quacquarelli Symonds (QS) Distance Online MBA Rankings*, a leader in ranking more global online MBA courses than any other ranking organization. QS also listed the online MBA as the best in Ohio and 26th best in the country.
- The Fifth Third Arena reopened in November after an \$87 million upgrade of the 28-year-old facility. New features included two 360-degree concourses, premium seating options, an HD scoreboard, a sports medicine facility, and a classroom space with e-learning capabilities.
- 330 students were the first to live in the newly opened Marian Spencer Hall in Fall 2018. The \$47.7 million project houses suite-style rooms and two new on-campus restaurants: the all-you-care-to-eat campus dining hall On the Green and the Canadian-based restaurant Tim Hortons.
- The theatres in the Corbett Center saw the completion of a \$15 million renovation, bringing up-graded theatre controls, stage rigging and lighting, seating, and new audio and video systems to CCM's Corbett Auditorium, Patricia Corbett Theater, Cohen Family Studio Theater, Robert J. Werner Recital Hall, and Watson Hall.



- The historic Muntz Hall on the UC Blue Ash campus completed a \$3.7 million project to renovate the 51-year-old building's third floor, adding new classroom seating, audio and visual systems, and several new gathering spaces for students.
- UC Housing had its most popular year ever, with a brand-new residence hall and special learning-living communities giving students more reasons to call UC home. 83% of first-year students lived in UC housing in the 2018-19 school year, a university record. This was also the eighth year UC has expanded capacity in nearby properties through a block-lease program, with more upper-class students renewing their housing contracts.
- UC was ranked as one of the most LGBTQ-friendly campuses in the country by *Affordable Colleges Online*. UC also earned 4.5 out of 5 stars by Campus Pride, the leading national, nonprofit organization for student leaders and campus groups working to create safer, more LGBTQ-friendly learning environments at colleges and universities.
- The UC Clermont College women's soccer team defeated Penn State Brandywine 2-0 on Nov. 12 in Virginia Beach, Va. to win the 2018 United States Collegiate Athletic Association Women's Division 2 Soccer National Championship. The national title is the first for the UC Clermont women's soccer program.
- The University of Cincinnati's Communications team received two awards in the 2018 Pride of the Council for Advancement and Support of Education (CASE) District V awards program. UCF received a gold award for Best Annual Report for "Rise to Shine," UCF's annual report for Fiscal Year 2017. It also received a silver award for in the Best Video Feature (Long) category for "Vonne Bingham: The Impact of Scholarships."
- The American Cancer Society awarded UC with the Guardians of the Campus Environment Award in recognition of its tobacco-free campus campaign.
- The League of American Bicyclists named UC as a bicycle-friendly university, presenting a bronze-level award to the Uptown campus for its commitment to cycling and dedication to bicycle safety and accessibility.
- While the UC Classics Department celebrated 10 years of providing presentations to the campus and greater community this past year, they also celebrated their being awarded the 2018 Outreach Prize by the Society for Classical Studies. UC's Outreach Program was recognized for cultivating interest in classical literature at schools, youth centers, retirement homes, and others who would not have had a chance to explore the classical world.

UC BUDGET PROCESS

The University of Cincinnati budget process is continuous and collaborative. It engages multiple constituencies to identify and integrate university priorities, which guide critical decisions on the way resources are invested. The budget is formulated at the departmental level with an overview at the vice-presidential level. The Office of Budget Management assembles a comprehensive university budget plan, presented to the UC Board of Trustees by the Senior Vice President of Administration and Finance.

FY 2020 budget conversations take place at all levels across the university. Each vice-presidential area presents an all funds budget plan to discuss unit efficiencies, operational needs, and strategic initiatives. In addition, FY 2019 Next Lives Here investments are evaluated and future resource planning is incorporated into the budget planning process.

FUND ACCOUNTING

UC receives funding from a variety of sources, including student fees, state appropriations, donations, and both federal and private grants. For the purpose of ensuring fiduciary responsibility and compliance with certain restrictions and conditions placed on funding, the university uses fund accounting as its method of accounting.

Fund accounting delineates separate funds within an organization, allowing each to be examined independently. This allows the university to monitor and document different assets and funds, ensuring that all are properly accounted for and in compliance with each fund's unique restrictions.

BUDGET MODEL

The University of Cincinnati currently relies on a hybrid budget model that uses incremental planning for institutional and strategic needs and Performance Based Budgeting (PBB) to allocate resources to colleges, or revenue generators, within the UC Uptown Undesignated General Fund. The university adopted this model in FY 2010. PBB links budget allocation to college performance, encouraging innovation, growth, and efficiency.

The primary PBB funding formula distributes revenue to individual revenue generators. Revenue includes tuition, resident and non-resident surcharges, program fees, special course fees, co-op fees, and forfeited refunds. The share each college receives is based upon its proportion of instructed credit hours. The formula distinguishes between instructional hours, which are classes taken by students within in their own major; and service hours, which are those taken by a student in a college outside of their major. When students take classes outside of their college, a portion of that tuition revenue is transferred to the college that delivers the courses in order to cover instructional costs.

PBB assigns a mandatory budgeted revenue threshold to each college based on the previous year's tuition allocation. If a college exceeds its tuition threshold through growth, cost-saving measures, or a combination, its expense budget is increased. Conversely, if a college does not meet its tuition targets, its expense budget may be decreased.

The UC Strategic Budget Committee continues to review the current PBB model to identify modifications or enhancement to meet individual 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.

BUDGET BOOK ORGANIZATION

The budget book contains a financial plan for all current funds, and is organized by fund type. Current funds include those resources that can be used to carry out the missions of the university: teaching, research, public service, and economic development. Current funds are utilized for on-going day-to-day operations and include both unrestricted and restricted resources. These funds are derived from student fees, state educational appropriations, research, auxiliaries, and sales and services.

UNDESIGNATED GENERAL FUNDS are used for many of UC's core functions.

Undesignated General Funds primarily come from tuition and state appropriations. Each of the university's three campuses has individual Undesignated General Funds.

AUXILIARY FUNDS contain resources for operations that are primarily self-funded, such as housing, parking, dining, recreation, and other campus services, as well as athletics.

DESIGNATED FUNDS are unrestricted resources used for a specific purpose or university function. This includes student fees designated to a specific program, revenue from services, and funds for university service centers such as UCIT and Consolidated Activities.

RESTRICTED FUNDS house funding for activities for which an external agency, such as a donor or grantee, has set a definite restriction as to the funds' use. These include gift funds, endowment earnings, and both private and governmental grants or contracts.

In every case, revenue into a given fund type is classified into a category listed in UC's General Ledger accounting hierarchy. Expenditures are categorized by Functional Area, in accordance with the Governmental Accounting Standards Board (GASB).

Education and General Expenditures use functional classification to organize expenses by the nature of the activity the expense supports. National Association of College and University Business Officers (NACUBO) defines each category as follows:

INSTRUCTION AND GENERAL includes expenses for all activities that are part of a university instructional program. Expenses include both credit and noncredit courses taught to registered students.

SEPARATELY BUDGETED RESEARCH includes all expenses for activities specifically organized to produce research, whether commissioned by an agency external to the university or separately budgeted by an organizational unit within the university.

PUBLIC SERVICE includes expenses for activities established primarily to provide non-credit designated course offerings and services beneficial to individuals and groups external to the university.

ACADEMIC SUPPORT includes expenses incurred to provide support services an institutions primary missions such as instruction, research, and public service.

STUDENT SERVICES ADMINISTRATION includes expenses for organized administrative activities that provide assistance and support (excluding academic support) to the needs and interests of students.

INSTITUTIONAL SUPPORT includes expenses for central, executive-level activities concerned with management and long-range planning for the entire institution.

OPERATIONS AND MAINTENANCE OF PLANT includes all expenses for the administration, supervision, operation, maintenance, preservation, and protection of the institution's physical plant.

In conjunction with the Office of the Controller and the colleges, the Office of Budget Management continues its efforts to correctly functionalize and categorize expenditures in both actual and budget. Reclassifications may result in net-zero shifts between functional areas in year-over-year budget variances.

Activity described in the Transfers section includes mandatory and non-mandatory transfers between fund types within the university. For example, undesignated general funds identified for a specific purpose are typically transferred to a designated fund to provide authority and tracking of related expenditures.

The following fund types are not included in the current fund schedules: loan funds, plant funds, endowment principle funds, and agency funds.



REVENUE SUMMARY

TUITION AND FEES

Tuition and other student fees constitute UC's primary source of revenue. This revenue increases year-over-year because of a combination of increased enrollment, retention, and tuition rate. The FY 2020-21 State of Ohio biennial budget includes a 2% tuition cap for in-state undergraduate students. The proposed state budget also includes a mandate for Ohio institutions to offer a tuition guarantee program. The University of Cincinnati will offer the Cincinnati Tuition Guarantee program to new degree-seeking first-year and transfer undergraduate students. While the state allows for a 2% tuition cap on continuing students, UC will not increase rates for these students to provide accessibility and affordability. Graduate programs in the College of Pharmacy, Lindner College of Business, and College of Allied Health Sciences recommend increases for Fall 2020, which are included in Appendix 3, Student Tuition and Fees.

Auxiliary fees includes the campus life fee, which covers operations of recreational and entertainment facilities and programming to enhance the campus environment and increase student engagement. Designated fees are designated for a specific purpose by the UC Board of Trustees. These include the Information Technology and Instruction Equipment (ITIE) fee, some program fees, and student health insurance.

SCHOLARSHIPS

Approximately half of UC Scholarships are budgeted on undesignated general funds, and recorded as a net against gross tuition revenue - as tuition unpaid by the scholarship recipients. This type of scholarship is budgeted to increase related to growth and retention. The FY 2020 general fund scholarship budget also incorporates an increase of \$2.7 million, equivalent to two-thirds of the projected additional revenue generated from the Cincinnati Tuition Guarantee. The remainder of scholarships are budgeted on designated general funds, auxiliary funds (such as scholarships for room and/or board) and restricted funds (such as scholarships funded by the UC endowment). These are budgeted as an expense within the Education and General functional areas.

STATE APPROPRIATIONS

Funding for higher education is appropriated each biennium 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. Preliminary estimates of the Ohio's proposed FY 2020-21 biennial budget include a 1% increase to the total higher education funding pool. UC will follow historical practices, and budget FY 2020 state appropriations revenue at the FY 2019 allocation. Any increase to UC's allocation, based on performance within the SSI model, will be budgeted in the following fiscal year.

GRANTS AND CONTRACTS

UC and its affiliates received approximately \$424 million in research funding in FY 2018; a decrease of approximately \$600,000 compared to FY 2017. Awards directly to the university increased approximately 4% (\$8 million), but this was offset by a similar decrease in awards to university affiliates. Excluding its research affiliates, UC received \$201 million in sponsored program awards in FY 2018. The university anticipates FY 2019 funding directly to the university to increase again in FY 2020, but overall performance could vary depending on affiliate activity. Of total research funding to UC and affiliates, \$226.3 million is budgeted in current funds.

Grants and Contract resources are budgeted across undesignated general funds, designated general funds and restricted funds. Undesignated general funds primarily includes Facilities and Administrative (F&A) recovery from grant activity used to support overhead costs of the university. Designated grants and contract revenue includes funds used to support university grant administrators, dean and principal investigators. Restricted funds revenue budget includes funding related to awarded grants based on historical reimbursement to the university.

ENDOWMENT INCOME

The endowment has served as a vital resource in supporting current operations. It generates a predictable stream of support, while maintaining the purchasing power of the endowment funds. The corpus of the endowment is invested to produce revenue and is generally held in perpetuity. The majority of the university's endowment funds are invested in a pooled investment portfolio. Income distributions are made from this portfolio into current funds for spending. The use of current funds can either be designated by the Board of Trustees, restricted by donors or other external individuals, or undesignated, which can be used for any university purpose. Programs supported by endowment funds include scholarships, fellowships, professorships, research efforts, public service, institutional support and other major programs and activities.

AUXILIARY ENTERPRISES

Auxiliary Enterprises are self-supporting campus-based services and goods provided to students, faculty, and staff. The university's main auxiliary enterprises are Campus Services and Athletics. 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. The cycle of revenue growth combined with cost containment as well as a focus on quality customer service is expected to continue into FY 2020 when Campus Services again expects operational results to be favorable.

Athletics continues to explore opportunities for revenue growth and cost containment while striving to be competitive in NCAA sports, graduating student athletes and providing an exceptional Bearcats experience to students and the community.

EXPENDITURES AND TRANSFERS SUMMARY

UNIVERSITY EXPENDITURES

In accordance with the National Association of College Business Officers (NACUBO), the University of Cincinnati presents its expenditure budget by major function across fund types. The majority of UC's budgeted expenditures support the university's core educational, research, public service, academic support, and student services missions.

NEXT LIVES HERE

FY 2020 includes budgeted contributions to Next Lives Here from multiple fund sources. Undesignated general funds includes a reserve funded from one-third of the Cincinnati Tuition Guarantee. Designated general funds includes a budgeted transfer from Kingsgate Conference Center ground lease proceeds investments, earmarked for strategic initiatives. Multi-year plans for both Campus Services and Athletics have been established to contribute to Next Lives Here programs and pathways.

DEBT SERVICE

The university debt issuance for capital projects involves initial financial analysis and planning, identifying and researching new debt financing structures, Board of Trustees and Board of Regents approvals, issuance and post-issuance compliance. Debt service is calculated and issued at the department level to undesignated general, designated funds and auxiliary enterprises. Total university debt services is budgeted at \$108 million, a 1.2% increase over prior year.

SUBSIDIES FOR NON-INSTRUCTIONAL ACTIVITIES

Undesignated general funds included budgeted subsidies for non-instructional units. The subsidy provides support for debt service and operational expenses. In addition, auxiliary units may receive subsidy from sources including the university's working capital reserve. This funding source will only be shown as funding support within the auxiliary funds and not a transfer out or expense. Overall, subsidies for non-instructional activities \$25.6 million with \$14.8 million being covered by non-current fund reserves.

NET INCREASE (DECREASE) IN FUND BALANCE

The FY 2020 financial plan includes balanced undesignated general fund budgets across all campuses. The university plans to have revenue equal to the projected costs of the services it provides. The Auxiliary Enterprises budget is also balanced, revenue to expenditures. Designated general fund and restricted funds reflect an overall increases and decreases in fund balance, respectively.

CURRENT FUNDS BUDGET SUMMARY UNIVERSITY OF CINCINNATI (IN THOUSANDS)

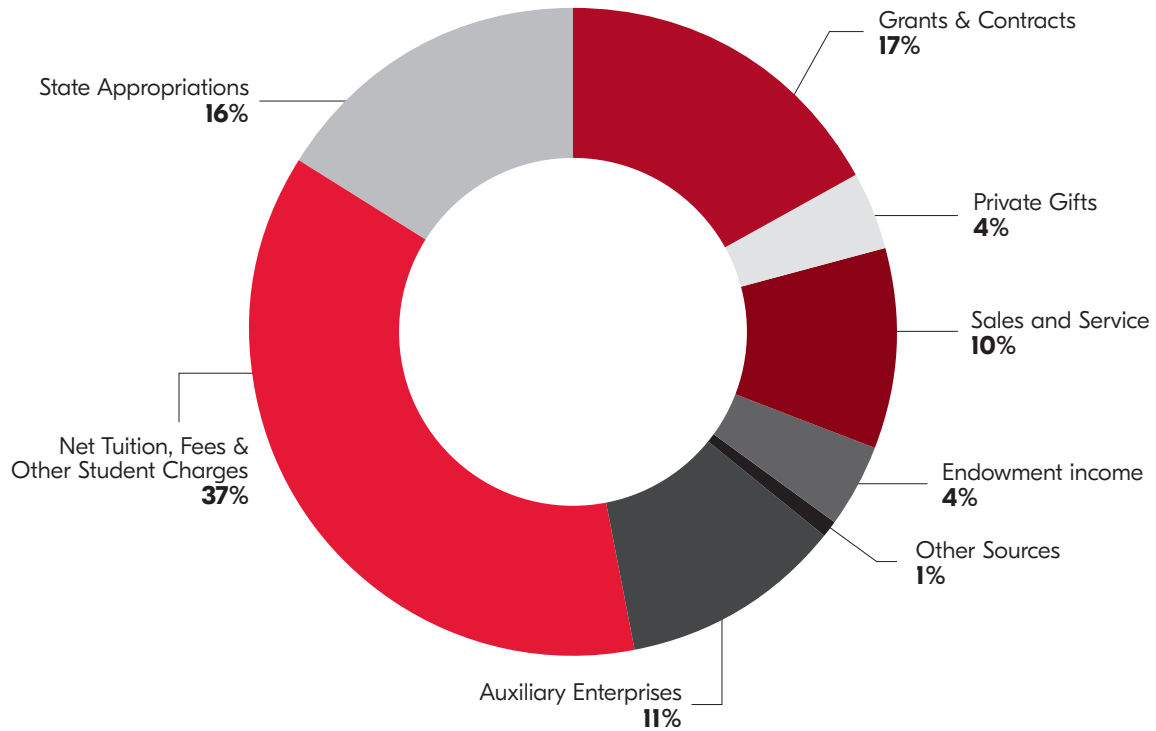
	Undesignated General Funds Uptown Campus	Undesignated General Funds Regionals	Auxiliary Enterprises	Designated General Funds	Restricted Funds	Total Current Funds
RESOURCES						
Gross Tuition, Fees and Other Student Charges	\$ 486,728	\$ 44,497	\$ 15,395	\$ 37,433	\$ —	\$ 584,053
Less Scholarships and Fellowships	(78,915)	(3,636)	—	—	—	(82,551)
Net Tuition, Fees and Other Student Charges	407,813	40,862	15,395	37,433	—	501,503
State Appropriations	193,664	20,118	—	—	8,326	222,108
Grants and Contracts	15,309	20	—	15,168	195,819	226,316
Private Gifts	—	—	5,990	1,303	47,735	55,027
Sales and Service	10	—	—	139,752	—	139,762
Endowment Income	956	26	—	4,332	53,504	58,818
Temporary Investments	2,270	—	—	—	—	2,270
Other Sources	890	90	—	11,246	1,455	13,681
Auxiliary Enterprises	—	—	144,187	—	—	144,187
Total Resources	\$ 620,912	\$ 61,115	\$ 165,572	\$ 209,234	\$ 306,838	\$ 1,363,672
EXPENDITURES						
Educational and General						
Instructional and General	\$ 243,917	\$ 36,283	\$ —	\$ 71,647	\$ 39,970	\$ 391,817
Separately Budgeted Research	9,128	—	—	22,315	165,742	197,185
Public Service	914	4	—	65,123	10,228	76,269
Academic Support	90,403	7,619	—	18,521	19,782	136,325
Student Services	20,419	5,904	—	34,542	1,154	62,020
Institutional Support	74,034	5,920	—	40,850	660	121,464
Operation and Maintenance of Plant	54,665	4,278	—	(7,157)	1	51,786
Scholarships and Fellowships	—	—	10,167	3,191	64,004	77,362
Budget Reallocation	(13,478)	—	—	—	—	(13,478)
Future Yrs Reserve	4,734	—	—	—	—	4,734
Next Lives Here	1,332	—	—	—	—	1,332
Auxiliary Enterprises	—	—	132,791	—	—	132,791
Total Expenditures	\$ 486,069	\$ 60,009	\$ 142,958	\$ 249,032	\$ 301,540	\$ 1,239,607
TRANSFERS						
Debt Service	\$ 40,236	\$ —	\$ 35,778	\$ 32,054	\$ —	\$ 108,068
Next Lives Here	—	—	3,300	988	—	4,288
Designated	67,761	—	—	(74,113)	—	(6,353)
Claims on Operations Repayment	8,798	—	—	(8,798)	—	—
Subsidies for Non-Instructional Activities	10,352	264	(25,596)	200	—	(14,780)
Plant Funds	9,618	—	6,356	—	—	15,974
Other	(1,921)	843	2,776	1,818	7,289	10,804
Total Net Transfers	\$ 134,844	\$ 1,107	\$ 22,614	\$ (47,852)	\$ 7,289	\$ 118,002
Total Expenditures and Transfers	\$ 620,912	\$ 61,116	\$ 165,572	\$ 201,181	\$ 308,829	\$ 1,357,609
Net Increase (Decrease) In Fund Balance	\$ —	\$ —	\$ —	\$ 8,053	\$ (1,991)	\$ 6,063

CURRENT FUNDS BUDGET SUMMARY
UNIVERSITY OF CINCINNATI
(IN THOUSANDS)

	FY 2019 Budget	FY 2020 Budget	Variance	Percent Change
RESOURCES				
Gross Tuition, Fees and Other Student Charges	\$ 568,667	\$ 584,053	\$ 15,387	2.7%
Less Scholarships and Fellowships	(77,262)	(82,551)	(5,288)	6.8%
Net Tuition, Fees and Other Student Charges	491,405	501,503	10,098	2.1%
State Appropriations	220,701	222,108	1,407	0.6%
Grants and Contracts	214,517	226,316	11,799	5.5%
Private Gifts	50,962	55,027	4,065	8.0%
Sales and Service	129,232	139,762	10,530	8.1%
Endowment Income	58,078	58,818	740	1.3%
Temporary Investments	2,270	2,270	—	—%
Other Sources	16,338	13,681	(2,656)	(16.3)%
Auxiliary Enterprises	128,559	144,187	15,628	12.2%
Total Resources	\$ 1,312,061	\$ 1,363,672	\$ 51,610	3.9%
EXPENDITURES				
Educational and General				
Instructional and General	\$ 383,635	\$ 391,817	\$ 8,182	2.1%
Separately Budgeted Research	190,726	197,185	6,459	3.4%
Public Service	70,634	76,269	5,635	8.0%
Academic Support	139,335	136,325	(3,010)	(2.2)%
Student Services	58,308	62,020	3,712	6.4%
Institutional Support	114,232	121,464	7,232	6.3%
Operation and Maintenance of Plant	53,701	51,786	(1,915)	(3.6)%
Scholarships and Fellowships	74,044	77,362	3,318	4.5%
Budget Reallocation	(5,655)	(13,478)	(7,824)	138.4%
Future Yrs Reserve	4,910	4,734	(175)	(3.6)%
Next Lives Here	—	1,332	1,332	
Auxiliary Enterprises	115,420	132,791	17,370	15.0%
Total Expenditures	\$ 1,199,290	\$ 1,239,607	\$ 40,317	3.4%
TRANSFERS				
Debt Service	\$ 106,781	\$ 108,068	\$ 1,287	1.2%
Next Lives Here	—	4,288	4,288	
Designated	(3,925)	(6,353)	(2,428)	61.8%
Claims on Operations Repayment	—	—	—	
Subsidies for Non-Instructional Activities	(14,206)	(14,780)	(574)	4.0%
Plant Funds	16,553	15,974	(579)	(3.5)%
Other	15,249	10,804	(4,444)	(29.1)%
Total Net Transfers	\$ 120,452	\$ 118,002	\$ (2,450)	(2.0)%
Total Expenditures and Transfers	\$ 1,319,742	\$ 1,357,609	\$ 37,867	2.9%
Net Increase (Decrease) In Fund Balance	\$ (7,681)	\$ 6,063		

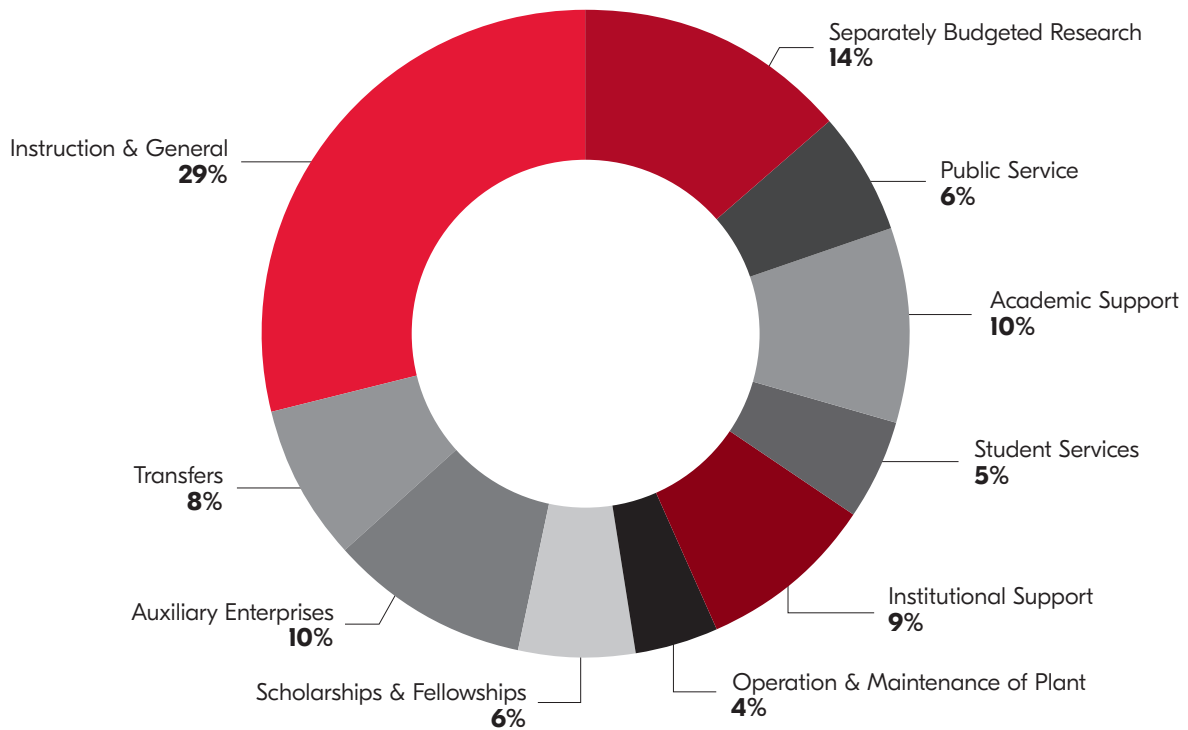
RESOURCES BY SOURCE

ALL CURRENT FUNDS



EXPENDITURES BY FUNCTION

ALL CURRENT FUNDS





CINCINNATI TUITION GUARANTEE

The university has announced the Cincinnati Tuition Guarantee for new, degree-seeking first-year and transfer students enrolling in Uptown or regional campuses beginning with the fall 2019 semester. The Cincinnati Tuition Guarantee was made in accordance with the rules and requirements set forth in Ohio Revised Code §3345.48. The tuition guarantee model does not affect current students. It will provide students, and their families, continued stability related to educational costs.

The Cincinnati Tuition Guarantee is formalizing UC's commitment to affordability, accountability, and access - as the university has voluntarily frozen undergraduate tuition for the past four years. In fact, UC's Spring 2019 graduates earning four-year undergraduate degrees (who entered in Fall 2015) never experienced a tuition increase throughout their college careers.

The proposed Ohio biennial budget mandates that all public universities offer a Tuition Guarantee, though the final form of that budget is yet to be determined. No matter the final outcome of the state budget, UC will honor and provide the Cincinnati Tuition Guarantee for the incoming undergraduate class for Fall 2019 and for subsequent incoming classes.

Annual tuition and fees rates are recommended to the Board of Trustees and pending approval. Room and Board rates vary depending on building location and meal plan. Refer to Student Fee Schedules in Appendix 3 for more information.

Preliminary projections for the Cincinnati Tuition Guarantee include a tuition revenue budget increase of \$4.0 million. Of this increase in revenue, one third will be committed to merit-based scholarships, one third to need-based grants, and the remaining third to Next Lives Here initiatives.

STATE SHARE OF INSTRUCTION (SSI)

As a state-supported institution, UC is partially funded by the State Share of Instruction (SSI), which is Ohio's primary mechanism for subsidizing the instructional costs at Ohio's fourteen public institutions of higher education for the purpose of reducing the cost of tuition for Ohio residents. SSI funding in each fiscal year is allocated to public institutions according to a performance-based funding formula that incentivizes student degree and course completion. Portions of SSI are also set-aside for doctoral and medical programs.

Every Ohio university provides the Ohio Department of Higher Education (ODHE) with detailed demographic, enrollment, degree, and expenditure data. By design, the SSI model is sufficiently complex to incorporate multiple student risk factors and highly varied course and degree costs. The model includes priority weighting for Science, Technology, Engineering, Mathematics, and Medicine (STEM2) programs. SSI is also designed to be stable, relying on three-year averages for student data to reduce the financial impact of changes in enrollment and graduation fluctuations.

In FY 2019, UC received a total of 14.0% of Ohio's total SSI allocation, for both Uptown and regional campuses. This proportion has been relatively consistent over the past five years, and is driven by the following four factors:

FY 2019	University of Cincinnati		State of Ohio	
	Amount	Percent	Amount	Percent
Course Completion	\$ 62,245,585	29.3%	\$ 461,974,593	30.3%
Degree Attainment	103,090,492	48.5%	761,580,272	50%
Doctoral	30,681,442	14.4%	179,428,312	11.8%
Medical	16,712,553	7.9%	120,177,367	7.9%
	\$ 212,730,073	100%	\$ 1,523,160,544	100%

DEGREE ATTAINMENT

The degree attainment component of the SSI calculation has been phased-in over the past several years, and now represents 50% of the formula. In order to integrate a sophisticated cost and risk model, ODHE relies on a calculation of relative degree “credits,” derived from the risk factors for individual students, the costs associated with the courses taken to obtain the degree, and the multiple Ohio institutions which instructed each course. Subsidy-eligible degrees are those earned by in-state undergraduate or any graduate student, regardless of residency, except for out-of-state graduate students taught exclusively online.

Undergraduate degrees conferred to students identified as out-of-state residents who remain in Ohio after graduation are weighted by a factor of 0.5. ODHE estimates that 22.1% of non-residents remain in Ohio one year after graduation.

At-risk degree credits are defined as those that were earned by students with any of the following characteristics:

- The student was over 22 when they began college;
- The student has an Expected Family Contribution (EFC) of less than \$2,190 in any of the years prior to degree attainment;
- The student scored less than 17 on the ACT Exam in either math or English, or, if no ACT data is available, the student completed any developmental course on any campus;
- The student is African-American, American Indian, or Hispanic;
- The student has first-generation status.

COURSE COMPLETION

The course completion component of the model is driven by a calculation of the relative proportion of full-time equivalencies (FTE) calculated for courses completed at UC compared to those at other Ohio institutions. Course completion is defined as completion with a grade of “D” or better. The allocation is weighted by course cost and risk, which is defined in by the financial and academic portions of the at-risk definition used in the degree component.

DOCTORAL SET ASIDE

The doctoral set-aside component of the model is reserved for institutions with doctoral instruction. Within this component, there are three separate allocation drivers:

- The proportion of FTE instructed
- A three-year average of doctoral degrees awarded
- The institutions’ share of the most recent National Science Foundation (research) expenditure data. The National Institute of Health research expenditures are weighted by 50%.

The FTE component was based on historical data - courses taken between 1994 and 1998. The State of Ohio’s proposed FY 2020-21 budget will replace the historical FTE calculation with one based on the average of the three most recent years.

MEDICAL SET ASIDE

The medical component is calculated based on a three-year average of eligible FTE. Some medical funding is also allocated for veterinary and dental programs, which are exclusively taught at Ohio State University.

The University of Cincinnati’s SSI funding has been relatively consistent, relative to other state institutions. On average, UC’s SSI funding has increased 2.4% annually since FY 2015. The total state appropriation has increased an average of 1.8% annually over the same time period.



In FY 2015, the first year of the current SSI model, UC received 13.6% of the total allocation. In 2019, UC was allocated 14.0%. While UC has seen gradual but consistent increases in the quantity of subsidy-eligible degrees awarded (from 9,092 in FY 2015 to 10,967 in FY 2019, an average annual increase of 4%), so too has the state as a whole (from 68,744 to 78,169, an average annual increase of 3%).

2020-2021 BIENNIAL BUDGET

SSI is distributed to all Ohio universities under the authority of Ohio's biennial budget. Fiscal Year 2020 is the first year of a new biennium, and all SSI projections should be considered preliminary until the enactment of Ohio's main operating bill, Am. Sub. H.B.166 of the 133rd General Assembly (Likely June 2019). However, the following proposed provisions may impact Ohio SSI allocations, including those to the University of Cincinnati. The bill includes:

- A 1% increase to the total SSI allocation in FY 2020 and an additional 1% increase in FY 2021.
- A replacement of the current doctoral set-aside formulation, which relies on historical FTE data, with one that relies on average FTE data from the most recent three years. This update will likely result in a net decrease in funding to UC of approximately \$1 million.
- A requirement, rather than an authorization, that universities establish a tuition guarantee program, based on a 36-month timespan of the consumer price index (rather than the current 60-month timespan). The reduced timespan is projected to make the tuition guarantee programs more responsive to the economy.

See Appendix 4 for more information.

UPTOWN CAMPUS

The current unrestricted or undesignated general fund (also referred to as the general fund) is the primary source of funding for the UC Uptown campus. General funds are free of internal designations by the Board of Trustees for specific purposes, programs and activities. The Uptown General Fund includes a \$620.9 million operating budget supporting the core missions of education, research, and student experience.

RESOURCES

Primary undesignated revenue sources include tuition, fees, other student charges, State Share of Instruction, and Facilities and Administrative recoveries from grant activity.

TUITION, FEES AND OTHER STUDENT CHARGES

Effective 2019-20 academic year, the university recommends the following to the Board of Trustees for approval:

- A 6% increase, resulting in \$4.0 million of undergraduate tuition growth, as part of the Cincinnati Tuition Guarantee program for first-year, including transfer, in-state undergraduate students.
- No increase to continuing undergraduate tuition for both resident and non-resident students on the Uptown Campus for the fifth year in a row.
- No increase to graduate tuition for both resident and non-resident students on the Uptown Campus for the fifth year in a row.
- Professional and specialized graduate degree tuition rates, including Law, Medicine (MD), Pharmacy (PharmD), Lindner College of Business premium graduate programs, and others are included in Appendix 3 – Student Fees.

The FY 2020 tuition budget assumes flat enrollment and all revenue from enrollment growth will be allocated through the university's Performance Based Budgeting (PBB) model. Tuition growth that exceeds established targets may be used to offset the university budget reallocation. Remaining net revenue may then be used for college initiatives and/or funding Provost strategic priorities (including subvention).

In aggregate, the gross Tuition, Fees and Other Student Charges budget increased from July 1, 2018, by approximately, \$17.2 million due to growth through FY 2019 as the result of a continued increase in enrollment and student retention.

SCHOLARSHIPS

A 6.5% budget increase is expected for scholarships. Close to \$1.9 million of this increase is attributable to FY 2019 enrollment growth and retention. A commitment to use Cincinnati Tuition Guarantee revenue to fund one-third of university scholarships and one-third of need-based grants results in an additional \$2.7 million. Diversity and inclusion scholarships will increase by \$130,000 as part of a multi-year investment.

STATE SHARE OF INSTRUCTION (SSI)

The university will continue to plan conservatively and budget SSI equal to the FY 2019 actual disbursement. An increase of \$600,000 from FY 2018 budget to FY 2019 allocated from the state is budgeted to lower the university-wide budget reallocation and fund incremental expenses.

GRANTS AND CONTRACTS

Approximately 50% of Facilities and Administrative (F&A) cost recovery is budgeted in the general fund for F&A (indirect) expenses associated with grants and contracts activity. Over time, the university F&A recovery for related activity has grown, therefore the university will budget \$1 million of the surplus in FY 2020 to reduce the university-wide reallocation to fund incremental costs and priorities.



EXPENDITURES

FY 2020 budgeted expenditures are expected to increase \$10.5 million compared to the prior year. Revenue generators exceeding revenue targets increase the expense budget to support incremental costs and other priorities. The increase to the base is split between instructional, academic support, and institutional support. Other changes to the year-over-year budget by functional area are attributable to centrally-funded salary increases.

Incremental expenses totaling \$16.4 million have been identified and approved for funding including contractual and non-contractual salary increases, associated fringe benefits, mandatory expenditures, infrastructure, and strategic priorities. While resources of \$3.0 million are identified, including SSI, F&A, and Cincinnati Tuition Guarantee, to cover 18.3% of these costs, a university-wide reallocation of 4.1% is necessary to fund the remaining incremental commitments. See Appendix 2

INCREMENTAL OPERATING EXPENSES

SALARY INCREASE AND FRINGE BENEFITS - \$7,778,217

During the FY 2020 budget planning process, an institutional decision was made to centrally fund contractual and non-contractual planned increases for filled positions funded from the general fund on 3/31/2019. Estimated salary increases and associated fringe benefits are funded from the university-wide 4.1% reallocation.

MANDATORY

- Lindner College of Business Utilities and Maintenance - \$1,400,000
Incremental utilities and maintenance expenses related to the completion of the Lindner College of Business building. Approximately \$560,000 is budgeted for utilities and \$840,000 for facilities and maintenance.
- UC Foundation Funding Model - \$1,120,000
The continuation of a multi-year plan to establish a permanent university source to support advancement and philanthropy. The funding will cover operational costs that historically have been funded with a fee against the managed endowments. UC Foundation will participate in the university-wide reallocation process by reducing the FY 2020 subsidy by approximately \$180,000.
- IT 504/508 Accessibility and Compliance - \$100,000
A multi-year commitment to ensure the university is compliant with Sections 504 and 508 amendments of the Rehabilitation Act of 1973 providing full and equal access of electronic and information technology to students, employees, and visitors with disabilities.
- Core and Sustaining Support - \$2,300,000
An established pool to fund requests that are presented during Vice Presidential budget meetings. Requests include investments in unit and departmental priorities and maintain service levels to meet university needs. In addition, requests may be presented to provide a subvention for areas unable to absorb expense reductions.

INFRASTRUCTURE

- Capital Investment Fund - \$2,000,000
The beginning of a multi-year plan to fund required debt service for priority and major capital projects at the university.

STRATEGY/GROWTH

- Research Faculty Start-up - \$250,000
A university focus and investment to increase research start-up funding from \$2 million to \$4 million to aid in strategic recruitment of new research faculty.
- Diversity and Inclusion - Turner Scholarships - \$130,000
Continued commitment to increase undergraduate diversity by providing increased scholarships available for underrepresented incoming first-year students.
- Next Lives Here - \$1,361,673
FY 2020 budget includes a commitment to fund Next Lives Here priorities and investments from one-third, approximately \$1.4 million, of the Cincinnati Tuition Guarantee program. This increase is used to fund Platforms and Pathways priorities included in the university's strategic direction.

TRANSFERS

Transfers include both mandatory and non-mandatory transfers to and from the general fund. Net transfers will increase by \$3.5 million due to budget allocated to Next Lives Here, designated priorities (i.e. IT 504/508 Accessibility and Compliance) and debt service (i.e. Capital Investment Fund). Other planned activities between fund types are described below:

DEBT SERVICE

Debt service includes Business Core Systems, Athletics, academic buildings funded from central resources, and others. Funding is typically transferred to the unit where the debt service payment is made, however, for some areas, the debt service is recorded in the general fund. The FY 2020 budget will increase \$2.0 million due to the investment in the Capital Investment Fund to fund high priority capital projects.

DESIGNATED

Transfers are made to designated funds for a specific purpose or university priority. Undesignated general fund budget is held centrally and allocated throughout the year to the departmental level. Budget held centrally is excluded from the university reallocation process and allows to be more closely monitored to ensure transparency and accountability. Included in the \$67.8 million transfer budget is: \$31.7 million for UCRI/Research; \$11.2 million General Fee for student organizations; \$10.2 million for UCIT; \$5.6 for million system maintenance and enhancements and the remaining for university core services and priorities. The increase over FY 2019 budget is designated for IT 504/508 funding described in Incremental Operating Expenses.

CLAIMS ON OPERATION REPAYMENT

Historical deficits were consolidated and repayment plans were developed to eliminate funds in deficit. This multi-year plan continues in FY 2020 and will pay down three remaining designated funds totaling \$8.8 million.

SUBSIDIES TO NON-INSTRUCTIONAL UNITS

Consists of funding provided to Athletics and Campus Services that is centrally budgeted to support operations throughout the year based on unit needs. Athletics subsidy of \$8.4 million includes support for operational expenditures and scholarships. Funding to Campus Services is budgeted at \$1.6 million for Tangeman University Center (TUC) operational expenditures.

PLANT

Transfers budgeted to plant funds include capital investment for basic renovations of \$5.5 million and \$4.0 million for moving and relocation needs due to construction and basic renovation projects across campus.

OTHER

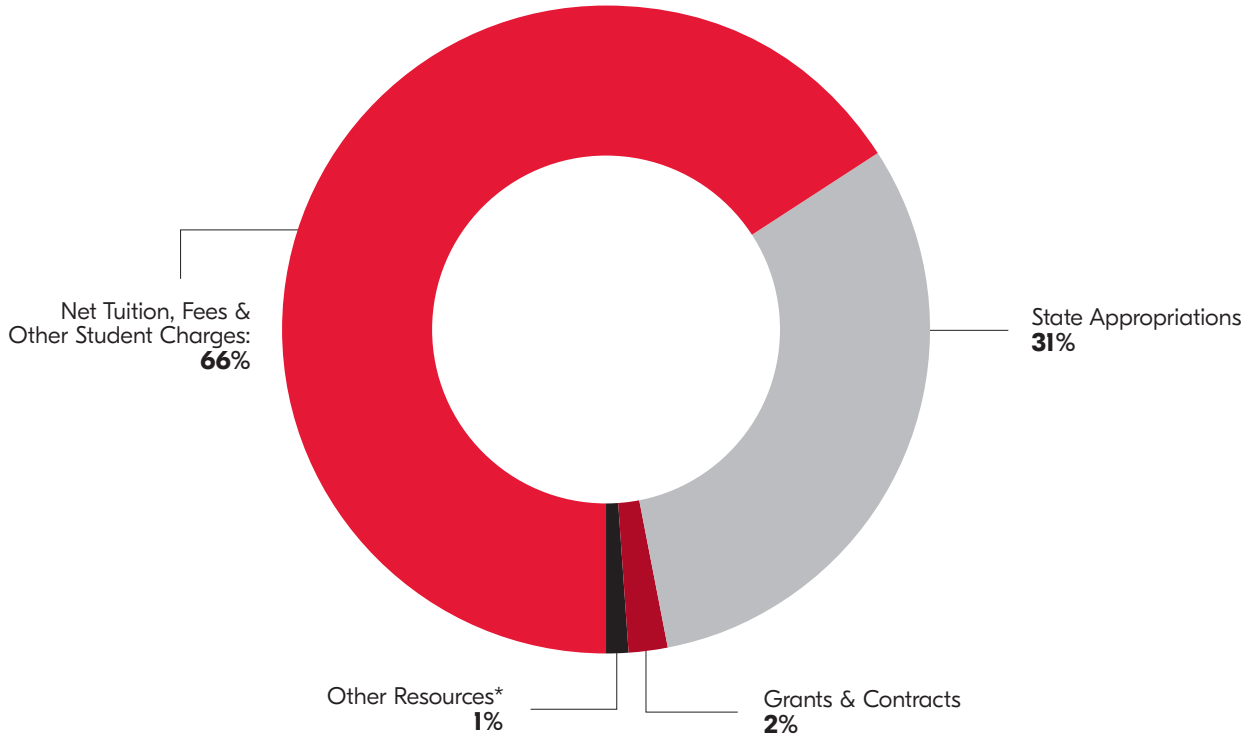
Transfers in this category include a recurring transfer in from working capital and designated business tax activity.

UNDESIGNATED GENERAL FUNDS UC UPTOWN (IN THOUSANDS)

	FY 2019 Budget	FY 2020 Budget	Variance	Percent Change
RESOURCES				
Gross Tuition, Fees and Other Student Charges	\$ 469,495	\$ 486,728	\$ 17,233	3.7%
Less Scholarships and Fellowships	(74,128)	(78,915)	(4,787)	6.5%
Net Tuition, Fees and Other Student Charges	395,367	407,813	12,446	3.1%
State Appropriations	193,064	193,664	600	0.3%
Grants and Contracts	14,309	15,309	1,000	7.0%
Private Gifts	—	—	—	—%
Sales and Service	10	10	—	—%
Endowment Income	956	956	—	—%
Temporary Investments	2,270	2,270	—	—%
Other Sources	890	890	—	—%
Total Resources	\$ 606,866	\$ 620,912	\$ 14,046	2.3%
EXPENDITURES				
Educational and General				
Instructional and General	\$ 232,722	\$ 243,917	\$ 11,195	4.8%
Separately Budgeted Research	8,176	9,128	951	11.6%
Public Services	1,008	914	(94)	(9.3)%
Academic Support	87,978	90,403	2,426	2.8%
Student Services	19,146	20,419	1,274	6.7%
Institutional Support	73,969	74,034	65	0.1%
Operation and Maintenance of Plant	53,281	54,665	1,383	2.6%
Budget Reallocation	(5,655)	(13,478)	(7,824)	138.4%
Future Yrs Reallocation Reserve	4,910	4,734	(175)	(3.6)%
Next Lives Here	—	1,332	1,332	
Total Expenditures	\$ 475,535	\$ 486,068	\$ 10,533	2.2%
TRANSFERS				
Debt Service	\$ 38,236	\$ 40,236	\$ 2,000	5.2%
Designated	66,318	67,761	1,442	2.2%
Claims on Operations Repayment	8,798	8,798	—	—%
Subsidies to Non-Instructional Units	10,352	10,352	—	—%
Plant	9,548	9,618	70	0.7%
Other	(1,921)	(1,921)	—	—%
Total Net Transfers	\$ 131,331	\$ 134,844	\$ 3,512	2.7%
Total Expenditures and Transfers	\$ 606,866	\$ 620,912	\$ 14,045	2.3%
Net Increase (Decrease) In Fund Balance	\$ —	\$ —		

RESOURCES BY SOURCE

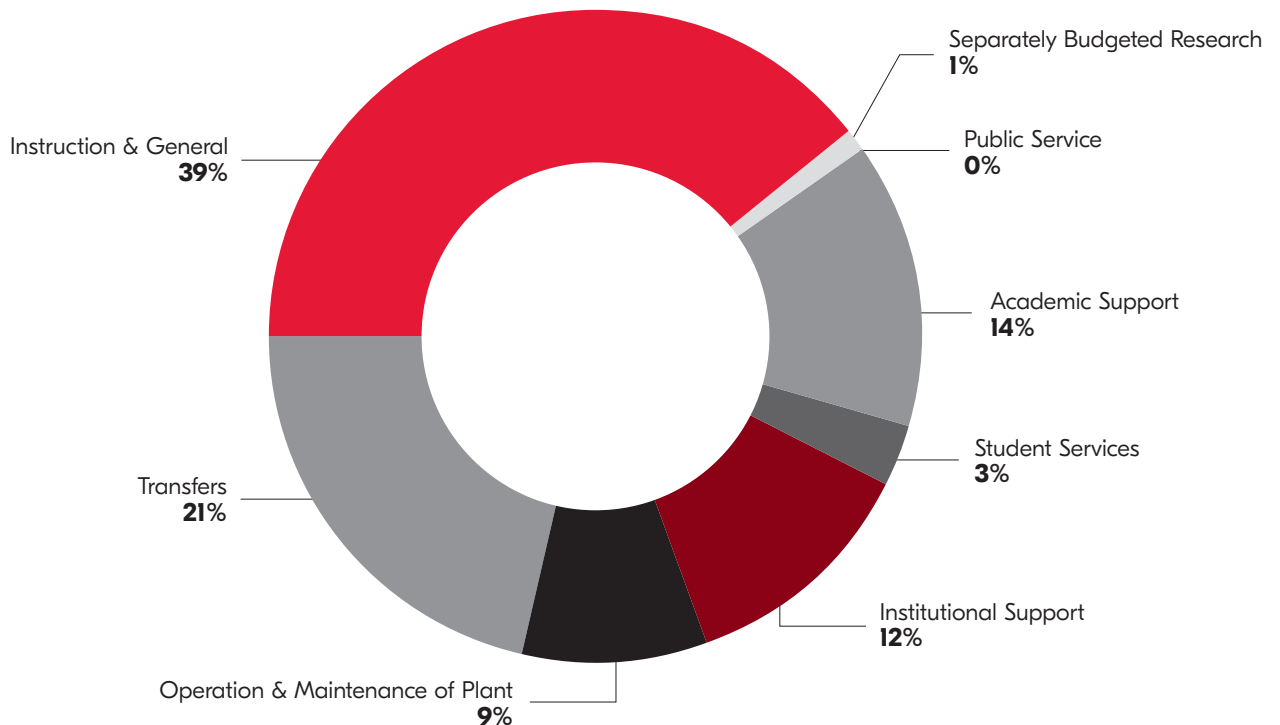
UC UPTOWN



**Other Resources includes Private Gifts, Sales & Service revenue, Endowment income, Temporary Investments, and Other Sources*

EXPENDITURES BY FUNCTION

UC UPTOWN





- CONSTRUCTION** The construction phase is responsible for the physical realization of the project. It involves the procurement of materials, labor, and equipment, and the execution of the construction work.
- STRUCTURE** The structure is the physical framework of the project. It is the result of the construction phase and is responsible for the structural integrity of the project.
- ENVIRONMENT** The environment is the context in which the project operates. It includes the natural and built environment, and the social and economic context.



DESIGN GOALS

The design goals are the objectives that the design team aims to achieve. They are the result of the design process and are responsible for the quality of the design.



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REGIONAL CAMPUSES — UC BLUE ASH

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

BUDGET HIGHLIGHTS

Total resources for FY 2020 are budgeted to decrease \$218,000 when compared to the FY 2019 budget. This can be directly attributed to an increase of \$229,000 of budgeted scholarships, including the Cincinnati Pride Grant Scholarships. UC Blue Ash is budgeting for flat enrollment with no tuition or student fee increase based on the Cincinnati Tuition Guarantee to bring alignment to regional tuition rates.

State Share of Instruction (SSI) revenue is expected to increase \$79,000 over FY 2019 budget. The college is budgeting SSI to be slightly less than what was actualized in FY 2019 after SSI calculations were finalized. Revenue from Ohio's College Credit Plus (CCP) program, which allows high school students to earn both high school and college credit for certain courses taken during high school, is expected to decrease by \$45,000 based upon current CCP confirmation levels.

Total expenditures for FY 2020 are budgeted to increase by \$328,000 over FY 2019 budget. UC Blue Ash is budgeting increases for represented and unrepresented staff.

In order to fund operations, the UC Blue Ash budget includes a transfer of \$213,000 from reserves.

INITIATIVES

Retention - UC Blue Ash understands that investing in supporting students will lead to higher retention rates. The college has acted on that initiative by continuing to support student-centered programs whose sole purpose is to support student learning. These programs include, but are not limited to, the math and study skills lab, the student writing and reading center, science and learning labs, foreign language labs, student success coaches for Cincinnati Public School students, and the student mentoring program. This investment in student support will pay off in increased student retention.

Student Life - UC Blue Ash has a very active student life department, funded by the college's general funds. This dynamic department provides a well-rounded student college experience on UC Blue Ash's campus. The student life department also contains resources for multicultural, diversity, Latino, and Veteran's affairs. In FY 2020, the college is budgeting both general fund and donor resources to create the UC Blue Ash Veteran's Lounge, where veterans will be able to receive additional resources in guidance, advocacy, and outreach services.

Smart Classroom Technology - In order to reach a higher standard for the incorporation of technology in learning, UC Blue Ash continues to invest in upgrading academic information technology equipment in smart classrooms across buildings.

IMPACTS

Record Donation - UC Blue Ash has received the largest donation in the history of the college from one of its own. Alumnus Eric Broyles, UCBA '90, has pledged \$1 million for student scholarships.

Record Enrollment - The UC Blue Ash Admissions and Recruiting team's efforts have contributed to 1,554 incoming students in Fall 2020. UC Blue Ash will continue to work to attract new students and transfers.

CHALLENGES

Distance Learning - Though UC Blue Ash continues to grow its online course availability, it must explore faster expansion and offering other online degrees in order to meet market demand.

Four-year Degree Offerings - The college is in the planning stages of evaluating whether to offer four-year degrees that are not currently offered at other UC colleges. It must move quickly to meet market demand.

Facilities Constraints - UC Blue Ash is in the process of renovating the largest and oldest building on campus, Muntz Hall. The upper floors have not been renovated in decades. This desperately needed, multi-phase project completed phase two of six in FY 2019. Though the total renovation will likely take 7-10 years, the renovation will provide eventual savings due to HVAC efficiencies, as well as more classroom and office space. Over the next several years, UC Blue Ash will be focused on reducing deferred maintenance on buildings and equipment across the college. In addition, there will be several smaller renovation projects the college will have to address.

**UNDESIGNATED GENERAL FUNDS
UC BLUE ASH
(IN THOUSANDS)**

	FY 2019 Budget	FY 2020 Budget	Variance	Percent Change
RESOURCES				
Gross Tuition, Fees and Other Student Charges	\$ 26,148	\$ 26,168	\$ 21	0.1%
Less Scholarships and Fellowships	(909)	(1,139)	(229)	25.2%
Net Tuition, Fees and Other Student Charges	25,238	25,030	(209)	(0.8)%
State Appropriations (State Share)	10,921	11,000	79	0.7%
Other State Appropriations (CCP)	395	350	(45)	(11.4)%
Govt and Private Grants and Contracts	—	—	—	
Private Gifts	—	—	—	
Sales and Service	60	26	(34)	(56.7)%
Endowment Income	—	—	—	
Temporary Investments	—	—	—	
Other Sources	60	51	(9)	(15.7)%
Total Resources	\$ 36,674	\$ 36,456	\$ (218)	(0.6)%
EXPENDITURES				
Educational and General				
Instructional and General	\$ 21,852	\$ 23,174	\$ 1,322	6.0%
Separately Budgeted Research	—	—	—	
Public Services	—	—	—	
Academic Support	4,636	4,332	(303)	(6.5)%
Student Services	2,959	3,339	380	12.8%
Institutional Support	3,940	2,812	(1,127)	(28.6)%
Operation and Maintenance of Plant	2,227	2,283	57	2.5%
Total Expenditures	\$ 35,613	\$ 35,941	\$ 328	0.9%
TRANSFERS				
Debt Service	\$ —	\$ —	\$ —	
Subsidies to Non-Instructional Units	174	174	—	—%
Plant Funds	328	—	(328)	(100.0)%
Other	558	341	(217)	(38.9)%
Total Net Transfers	\$ 1,060	\$ 515	\$ (546)	(51.5)%
Total Expenditures and Transfers	\$ 36,674	\$ 36,456	\$ (218)	(0.6)%
Net Increase (Decrease) In Fund Balance	\$ —	\$ —		

REGIONAL CAMPUSES — UC CLERMONT

UC Clermont is a regional college within the University of Cincinnati located on 91 beautiful wooded acres in Batavia Township. Opened in 1972, UC Clermont is an accredited, affordable, and open-access college offering more than 50 associate, bachelor, and certificate programs.

BUDGET HIGHLIGHTS

Tuition revenue is forecast to increase \$167,000. The increase is the net effect of slightly lower enrollment combined with an expected increase of \$300,000 generated from the Cincinnati Tuition Guarantee. Intercampus revenue was budgeted conservatively for FY 2020.

SSI revenue is expected to increase by 8.8% over the prior year's budget, for a total of \$7.8 million for FY 2020. Revenue from the state's College Credit Plus program is expected to increase by \$150,000.

Total expenditures are expected to decrease in FY 2020. This is due to cost-saving measures taken by the college, including the reduction in student wages and general administration expenses. Additionally, projected wages and benefits for adjunct faculty are expected to be lower due to class section reductions and combinations.

INITIATIVES

Scholarships - With the expected increase in tuition revenue from the Cincinnati Tuition Guarantee, UC Clermont plans to invest back into its students through scholarship increases. 75% of the incremental income from the Cincinnati Tuition Guarantee will be used for student scholarships, which will be awarded based on merit, transition status, and to assist underrepresented minorities.

Internet Bandwidth - UC Clermont is planning to invest significantly in expanding its internet bandwidth. During peak hours of usage, the high amounts of wireless traffic have slowed the speed of access across the campus. By investing in expanding internet bandwidth, UC Clermont expects speeds to double, allowing students, staff, and faculty to be more efficient and productive.

IMPACTS

Retention - UC Clermont continues to make great strides in increasing retention rates. In FY 2017, the most recent year with detailed retention data, UC Clermont had a first-year retention rate of 60.9% among first-time, full-time degree-seeking undergraduate students, up from 53.3% in FY 2011. The second-year retention rate has also increased from 35.9% in FY 2011 to 41.5% in FY 2017.

Reverse Transfers - UC Clermont has increased the number of reverse transfers in FY 2019. A reverse transfer occurs when a student starts at UC Clermont, then transitions to Uptown campus for a bachelor's degree without first finishing their associate's degree. Before the student finishes their bachelor's degree, UC Clermont determines which students can be granted an associate's degree with all credit considered, as the course requirements for the bachelor's degree likely include the remaining courses for the student's associate's degree. Working to increase the number of reverse transfers allows more students to gain the most from their UC experience.

CHALLENGES

DFW Rates - UC Clermont will continue to work to bring down its DFW rate, which measures students that receive Ds, Fs, or who withdraw from their classes. UC Clermont must look for ways to expand its tutoring options in math, statistics, English, and science. Expanding services for at-risk students will also help address this problem.

Online Retention - While the retention rate for on-campus students has continued to improve, UC Clermont saw a drop in the retention rate for online students. UC Clermont seeks to better provide tutoring and advising services to online students.

Stability - UC Clermont is working to build stability by diversifying its revenue sources. UC Clermont will be able to achieve this in part by continuing to expand its online offerings. The college can also decrease its dependence on tuition, which fluctuates with enrollment, by seeking increased endowments and restricted donations.

UNDESIGNATED GENERAL FUNDS
UC CLERMONT
(IN THOUSANDS)

	FY 2019 Budget	FY 2020 Budget	Variance	Percent Change
RESOURCES				
Gross Tuition, Fees and Other Student Charges	\$ 18,162	\$ 18,329	\$ 167	0.9%
Less Scholarships and Fellowships	(2,225)	(2,497)	(272)	12.2%
Net Tuition, Fees and Other Student Charges	15,937	15,832	(105)	(0.7)%
State Appropriations (State Share)	7,187	7,818	631	8.8%
Other State Appropriations (CCP)	800	950	150	18.8%
Govt and Private Grants and Contracts	16	20	4	25.0%
Private Gifts	—	—	—	
Sales and Service	—	—	—	
Endowment Income	—	—	—	
Temporary Investments	—	—	—	
Other Sources	22	40	18	79.2%
Total Resources	\$ 23,962	\$ 24,659	\$ 698	2.9%
EXPENDITURES				
Educational and General				
Instructional and General	\$ 13,801	\$ 13,109	\$ (692)	(5.0)%
Separately Budgeted Research	—	—	—	
Public Services	89	4	(85)	(95.8)%
Academic Support	3,172	3,287	115	3.6%
Student Services	2,695	2,565	(130)	(4.8)%
Institutional Support	3,027	3,108	81	2.7%
Operation and Maintenance of Plant	2,042	1,994	(48)	(2.4)%
Total Expenditures	\$ 24,826	\$ 24,067	\$ (759)	(3.1)%
TRANSFERS				
Debt Service	\$ —	\$ —	\$ —	
Subsidies to Non-Instructional Units	90	90	—	— %
Plant Funds	—	—	—	
Other	(955)	502	1,457	(152.6)%
Total Net Transfers	\$ (865)	\$ 592	\$ 1,457	(168.5)%
Total Expenditures and Transfers	\$ 23,961	\$ 24,660	\$ 698	2.9%
Net Increase (Decrease) In Fund Balance	\$ —	\$ —		



Auxiliary Enterprises provide 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 following sections highlight the two auxiliaries at the university, Campus Services and Athletics.

CAMPUS SERVICES AUXILIARY

Campus Services, the umbrella organization for all auxiliary operations on campus (except Athletics), coordinates efforts to meet the needs of the campus community and enhance the campus experience through the following units:

- **Housing Services** operates twelve student housing facilities, comprised of traditional, suite- and apartment-style living units, serving students of all academic classifications. To meet residential demand, Housing Services also block leases units from other neighborhood communities. In addition, Housing Services collaborates with the Graduate School to provide off-campus housing options for graduate students.
- **Food Services** includes five residential dining centers, nine nationally branded locations, ten self-branded concepts, catering services, and one table service restaurant.
- **Campus Recreation** operates two comprehensive fitness facilities encompassing over 200,000 square feet of recreation space. Hosting 850,000 visits annually, Campus Recreation has over 2,200 annual members, 1,500 short-term members, and serves the undergraduate student population.
- **Retail Services** consists of five bookstores, two convenience stores, and over 270 beverage and snack vending machines. In partnership with Follett, UC's contracted partner, the UC Bookstores are focused on course material innovations to support the academic mission, 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** encompassing Tangeman University Center, the Steger Student Life Center, and West Pavilion, 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 meeting and 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 and twenty-six lots and drives, with over 11,000 parking spaces.
- **Printing and Duplicating Services** offer a full range of services, including highest-quality offset printing, creative services, copies, all types of binding and finishing, bulk mail, wide format, and a variety of materials.



BUDGET HIGHLIGHTS

The FY 2020 budget includes the following assumptions:

A. The FY 2020 budget includes several significant structural changes that are driving budget changes from last year.

- Due to a University reorganization, Printing and Duplicating Services has been moved to Campus Services. The total budget for this unit is \$3.0 million and was not included in the FY 2019 budget.
- The Kingsgate Conference Center ground lease transaction was finalized during FY 2019 and as a result, the net revenues for the operation are no longer budgeted in Campus Services. What remains of the internal debt for the facility will be included in the Campus Services budget until it is paid off in FY 2024. The annual debt payment is \$1.3 million, and the total owed internally is \$6.7 million. Part of this change involved transitioning the Starbucks located in the Medical Sciences Building from Marriott management to Aramark. This will create efficiencies in oversight and staffing as Aramark already has a significant food service management presence on campus.
- Due to increasing demand for university-operated housing over the last several years, Housing Services has block-leased all units within the University Park Apartments facility. As a result of this relationship, Campus Services, in collaboration with the Clifton Heights Community Urban Redevelopment Corporation (CHCUTC), assumed management responsibility for the University Park Apartments complex during FY 2019. Expense budget of \$1.5 million for this operation was not included in the FY 2019 budget.

B. Total revenues are budgeted to increase \$15.5 million. The following activities are driving this increase:

- Over \$6.1 million of this increase is due to increased enrollment realized during FY 2019, resulting in increased demand for housing, parking, meal plans, and increased student fees.
- A proposed 3% increase in room and parking fees and a 2% increase in meal plan fees will contribute approximately \$2.7 million in additional revenue. The impact of these fee increases to the student can be found in Appendix 3. The revenue budget includes an expectation of 7,020 residential students, which includes 1,100 beds that will be block-leased from neighborhood communities.
- The FY 2020 budget includes projected growth in room leases and meal plans, generating an estimated \$5.6 million in additional revenue. The budgeted occupancy of 7,020 is equivalent to current year housing assignments at 6,690 plus an additional 330 beds. Early confirmation reports indicate that this additional supply will be necessary to meet enrollment demand.
- Contract revenue is budgeted to decrease by \$2.5 million due to the completion of the Kingsgate Conference Center ground lease transaction. Net revenues for the operation are no longer budgeted in Campus Services.
- Other Recovery includes activities in University Park Apartments and Printing and Duplicating Services which represents new budget of \$4.3 million over last year. These resources represent funding intended to offset costs in those units.

C. Total expenditures are budgeted to increase \$16.4 million. The following activities are driving this increase:

- Cost of Sales is budgeted to increase \$2.5 million primarily due to increased enrollment that is driving increased food cost.
- A 2% proposed increase to staff salaries throughout Campus Services is included in the budget, along with the addition of the full budget for Printing and Duplicating Services staff. Combined, these changes account for \$2.0 million (including benefits) in additional expenses.
- Housing Block Lease expense is budgeted to increase \$9.2 million due to the continued increase in demand. This increase represents growth in the current year, plus additional budgeted capacity for FY 2020.
- Departmental Operating Expenditures (DOE) are budgeted to increase \$2.5 million. This change is comprised of three activities. First, the addition of Printing and Duplicating Services adds \$1.8 million to the DOE budget. Second, \$1.4 million represents the addition of University Park Apartments operating expenditures. Third, with the finalization of the Kingsgate Conference Center transaction, \$1.2 million of operating costs are no longer budgeted. The remaining change is driven by inflationary cost increases in many of the other critical operating functions within Campus Services.

D. Total Net Transfers are expected to decrease 2.1%, and include the following:

- Debt Service is budgeted to decrease \$2.3 million, primarily due to a decline in debt service payments for Eden Garage.
- The **Next Lives Here** transfer of \$3.0 million represents funding to be transferred to the general fund to support initiatives within the **Next Lives Here** strategic direction.
- In total, \$6.4 million has been budgeted to be transferred to reserves for repairs and renovations. Major projects being planned for FY 2020 include continued Dabney Hall renovations, window repairs in the Jefferson Complex, various repairs and equipment replacements in the Campus Recreation Center, and continued repair projects in various Parking facilities.
- Other transfers include \$1.3 million to be transferred from Kingsgate reserves to cover the debt payment on Kingsgate.

IMPACTS

While all units within Campus Services are having a highly successful year, below are several of the most impactful ways in which Campus Services is enhancing the campus experience this year:

Next Lives Here Support - Through a combination of increased demand and recognized efficiencies, Campus Services was able to transfer \$3.0 million to the general fund to support initiatives within the **Next Lives Here** Strategic Direction. In addition, Campus Services is projecting to end the current year with more than \$8.0 million to be transferred to reserves for future repairs and renovations. The budgeted transfer to reserves was \$6.6 million.

Responding to Enrollment Growth - Campus Services joined the university in welcoming nearly 46,000 students in the fall. The successful opening of Marian Spencer Hall and **On the Green (OTG)** dining center showcased Campus Services' ability to provide quality service and facilities in support of this population. Fall 2018 enrollment also included the largest residential population ever, with 6,690 residents; a 73% increase (+2,816) over the last decade. With continued growth in the campus population comes an increased demand for services. Food Services successfully served meals to support over 800,000 meal swipes, a 7% increase over Fall 2017. Parking Services sold an additional 271 student permits, a 4% increase over Fall 2017. Parking Services successfully supported additional campus demand as the campus hosted 19 FC Cincinnati matches this year. While meeting demand is important to Campus Services, quality of service is crucial as well. With the opening of **OTG**, it was important to measure and understand how customers regarded the new facility. A recent **National Association for College and University Food Services** (NACUFS) survey showed that the UC campus community ranked **OTG** a 4.43 on a 5-point scale.

New Collaborations - Campus Services was able to demonstrate its ability to collaborate with other units both on- and off-campus through several important accomplishments this year. First, Campus Services worked closely with the Clifton Heights Community Urban Redevelopment Corporation (CHCURC) to assume management responsibility for University Park Apartments and the associated parking lot. This conversion will save more than \$600,000, half of which will be recognized by Campus Services. While the facility continues to be owned by the CHCURC, all units at UPA are block-leased by the University to satisfy residential demand every year. Second, in collaboration with the Department of Athletics and Aramark, Campus Services assumed responsibility for Point of Sale (POS) equipment management and maintenance in Athletics facilities. Aging hardware required the replacement of all POS equipment in the newly renovated Fifth Third Arena and Nippert Stadium. This new partnership will improve services and maximize concession capabilities. Lastly, Campus Services has been actively engaged with campus constituents to play a role in UC's bicentennial activities. UC Student Day and the annual Block Party are two significant events hosted by Campus Services that serve to pull the campus community together and celebrate the institution and its accomplishments.

Refined Focus - In partnership with other UC administrative units, the Kingsgate Conference Center was successfully ground leased to an external partner. This new relationship provided the university with up-front capital that will be invested for strategic needs. This transaction allows Campus Services to focus on other areas of services that more directly impact UC students.

Student Affordability - Campus Services continues to work closely with Enrollment Management to provide a summer orientation program that is informative to incoming students and their families. This year, Campus Services created a session focused on course materials. Entitled "*Explore, Experience, Excel*" (E3), the session helped simplify course materials, empowering students to customize their pathway to affordability. The session also stimulated student self-selection of *UC Smartbooks*, UC's preferred eReader platform, chosen for its features that support academic success. On-site feedback directly from parents and students confirmed the need for the session. Even more, the E3 program won a national award for Innovative Achievement in Auxiliary Services from the *National Association for College Auxiliary Services* (NACAS).

Facility Stewardship - As an auxiliary unit, Campus Services is responsible for the maintenance and upkeep of its facilities. To that end, Campus Services is in the process of spending nearly \$6.0 million in the current year on major facility maintenance and renovation projects. Below are some of the most notable projects that will directly impact the campus experience:

- Extensive work in the Campus Recreation Aquatics Center including LED lighting installation and both lap and leisure pools were drained, re-grouted, and re-filled.
- Facility improvements were completed this year in TUC including new carpet and furniture in meeting and event spaces on the fourth floor, as well as new entertainment equipment in Catskeller.
- Work is about to begin in the Campus Recreation Center to re-purpose a common area into a 30-minute workout area.
- Various renovations within Dabney Hall and the Jefferson Complex will continue throughout the summer.
- Work on the replacement of the slate roof at TUC began this spring and will continue throughout next year.
- Various unit reconfiguration projects took place in Morgens Hall to optimize RA rooms and make additional space available for leasing.
- Work recently began to address building envelope issues throughout the Campus Recreation Center complex, including the adjoining residence hall.
- The *Chick-fil-A* location in TUC was expanded to allow for greater capacity and improved customer service.
- Power outlets are being installed in the *Center Court* dining hall as a convenience for students to charge portable electronic devices.

**AUXILIARY FUNDS
CAMPUS SERVICES ¹**
(IN THOUSANDS)

	FY 2019 Budget	FY 2020 Budget	Variance	Percent Change
RESOURCES				
Sales	\$ 18,345	\$ 19,069	\$ 724	3.9%
Student Meals	24,110	27,434	3,323	13.8%
Housing	49,766	59,421	9,655	19.4%
Rentals	1,405	1,306	(99)	(7.0)%
Contracts	4,002	1,472	(2,530)	(63.2)%
Other	5,171	4,840	(332)	(6.4)%
Other Recovery	1	4,356	4,355	—%
Campus Life Fees	15,009	15,395	387	2.6%
Total Resources	\$ 117,809	\$ 133,293	\$ 15,484	13.1%
EXPENDITURES				
Cost of Sales	\$ 16,721	\$ 19,176	\$ 2,455	14.7%
Salaries	11,713	13,249	1,536	13.1%
Benefits	4,289	4,569	280	6.5%
Housing Block Leases	10,075	19,322	9,247	91.8%
Utilities	8,720	9,029	310	3.6%
Departmental Operating Exp. (DOE)	17,384	19,884	2,499	14.4%
University Overhead	1,736	1,824	88	5.0%
Scholarships and Fellowships	1,950	1,968	18	0.9%
Total Expenditures	\$ 72,589	\$ 89,021	\$ 16,414	22.6%
TRANSFERS				
Debt Service	\$ 38,124	\$ 35,778	\$ (2,346)	(6.2)%
Next Lives Here	—	3,000	3,000	
Subsidies for Non-Instructional Activities	(3,086)	(3,028)	58	(1.9)%
Reserve for Repairs and Renovations	6,676	6,356	(321)	(4.8)%
Resident Education & Development (RED)	2,826	3,109	283	10.0%
Other	680	(943)	(1,624)	(238.6)%
Total Net Transfers	\$ 45,221	\$ 44,272	\$ (949)	(2.1)%
Total Expenditures and Transfers	\$ 117,809	\$ 133,293	\$ 15,465	13.1%
Net Increase (Decrease) in Fund Balance	\$ —	\$ —		

¹ Campus Services Auxiliary includes Retail, Food Services, Housing, Conferencing, Campus Recreation Center, Tangeman University Center/Steger Student Life Center/ West Pavilion, Campus Life Fee, Fitness Center at CARE/Crawley, Stratford Heights, Parking Lots and Garages, University Park Apartments, Printing & Duplicating Services and Bellevue Gardens.

CAMPUS SERVICES BY AUXILIARY
(IN THOUSANDS)

FISCAL YEAR 2020

	RESOURCES		EXPENDITURES and TRANSFERS					Net Income
	Total Budget	Expenses	Debt Service	Transfers	Plant Fund Transfers	Internal Subsidies	Total Budget	
Retail	\$ 2,052	\$ 1,886	\$ 606	\$ —	\$ —	\$ (440)	\$ 2,052	\$ —
Food	28,725	22,255	910	1,606	2,625	1,330	28,725	—
Housing	52,914	36,482	11,784	3,189	996	462	52,914	—
Kingsgate	—	—	1,340	(1,340)	—	—	—	—
TUC/Steger Student Life Ctr.	1,616	5,040	—	(1,506)	—	(1,918)	1,616	—
Campus Life Fee	15,395	114	11,990	800	—	2,491	15,395	—
Campus Recreation Center	2,151	5,659	—	(1,238)	79	(2,349)	2,151	—
Recreational Sports	—	—	—	—	—	—	—	—
Stratford Heights	5,956	2,157	3,350	291	157	—	5,956	—
Parking Lots and Garages	16,815	7,202	5,563	692	2,441	918	16,815	—
Bellevue Gardens	443	231	234	—	11	(34)	443	—
Graduate Housing	1,469	1,575	—	(106)	—	—	1,469	—
Campus Services Admin	—	80	—	(80)	—	—	—	—
Conferencing	1,403	2,035	—	(173)	—	(460)	1,403	—
University Park Apartments	1,455	1,455	—	—	—	—	1,455	—
Printing & Duplicating Svcs.	2,900	2,850	—	4	47	—	2,900	—
GRAND TOTAL	\$ 133,293	\$ 89,021	\$ 35,778	\$ 2,138	\$ 6,356	\$ —	\$ 133,293	\$ —

FISCAL YEAR 2019

	RESOURCES		EXPENDITURES and TRANSFERS					Net Income
	Total Budget	Expenses	Debt Service	Transfers	Plant Fund Transfers	Internal Subsidies	Total Budget	
Retail	\$ 2,054	\$ 1,839	\$ 608	\$ —	\$ —	\$ (393)	\$ 2,054	\$ —
Food	25,336	19,609	814	26	4,398	490	25,336	—
Housing	43,465	26,774	11,746	2,469	2,017	458	43,465	—
Kingsgate	2,521	1,182	1,340	—	—	—	2,521	—
TUC/Steger Student Life Ctr.	2,055	4,949	—	(1,508)	—	(1,385)	2,055	—
Campus Life Fee	15,009	113	12,023	800	—	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	1,957	3,350	278	177	—	5,762	—
Parking Lots and Garages	16,187	6,713	8,013	(73)	—	1,534	16,187	—
Bellevue Gardens	468	232	230	—	5	—	468	—
Graduate Housing	1,363	1,548	—	(185)	—	—	1,363	—
Campus Services Admin	—	—	—	—	—	—	—	—
Conferencing	1,437	2,044	—	(169)	—	(438)	1,437	—
University Park Apartments	—	—	—	—	—	—	—	—
Printing & Duplicating Svcs.	—	—	—	—	—	—	—	—
GRAND TOTAL	\$ 117,809	\$ 72,589	\$ 38,124	\$ 420	\$ 6,676	\$ —	\$ 117,809	\$ —

INTERCOLLEGIATE ATHLETICS

The University of Cincinnati Department of Athletics has historically been a positive representative of the university, its graduates and the city of Cincinnati. Those efforts continued and were expanded during the 2018-19 academic year. UC sponsors 19 Division I sports and is dedicated to providing an outstanding student-athlete experience while serving as one of the national leaders in a movement to focus on student-athlete welfare and mental health. With a positive trajectory, continued momentum and focus on competitive excellence, Athletics will continue on its current course to win championships, develop and graduate student-athletes, and build the Bearcats brand locally, regionally and worldwide.

BUDGET HIGHLIGHTS

The FY 2020 budget includes the following assumptions:

A. Total resources are expected to increase approximately \$1 million. This includes the following:

- Growth in football and men's basketball tickets sales of approximately \$573,000.
- Gifts are expected to increase \$450,000 over last year's budget due to a continued focus on annual giving.
- While Sponsorship Guarantees are expected to decrease due to the one-time signing bonus with IMG in FY 2019, Game Guarantees are planned to increase by \$791,000 creating a net increase of \$300,000.
- The NCAA/Conference distribution is anticipated to decline by over \$1.1 million due to a reduced pool of NCAA Basketball Tournament units and declining exit fee revenue associated with the dissolution of the former Big East Conference.
- Rental revenue is expected to increase over \$791,000 due to the FC Cincinnati contract as well as other events hosted in the arena.

B. Total expenditures are projected to increase \$1.2 million based on the following assumptions:

- Scholarships are expected to increase \$257,000 due to tuition and housing rate increases and will be managed through internal operating efficiencies.
- Salaries are expected to increase by \$289,000 due to factors including contractual and annual increases.
- Home game expenses are projected to decrease \$434,000 due to a decrease in game guarantee payments for football and men's basketball.
- Other Operating Expenditures are expected to increase \$1.1 million in FY 2020 due to the new FC Cincinnati contract as well as equipment and ticket office fees. These also include the additional requirements contained in the new contract such as Parking Services and Facilities Management. The net impact of this agreement results in \$1.5 million to the university.

C. Transfers include a \$300,000 contribution to the university strategic direction, Next Lives Here.

D. While subsidy of \$22.6 million is needed in FY 2020, the sustained impact of athletics, not only on the 469 student-athletes but on the student body and the city of Cincinnati, will continue to elevate the university's profile on a national stage.

ACADEMIC IMPACTS

The following are some highlights surrounding the Bearcats' academic performance over the past year:

- Bearcat student-athletes had over a 3.2 GPA for the sixth consecutive semester and over a 3.0 for the 21st consecutive time. It was also the second consecutive term with a 3.3 department GPA or higher.
- A record 325 student-athletes achieved a 3.0 GPA during the 2018 Fall Semester as well as a record 224 students made the Dean's List (3.4).
- Bearcats student-athletes recorded 4,000 hours of community service during FY 2019 as we continue to grow our impact in the community.

- UC posted a school-record NCAA Multi-Year Academic Progress Rate of 990 in 2019, bettering the previous record mark, which was set a year ago, by two points.
- Since the 2000-01 year, 92% of student-athletes who exhausted their athletic eligibility have graduated.

ATHLETIC IMPACTS

2018-19 marked another great year of competitive success for the Department of Athletics as significant athletic and academic achievements were accomplished. The Bearcats had several teams with great seasons capped by post-season appearances and many performing well academically, which will continue in 2019-20.

- UC was the only school in the country in 2018-19 to tally 11 football wins, including a bowl win, and earn 24 or more wins in men's and women's basketball and volleyball.
- A number of additional student-athletes earned AAC Player of the Year honors including: Loretta Blaut (women's indoor field), Caisja Chandler (women's indoor track), Jarron Cumberland (men's basketball) and Din Selmanovic (men's swimming). Swimming coach Mandy Commons-Disalle was named the AAC Men's Swimming Coach of the Year.
- The football team returned to postseason play with a win in the Military Bowl and reached the 11-win plateau for only the third time in program history. Head Coach Luke Fickell was named the American Athletic Conference Coach of the Year, QB Desmond Ridder was named AAC Rookie of the Year and punter James Smith earned All-America honors and was a finalist for the Ray Guy Award.
- The women's basketball team, under the direction of first-year Head Coach Michelle Clark-Heard, posted their first 20-win season since 2003 and made it to the quarterfinals of the Women's NIT for the first time in program history. Their 17 home victories were good for most in the AAC and second nationally.
- The Bearcats men's basketball team won the American Athletic Conference Tournament for the second consecutive year and were selected to the NCAA Tournament for the ninth-consecutive season. The program's 89 wins since 2016 mark the best three-year stretch in program history.
- Jordan Thompson was the American Athletic Conference Volleyball Player of the Year. The junior destroyed UC's record book this season, leading the NCAA in points, kills, points per set and kills per set.
- The Bearcats lacrosse squad set a program record for victories and advanced to postseason play for the first time in school history. Kylie Nause was the league's Freshman of the Year. The coaching staff was honored as AAC Coaching Staff of the Year and seven Bearcats earned all-league accolades, surpassing the six honors earned in the program's first decade.

Athletics serves as an impactful front door for the university, providing immeasurable exposure worldwide thanks to the reach of broadcast partners at ESPN, CBS, FOX Sports Ohio and iHeartMedia. UC is afforded the opportunity to have nationally-televised football and men's and women's basketball while the Bearcats Olympic Sports receive worldwide exposure over the internet on the American Digital Network and BearcatsTV. Each broadcast features an airing of the university's institutional spot and home games serve as a multi-hour commercial showcasing the university, student body and award-winning campus and athletics facilities. Over 500,000 fans came to campus to watch games, matches and meets this season, many taking advantage of the complimentary admission afforded by the Experience UC initiative for Olympic Sports. Over the next year, Athletics will experience more growth in the classroom and on the field while remaining steadfast in representing the University of Cincinnati with class and integrity.

AUXILIARY FUNDS
INTERCOLLEGIATE ATHLETICS
(IN THOUSANDS)

	FY 2019 Budget	FY 2020 Budget	Variance	Percent Change
RESOURCES				
Ticket Sales	\$ 6,770	\$ 7,343	\$ 573	8.5%
Gifts/Endowments	5,539	5,990	451	8.1%
Sponsorship Guarantees	7,774	7,290	(484)	(6.2)%
Game Guarantees	410	1,201	791	192.9%
Concession Sales	2,020	2,029	9	0.4%
Parking Sales	310	385	75	24.2%
Conference Revenue	4,937	3,795	(1,142)	(23.1)%
Rental of Facilities	640	1,456	816	127.3%
Service Fees	525	530	5	1.0%
Other/Misc Income	2,372	2,259	(112)	(4.7)%
Total Resources	\$ 31,297	\$ 32,279	\$ 981	3.1%
EXPENDITURES				
Scholarships	\$ 7,942	\$ 8,199	\$ 257	3.2%
Salaries	16,955	17,244	289	1.7%
Benefits	5,023	4,601	(422)	(8.4)%
Recruiting	909	943	35	3.8%
Pre-Season	480	545	64	13.4%
Team Game Equipment	408	389	(19)	(4.6)%
Team Travel	4,527	4,824	296	6.5%
Home Game	3,819	3,385	(434)	(11.4)%
Other Operating Expenditures	12,660	13,807	1,147	9.1%
Total Expenditures	\$ 52,724	\$ 53,937	\$ 1,213	2.3%
TRANSFERS				
Debt Service ¹	\$ —	\$ —	\$ —	
Next Lives Here	—	300	300	
Endowment Fees	87	97	10	10.9%
Miscellaneous Projects	422	513	91	21.6%
Closed Projects	—	—	—	
Plant Fund	—	—	—	
Transfer In (Subsidy)	(21,936)	(22,568)	(632)	2.9%
Total Net Transfers	\$ (21,427)	\$ (21,658)	\$ (232)	1.1%
Total Expenditures & Transfers	\$ 31,297	\$ 32,279	\$ 981	3.1%
Net Increase (Decrease) in Fund Balance	\$ —	\$ —		

¹ Athletics Debt Service is shown in the Uptown General Fund total Debt Service. FY 2019 budget has been adjusted for comparison only.



Designated general funds have been identified by the UC Board of Trustees for use for a specific purpose. Examples include Practice Plan Fund (PPF) agreements, service centers (Utilities, UCIT), fees from students (Student Health Insurance, Information Technology and Instructional Equipment), and research-related departmental funds. Structural deficits are also recorded on designated funds.

BUDGET HIGHLIGHTS

Designated funds activity is expected to increase in FY 2020 by \$7.0 million in budgeted revenue and \$4.6 million in budgeted expenditures. Major contributors include the following:

- Designated fund expenditures include UC Online budgeted activities in FY 2020. This activity for distance education programs replaces services that were previously provided by an external vendor and is one of the strategic initiatives of Next Lives Here. UC Online expenditures include \$13.9 million across Institutional Support for marketing, advertising, and leadership, Student Services for recruiting and Academic Support for retention and instructional design. UC Online will recover \$9.7 million from the colleges with participating online programs and use \$1.0 million from distance learning fees assessed to students enrolled in distance programs. Budgeted transfers include bridge support of \$4.7 million from the university's working capital and \$1.5 million planned transfers back to the colleges to support transitioning programs from external distance learning vendors.
- The Hoxworth Blood Center is projecting an increase of \$6.1 million in Sales and Service revenue as a result of new contractual terms leading to major growth in selling blood and blood components, and increased demand for cellular therapy. Related expenditures are budgeted as Public Service and are planned to increase \$3.8 million.
- The Practice Plan Fund (PPF) houses payments from the University of Cincinnati Physicians Corporation to cover clinical salary expenses paid by UC that benefit UC Health. These funds are projecting a balanced increase in both revenue and expenditures, of \$2.7 million. The planned increase includes funding for 66 new MDs and 22 new AVPs.
- The partnership with Future University in Egypt (FUE) is reflected as an increase in Sales and Services revenue of \$2.0 million and an increase in net transfers to cover program costs and administrative oversight. Through this partnership, University of Cincinnati faculty and administrators have assisted FUE in the continuous improvement of their curriculum in disciplines ranging from engineering to economics, political science, commerce and business administration.
- Kingsgate Conference Center lease proceeds were invested in the university endowment. Spendable revenue is budgeted at \$988,000 and is committed to fund Next Lives Here initiatives.
- Tuition and Fees include a \$1.1 million budgeted increase from ITIE fees. While rates remain the same, growth is attributable to prior year growth and retention. The transfer budget also reflects this increase as funding is allocated to each college to manage related IT needs.
- The Student Health Insurance program is projecting a decrease in premiums and an increase in waivers, resulting in approximately \$3.0 million of decreased revenue and related expenditures.
- Undesignated general fund transfers include an increase of \$3.9 million over prior year budget. Included in the designated schedule is one-time budget general funds sources allocated to specific initiatives within the designated fund. Both years include these adjustments for year-over-year comparison.

DESIGNATED GENERAL FUNDS

**DESIGNATED GENERAL FUNDS
INCLUDING SERVICE CENTERS**

(IN THOUSANDS)

	FY 2019 Budget	FY 2020 Budget	Variance	Percent Change
RESOURCES				
Gross Tuition, Fees and Other Student Charges	\$ 39,854	\$ 37,433	\$ (2,420)	(6.1)%
Grants and Contracts	14,283	15,168	886	6.2%
Private Gifts	899	1,303	404	45.0%
Endowment Income	2,973	4,332	1,359	45.7%
Sales and Service	129,222	139,752	10,530	8.1%
Other Sources	14,978	11,246	(3,732)	(24.9)%
Total Resources	\$ 202,208	\$ 209,234	\$ 7,026	3.5%
EXPENDITURES				
Educational and General				
Instructional and General	\$ 71,778	\$ 71,647	\$ (131)	(0.2)%
Separately Budgeted Research	24,327	22,315	(2,012)	(8.3)%
Public Services	60,116	65,123	5,007	8.3%
Academic Support	23,660	18,521	(5,138)	(21.7)%
Student Services	32,574	34,542	1,968	6.0%
Institutional Support	33,112	40,850	7,738	23.4%
Operation and Maintenance of Plant	(3,911)	(7,157)	(3,246)	83.0%
Scholarships and Fellowships	2,742	3,191	448	16.4%
Total Expenditures	\$ 244,398	\$ 249,032	\$ 4,634	1.9%
TRANSFERS				
Debt Service	\$ 30,421	\$ 32,054	\$ 1,633	5.4%
Next Lives Here	—	988	988	
Undesignated General Funds	(70,243)	(74,113)	(3,870)	5.5%
Claims On Operations	(8,798)	(8,798)	—	—%
Subsidies to Non-Instructional Units	200	200	—	—%
Other	5,652	1,818	(3,834)	(67.8)%
Total Net Transfers	\$ (42,768)	\$ (47,852)	\$ (5,083)	11.9%
Total Expenditures and Transfers	\$ 201,630	\$ 201,181	\$ (449)	(0.2)%
Net Increase (Decrease) In Fund Balance	\$ 578	\$ 8,053		

Note: This report excludes designated funds owned by Campus Services and Athletics.

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. They function as self-supporting entities over time. The rates charged by the center are calculated so that the center recovers its costs. The university has 38 active 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.

IT@UC

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 the operation of the university's data center; enterprise academic technologies such as the learning management system; and the administration of data storage and back-up. Both budget components are combined and shown on the schedule following this narrative.

BUDGET HIGHLIGHTS

The FY 2020 budget includes the following assumptions:

- Total recoveries are budgeted at \$19.1 million. Recoveries from bundled IT services and other billable services will remain relatively flat. An overall reduction in recoveries is attributable to changes in treatment of IT@UC's internal overhead charge.
- Expenditures are expected to decrease due to operational efficiencies (e.g. renegotiating vendor contracts early to leverage better pricing options) and reductions in personnel due to organizational restructuring of existing staff and abolishment of vacant positions.
- FY 2020 budget includes depreciation on IT capital equipment and internal loan payments for Network & Telephone Capital Refresh Project.
- Other transfers are budgeted to decrease due to the reduction in distance-learning fees transferred to IT@UC. Approximately \$1.1 million of accessibility funding has been budgeted outside of the core fund.

INITIATIVES

Learning Management System Transition - In partnership with CET&L, IT@UC will support faculty and students through the transition from Blackboard to Canvas.

Telephone System Replacement & Electrical Upgrades in Network Equipment Rooms - IT@UC began Phase 3 of the Network & Telephone Capital Refresh Project, which includes replacement of all phones, phone lines, and associated system infrastructure.

Advanced Network Security - IT@UC will leverage state-of-the-art networking technologies acquired as part of the Network & Telephone Capital Refresh Project to enhance network security.

Microsoft Office 365 Implementation - The Microsoft Office 365 Collaboration Tools Project (O365 Project) provides virtually anywhere access to familiar Office tools, plus enterprise email, conferencing, and more IT services that are hosted in the cloud (managed remotely on servers owned by Microsoft).

KPI-Driven Service Management Program - Partnership with Business Core Systems and the College of Medicine to implement a Service Management Program that aligns IT service standards to agreed-upon customer service expectations.

Endpoint Management Improvements - Partnership and joint planning with unit-level IT to standardize how the university approaches desktop support-in documentation, processes, technical configurations, asset management, and change management.

Advanced Research Computing (ARC) - 18-month pilot in partnership with the UC researchers, Office of Research, CEAS Research IT staff, and experts from the NSF, established a secure, centrally managed High-Performance Computing (HPC) cluster in the university's Data Center.

IMPACTS

The Accessibility Network at the University of Cincinnati - 96% of university employees - student workers, faculty, and staff - completed the Accessibility Training. The average accessibility rating of new websites increased to 90%, up 20% from FY 2018.

Microsoft Office 365 Email Migration - Transitioned 15,000 faculty and staff mailboxes containing more than 30 terabytes of data from on-premises Exchange Server to Microsoft Office 365 in the cloud.

Center for Simulations and Virtual Environments Research (UCSIM) - Alumni, visitors, and current faculty, staff, and students engage with the history and future of our university in five immersive, cutting-edge virtual reality exhibits (Bearcat Spirit; Cutting Edge UC; Living, Learning, Leading; UC Campus on the Move; and History of Diversity at UC) available at various university locations. Visitors viewed more than 558 sessions within the exhibitions' first few weeks.

CHALLENGES

Data Center and IT infrastructure - The university is exploring a hybrid cloud solution (a 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.

Meeting and maintaining evolving security standards - Cybersecurity threats targeting university data constantly evolve. For example, institutions of higher education are required to protect the data used in all aspects of the administration of the Title IV Federal student financial aid programs. Addressing continuing evolving cybersecurity threats requires significant attention and resources to monitor, assess, and implement strong security policies.

GOALS

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

- Collaborate and partner to identify needs from a university-wide perspective and improve the services in the most secure, efficient, and cost-effective manner.
- Partner with CET&L to support faculty and students through the transition from Blackboard to Canvas.
- Partner with the Office of Research to support and transform the computational and educational needs of UC's next generation of researchers, staff, and students.
- Partner to automate the information security review processes for new initiatives and contracts.

DESIGNATED GENERAL FUNDS

IT@UC

(IN THOUSANDS)

	FY 2019 Budget	FY 2020 Budget	Variance	Percent Change
RESOURCES				
Recovery – General Fund	\$ 910	\$ 1,021	\$ 111	12.2%
Recovery – Other	18,769	18,042	(728)	(3.9)%
Total Resources	\$ 19,679	\$ 19,063	\$ (616)	(3.1)%
EXPENDITURES				
Compensation	\$ 18,752	\$ 17,266	\$ (1,486)	(7.9)%
Other	15,766	13,442	(2,325)	(14.7)%
Total Expenditures	\$ 34,518	\$ 30,707	\$ (3,812)	(11)%
TRANSFERS				
Debt Service	\$ —	\$ —	\$ —	
Undesignated	(10,218)	(10,252)	(34)	0.3%
Plant Funds	1,799	2,126	326	18.1%
Other	(4,239)	(3,012)	1,227	(28.9)%
Total Net Transfers	\$ (12,659)	\$ (11,138)	\$ 1,519	(12)%
Total Expenditures and Transfers	\$ 21,860	\$ 19,569	\$ (2,293)	(10.5)%
Net Increase (Decrease) In Fund Balance	\$ (2,181)	\$ (506)		

Note: This budget reflects resources and expenditures for the IT Service Center and core IT operations.

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 toward 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.

BUDGET HIGHLIGHTS

The FY 2020 budget includes the following assumptions:

- Normal weather conditions with the plants operating at total efficiency with no major infra-structural problems.
- 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.
- Utilities is planning to increase recoveries by approximately \$2.7 million or 4.1% over FY 2019 budget. Rates for utilities charged to customers are expected to remain consistent for FY 2020. The increase in recovery is the result of the opening of the Health Science and new Lindner College of Business Buildings on Campus along with University Hospital opening the new Neuroscience Building.
- Expenditures are budgeted to remain flat. Though salary expenses increased by \$100,000 due to raises, benefit expenses decreased by \$100,000 as a result of lower rates. All Other expenses are budgeted to increase by \$100,000 due to anticipated repairs and maintenance of equipment.
- Utilities forecasts to increase the Non-Mandatory Transfers to Plant Funds over FY 2019. Utilities plans to pursue the same number of projects in FY 2020, but the types and sophistication of projects will require using more 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 needs continue, the cost of replacement may have an effect on future rates. By funding these infrastructure needs with current surpluses, Utilities can avoid substantial rate increases to customers. 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.

**DESIGNATED GENERAL FUNDS
CONSOLIDATED UTILITIES**

(IN THOUSANDS)

	FY 2019 Budget	FY 2020 Budget	Variance	Percent Change
RESOURCES				
Recovery – Steam	\$ 20,571	\$ 20,676	\$ 105	0.5%
Recovery – Chilled Water	15,547	17,699	2,152	13.8%
Recovery – Electric	23,144	23,914	770	3.3%
Recovery– Water and Sewage	3,447	3,422	(25)	(0.7)%
Recovery– Other	4,415	4,162	(253)	(5.7)%
Total Resources	\$ 67,124	\$ 69,873	\$ 2,749	4.1%
EXPENDITURES				
Compensation	6,251	6,238	(13)	(0.2)%
All Other	45,028	45,124	95	0.2%
Total Expenditures	\$ 51,280	\$ 51,362	\$ 82	0.2%
TRANSFERS				
Debt Service	\$ 6,172	\$ 9,891	\$ 3,719	60.2%
Undesignated Central	—	—	—	
Designated	3,344	—	(3,344)	
Plant Fund	6,055	7,652	1,597	26.4%
Other	490	28	(462)	(94.3)%
Total Net Transfers	\$ 16,061	\$ 17,570	\$ 1,509	9.4%
Total Expenditures and Transfers	\$ 67,341	\$ 68,932	\$ 1,591	2.4%
Net Increase (Decrease) in Fund Balance	\$ (217)	\$ 941		



Restricted funds have been granted or distributed to UC 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, 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, in terms of their leveraging effects to the undesignated general fund.

BUDGET HIGHLIGHTS

Resources are expected to increase approximately \$13.6 million and include the following:

- Restricted State Appropriations, primarily used to fund Clinical Teaching Subsidy, is projected to remain flat compared to FY 2019 allocation.
- Grants and Contracts revenue is budgeted to increase \$9.9 million, due to projected increase in annual grants expense and reimbursement activity.
- Private gifts are budgeted to increase by \$3.2 million overall:
 - i. The Practice Plan Contributions (PPC) from UC's affiliated health systems are budgeted to decrease by \$2.7 million based upon increased utilization of endowment fund balances to support dean commitments for faculty recruitment. While the amount of PPC funding is decreasing the overall support from UC Health is projected to increase \$6.0 million to the faculty practice plan, University of Cincinnati Physicians, Inc. (UCPI).
 - ii. The Cincinnati Cancer Consortium will see an increase in gifts of \$4.2 million.
 - iii. Other gifts are expected to grow \$1.1 million over prior year budget.

Expenditures are projected to increase \$7.9 million. This is primarily due to the increase in grant activity, which increases expenditure budget in every functional area. The increase is predominantly reflected in Separately Budgeted Research. This total is also impacted by:

- Private Practice Contributions, which are planned to decrease by \$2.4 million lowering the overall instruction expenditure budget. This is part of an ongoing effort to budget Dean's commitments based on actual need of open faculty positions based on historical activity.
- Scholarships from restricted sources are projected to increase across endowment and gift funds within both colleges and Enrollment Management.

The following provides more information on UC Research activities, as well as the UC Endowment. Both sources are significant to the current operations of the university.

OFFICE OF RESEARCH

Research success is one of the primary drivers of UC's prestige and a key component of Next Lives Here. Top-caliber research is a cornerstone of UC's innovation agenda. UC continues to invest in both fundamental discovery as well as applied research. The Office of Research is focused on helping deliver faculty-driven research innovation that both furthers fundamental knowledge and unleashes UC's ability to be a leading urban research institution.

Although research in the arts, performing arts, humanities, and social sciences may not generate extensive extramural funding, these areas are no less vital. 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.



The Office of Research strives to create an agile research enterprise capable of addressing current challenges and discerning future possibilities for exploration that will benefit the greater Cincinnati community and the world beyond. UC's research enterprise integrates the arts, sciences, and technology and provides unique opportunities for creation, discovery, innovation, and education that cross traditional academic boundaries.

As a service-oriented support unit of the university, the Office of Research provides the UC research community with 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.

Total revenue from UC's research enterprise in FY 2019 was estimated to be \$194.5 million. UC's FY 2020 budget for research revenue is \$195.8 million, a modest increase based on a projected increase in research activity. Revenue is typically received as a recovery against university expenditures in Restricted Funds, each of which segregates externally-funded activities as required by grantors and/or donors.

FACILITIES AND ADMINISTRATIVE (F&A) RATE

The facilities and administrative rate (F&A rate), frequently referred to as the indirect cost rate or overhead rate, is the federally-approved percentage applied to sponsored projects in order to recover the allowable costs associated with conducting organized research. To collect F&A revenue, the university adds the negotiated F&A rate to invoices or other billing instruments submitted to sponsors.

F&A is intended to compensate the university for associated facilities costs (including debt, depreciation of buildings, or utilities) and administrative costs (including finance, compliance, and billing). Because different sponsors approve different rates of reimbursement for these costs, the university only recovers a portion of its total grant-related facilities and administrative expense. The current federally negotiated F&A rate for research was 60.0% in FY 2019 and will rise to 60.5% in FY 2020. Non-federal sponsors typically pay lower F&A rates.

INNOVATION AGENDA: RESEARCH SUCCESSES IN FY 2019

College of Allied Health Sciences (\$2.6 million) - Between 8% and 9% of children exhibit speech disorders and 1% to 2% percent of adults retain such speech disorders all their lives. UC's Department of Communication Sciences and Disorders runs the largest clinic in the United States focused on using the new technology of ultrasound biofeedback to remediate these disorders.

With the goal of automating and improving this technology, researchers from the College of Allied Health Sciences, the College of Arts and Sciences, College of Design, Architecture, Art and Planning, and the College of Engineering and Applied Science have leveraged seed funding from UC and \$2.6 million in external funding from NIH to develop technology for automatic tracking of tongue movements, identifying error vs accurate patterns of movement, and providing real-time feedback to users. The ultimate goal of this effort is a system to provide simplified methods of altering motor patterns for speech. The public benefit of this technology is ultimately expected to extend to adult and child populations with clinically significant difficulty with intelligible speech (e.g. cerebral palsy, Parkinson's disease) as well as speakers with foreign accents.

School of Criminal Justice (\$2.6 million) - Second-year professor Dr. Ebony Ruhland is leading a multi-state, mixed-methods study that examines how fines and fees operate in community corrections, and how fines and fees impact individuals' ability to succeed on supervision in several U.S. states. Dr. Ruhland leads a team of professors and researchers from the University of Minnesota, Northeastern University, the University of Michigan, Drexel University, Rutgers University, and Indiana University. This groundbreaking work is funded by Arnold Ventures.

College of Engineering and Applied Science (\$2.8 million) - Since joining the faculty at the University of Cincinnati in 2017, Dr. Jiaqi Ma has conducted extensive, sponsored research with the support from government agencies and private sectors in improving traffic performance with advanced vehicle-to-vehicle communication, vehicle-to-infrastructure integration, and vehicle automation technologies. Dr. Ma's Latest work focuses on connected and automated vehicle systems. His lab, the Next Mobility Lab located at the UC College of Engineering and Applied Science, is dedicated to harnessing system theories to innovate and develop advanced solutions for smart cities, particularly intelligent vehicular and transportation systems. Dr. Ma is also leading the new UC Advanced Transportation Collaborative.

School of Criminal Justice Corrections Institute (\$2.5 million) - Research Associate Dr. Jamie Newsome received a \$2.5 million grant from the National Institute of Justice to evaluate cognitive-behavioral interventions to promote successful offender reentry using a randomized controlled trial, process evaluation, and cost-benefit analysis. The includes a pilot study at two sites in Ohio: Pickaway Correctional Institution and the Ohio Reformatory for Women. The inclusion of both sites will provide an opportunity to conduct a robust preliminary evaluation of the Cognitive Behavioral Interventions for Offenders Seeking Employment intervention in male and female prison populations, which can later be expanded upon to further examine the generalizability of the results.

Department of Political Science, School of Information Technology, Department of Electrical Engineering (\$1.5 million) - The multi-college collaborative Cyber Range, the official hands-on, comprehensive cyber security education and research facility for Ohio, has entered a new phase. Drs. Richard Harknett and Hazem Said led the team that made UC the ninth such institution in the nation to be certified as an NSA Center of Academic Excellence in Cyber Operations. This year, the State of Ohio Adjutant General & Ohio Department of Higher Education committed an additional \$1.5 million toward the establishment of the Ohio Cyber Range Institute, which will administer all Cyber Range educational and research opportunities for the state of Ohio. This investment supplements the \$1.9 million commitment made last year for the establishment of the Cyber Range.



ENDOWMENT

Managed by the UC Investment Office, the university endowment provides a permanent base of support to current operations. 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 university may spend a portion of endowment funds annually in accordance with donor intent. This spending rate is governed by UC's spending policy, not by investment performance. The purpose of the spending policy is to provide stable and predictable cash flow while protecting and growing the endowment corpus and providing for intergenerational equity.

The UC Investment Office uses a three-pronged approach toward investment management:

Long-Term Focus: The foundation of UC's investment success is continuity in strategy, governance, culture, and objectives. Maintaining long-term focus and an equity orientation positioned UC's endowment investment portfolio to generate +144% gains since the recovery began in early 2009.

Diversification: A core principle of UC's approach is maintaining a diversified mix of investments to control investment risk and position the portfolio to succeed in a variety of different market climates.

Value: UC tilts investment exposures toward the most compellingly priced assets available at any given time in the market, which improves the portfolio's stability and ensures UC's endowments avoid investment fads. UC also seeks the best values in administering UC's endowment pool and pursuing fair fees with top investment managers.

As of December 31, 2018, the market value of the endowment was \$1.30 billion. Endowment "A" Pool, the internally-managed endowment capital pool, has a value of \$893 million. Based on market values at the end of FY 2018, the UC endowment is the 77th largest of 809 endowments of U.S. and Canadian public and private institutions of higher education.

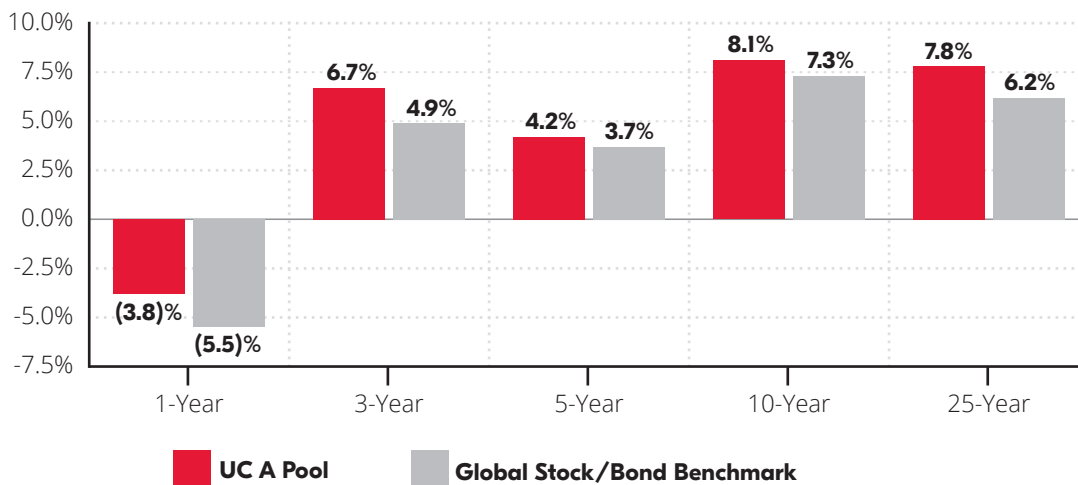
BENCHMARKING

The Endowment A Pool protected its value in 2018, a very difficult year for financial markets that saw some equity indices lose nearly 15% of their value. A Pool was down only 4.6%. Following two years of strong investment performance, this brings the A Pool's three-year gain to 20%. Over the same three-year period, the A Pool spending withdrawals, for scholarships, professorships, and other programmatic support for UC totaled over \$147 million. This represents 18% of the average three-year per share value. As such, investment outperformance in the past three years allowed the A Pool to both provide significant, valuable support to UC and raise the A Pool share price.

UC's A Pool has generated consistent outperformance of a comparable mix of stocks and bonds and peer institutions. As you can see in the following graph, the A Pool beat a balanced global public benchmark over each reporting period. Similarly, the A Pool outperformed university endowments and foundation peers for the reporting periods (FYTD, three, and ten-year periods through December 31, 2018, the latest available peer data¹).

UNIVERSITY OF CINCINNATI A POOL PERFORMANCE

(TRAILING ANNUALIZED RETURNS AS OF DECEMBER 31, 2018)



Global 60/40 is comprised of 60% MSCI ACWI Index (Global Equities) and 40% Bloomberg Barclays US Aggregate Index (U.S. Bonds).

The portfolio is well positioned as markets enter a potentially more volatile climate. The UC Investment Office is optimistic about the A Pool's ability to protect capital in the short-term and produce attractive returns over the medium-to-long-term. This quality was on display in the first quarter of 2019 when the A Pool had a preliminary return of more than 7%.

ENDOWMENT DISTRIBUTIONS

Endowment earnings are authorized for expenditure in accordance with UC spending policy. For FY 2019, Endowment Income was budgeted at \$58.0 million, \$54.1 million of which was in restricted funds. For FY 2020, UC is budgeting \$58.8 million in Endowment Income, \$53.5 million of which is in restricted funds.

In December 2018, the UC Board of Trustees approved a reduction in the spending policy percentage by 0.10% per year over five years (4.40% in FY 2020, 4.30% in FY 2021, 4.20% in FY 2022, 4.1% in FY 2023, and 4.00% thereafter). Reducing the spending policy, excluding strategic investments from the spending policy calculation, reducing the foundation fees, and implementing other cost control measures are all critical steps to help ensure the long-term protection of the endowment.

For FY 2020, the change in the spending policy results in a net spendable payout per share of \$3.28, a decrease of \$.03 per share. The fund raising fee is \$0.74 per share.

¹ University endowments and foundations data is from the Cambridge Associates Fourth Quarter 2018 Endowments Quarterly.

**RESTRICTED FUNDS
INCLUDING GRANTS AND ENDOWMENTS**
(IN THOUSANDS)

	FY 2019 Budget	FY 2020 Budget	Variance	Percent Change
RESOURCES				
State Appropriations	\$ 8,335	\$ 8,326	\$ (9)	(0.1)%
Grants and Contracts	185,910	195,819	9,909	5.3%
Private Gifts	44,524	47,735	3,211	7.2%
Endowment Income	54,089	53,504	(585)	(1.1)%
Temporary Investments	—	—	—	
Other	387	1,455	1,068	275.9%
Total Resources	\$ 293,245	\$ 306,838	\$ 13,593	4.6%
EXPENDITURES				
Educational and General				
Instruction and Department Research	\$ 43,482	\$ 39,970	\$ (3,512)	(8.1)%
Separately Budgeted Research	158,223	165,742	7,520	4.8%
Public Service	9,421	10,228	807	8.6%
Academic Support	19,891	19,782	(109)	(0.5)%
Student Services	933	1,154	221	23.6%
Institutional Support	185	660	475	256.9%
Operation & Maintenance of Plant	62	1	(61)	(98.5)%
Scholarship and Fellowship	61,409	64,004	2,595	4.2%
Total Expenditures	\$ 293,605	\$ 301,540	\$ 7,935	2.7%
TRANSFERS				
Debt Service	\$ —	\$ —	\$ —	
Other	7,899	7,289	(611)	(7.7)%
Total Net Transfers	\$ 7,899	\$ 7,289	\$ (611)	(7.7)%
Total Expenditures & Transfers	\$ 301,505	\$ 308,829	\$ 7,324	2.4%
Net Increase (Decrease) in Fund Balance	\$ (8,260)	\$ (1,991)		

Note: This report excludes restricted funds owned by Intercollegiate Athletics.

APPENDIX 1

POLICIES AND PRINCIPLES GUIDING THE BUDGETING PROCESS

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. Effective financial controls and prudent budgeting generating consistently good operating cash flow, continued enrollment growth and leadership's careful strategic planning and fiscal oversight are factors cited by Moody's and Standard & Poor's as they reaffirmed the institution's long-term bond rating (Aa3/AA- respectively) in April 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

In FY 2007 the Board of Trustees instituted an Operating Cash Policy. 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 \$656.2 million as of March 31, 2019, an increase of \$42.5 million from March 31, 2018. 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

In FY 2009 the Board of Trustees approved the Structural Deficit Policy 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.

ALL CURRENT FUNDS BUDGETING

The university continues to promote and encourage all levels of the university to participate in all funds budgeting. Each year efforts are made to ensure units budget all anticipated revenue and expenditures to assist in forecasting and monitoring current funds activity.

APPENDIX 2

FY 2020 INCREMENTAL GENERAL FUNDS BUDGET

REVENUE	\$	2,961,673
Cincinnati Tuition Guarantee		4,085,020
Scholarships		(2,723,347)
State Share of Instruction		600,000
Facilities and Administration (F&A)		1,000,000
INCREMENTAL EXPENSES	\$	16,439,890
Salary Increases (includes Fringe Benefits)	\$	7,778,217
Maintenance	\$	4,920,000
Lindner College of Business Building		1,400,000
UC Foundation Funding Model		1,120,000
IT 504/508 Accessibility & Compliance		100,000
Core and Sustaining Support		2,300,000
Infrastructure	\$	2,000,000
Capital Investment Fund: Renovations		2,000,000
Strategy/Growth	\$	1,741,673
Next Lives Here		1,361,673
Research Faculty Start-up		250,000
Diversity: Turner Scholarships		130,000
TOTAL BUDGET REALLOCATION AT 4.1%	\$	(13,478,217)

APPENDIX 3

SUMMARY OF TUITION AND FEES – PER SEMESTER ^{1, 2, 3}

	Full-Time Resident				Full-Time Non-Resident ⁴			
	PROPOSED 2019 TUITION & FEES	Current 2018 Tuition & Fees	Amount Change	Percent Change	PROPOSED 2019 TUITION & FEES	Current 2018 Tuition & Fees	Amount Change	Percent Change
Undergraduate								
UC Uptown - Tuition Guarantee	\$ 5,830	\$ 5,500	\$ 330	6.0%	\$ 13,497	\$ 13,167	\$ 330	2.5%
UC Uptown - Non-Guarantee	5,500	5,500	—	—%	13,167	13,167	—	—%
UC Clermont - Tuition Guarantee	2,817	2,658	159	6.0%	6,433	6,274	159	2.5%
UC Clermont - Non-Guarantee	2,658	2,658	—	—%	6,274	6,274	—	—%
UC Blue Ash - Tuition Guarantee	3,005	3,005	—	—%	7,404	7,404	—	—%
UC Blue Ash - Non-Guarantee	3,005	3,005	—	—%	7,404	7,404	—	—%
Graduate/Professional								
Graduate	7,234	7,234	—	—%	13,105	13,105	—	—%
Law (JD)	12,005	12,005	—	—%	14,505	14,505	—	—%
Medicine (MD)	16,034	15,591	443	2.8%	25,166	24,723	443	1.8%
Pharmacy (PharmD)	12,209	10,159	2,050	20.2%	18,673	16,623	2,050	12.3%

¹ For fee and student category definitions see Appendix 5.

² Program fees and/or course fees may apply.

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

⁴ Distance Learning and Metropolitan "Non-Resident Surcharge" are not represented in this summary. See details below.

DETAIL OF TUITION AND FEES - PER SEMESTER ^{1, 2, 3}

	Instructional Fee	General Fee	Campus Life Fee	Distance Learning Fee	ITIE Fee	RESIDENT TOTAL	Non- Resident Surcharge	NON- RESIDENT TOTAL
UC Uptown								
Undergraduate - Tuition Guarantee	\$ 4,991	\$ 398	\$ 257	\$ —	\$ 184	\$ 5,830	\$ 7,667	\$ 13,497
Undergraduate - Non-Guarantee	4,661	398	257	—	184	5,500	7,667	13,167
Graduate	6,395	398	257	—	184	7,234	5,871	13,105
Law (JD)	11,166	398	257	—	184	12,005	2,500	14,505
Medicine (MD)	15,195	398	257	—	184	16,034	9,132	25,166
Pharmacy (PharmD)	11,370	398	257	—	184	12,209	6,464	18,673
Distance Learning:								
Undergraduate - Tuition Guarantee	4,991	398	—	257	184	5,830	180	6,010
Undergraduate - Non-Guarantee	4,661	398	—	257	184	5,500	180	5,680
Graduate	6,395	398	—	257	184	7,234	150	7,384
Metropolitan Rate:								
Undergraduate - Tuition Guarantee	4,991	398	257	—	184	5,830	300	6,130
Undergraduate - Non-Guarantee	4,661	398	257	—	184	5,500	300	5,800
Graduate	6,395	398	257	—	184	7,234	250	7,484
Law (JD)	11,166	398	257	—	184	12,005	300	12,305
Medicine (MD)	15,195	398	257	—	184	16,034	300	16,334
Pharmacy (PharmD)	11,370	398	257	—	184	12,209	2,415	14,624
UC Clermont ⁴								
Undergraduate - Tuition Guarantee	2,449	233	—	—	135	2,817	3,616	6,433
Undergraduate - Non-Guarantee	2,290	233	—	—	135	2,658	3,616	6,274
Distance Learning - Tuition Guarantee	2,449	233	—	257	135	3,074	180	3,254
Distance Learning - Non-Guarantee	2,290	233	—	257	135	2,915	180	3,095
Metropolitan Rate - Tuition Guarantee	2,449	233	—	—	135	2,817	300	3,117
Metropolitan Rate - Non-Guarantee	2,290	233	—	—	135	2,658	300	2,958
UC Blue Ash ⁴								
Undergraduate - Tuition Guarantee	2,637	233	—	—	135	3,005	4,399	7,404
Undergraduate - Non-Guarantee	2,637	233	—	—	135	3,005	4,399	7,404
Distance Learning - Tuition Guarantee	2,637	233	—	257	135	3,262	180	3,442
Distance Learning - Non-Guarantee	2,637	233	—	257	135	3,262	180	3,442
Metropolitan Rate - Tuition Guarantee	2,637	233	—	—	135	3,005	300	3,305
Metropolitan Rate - Non-Guarantee	2,637	233	—	—	135	3,005	300	3,305

¹ For fee and student category definitions see Appendix 5.

² Program fees and/or course fees may apply.

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

⁴ Campus differential tuition may apply.

APPENDIX 3 (CONTINUED)

SUMMARY OF TUITION AND FEES – PER CREDIT HOUR ^{1, 2, 3}

	Full-Time Resident				Full-Time Non-Resident ⁴			
	PROPOSED 2019 TUITION & FEES	Current 2018 Tuition & Fees	Amount Change	Percent Change	PROPOSED 2019 TUITION & FEES	Current 2018 Tuition & Fees	Amount Change	Percent Change
Undergraduate								
UC Uptown - Tuition Guarantee	\$ 486.00	\$ 459.00	\$ 27.00	5.9%	\$ 1,125.00	\$ 1,098.00	\$ 27.00	2.5%
UC Uptown - Non-Guarantee	459.00	459.00	—	—%	1,098.00	1,098.00	—	—%
UC Clermont - Tuition Guarantee	235.00	222.00	13.00	5.9%	536.00	523.00	13.00	2.5%
UC Clermont - Non-Guarantee	222.00	222.00	—	—%	523.00	523.00	—	—%
UC Blue Ash - Tuition Guarantee	251.00	251.00	—	—%	617.00	617.00	—	—%
UC Blue Ash - Non-Guarantee	251.00	251.00	—	—%	617.00	617.00	—	—%
Graduate/Professional								
Graduate	724.00	724.00	—	—%	1,311.00	1,311.00	—	—%
Law (JD)	1,001.00	1,001.00	—	—%	1,209.00	1,209.00	—	—%
Medicine (MD)	1,337.00	1,301.00	36.00	2.8%	2,098.00	2,062.00	36.00	1.7%
Pharmacy (PharmD)	1,221.00	1,016.00	205.00	20.2%	1,867.00	1,662.00	205.00	12.3%

¹ For fee and student category definitions see Appendix 5.

² Program fees and/or course fees may apply.

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

⁴ Distance Learning and Metropolitan "Non-Resident Surcharge" are not represented in this summary. See details below.

DETAIL OF TUITION AND FEES – PER CREDIT HOUR ^{1, 2, 3}

	Instructional Fee	General Fee	Campus Life Fee	Distance Learning Fee	ITIE Fee	RESIDENT TOTAL	Non- Resident Surcharge	NON- RESIDENT TOTAL
UC Uptown								
Undergraduate - Tuition Guarantee	\$ 416.00	\$ 33.00	\$ 22.00	\$ —	\$ 15.00	\$ 486.00	\$ 639.00	\$ 1,125.00
Undergraduate - Non-Guarantee	389.00	33.00	22.00	—	15.00	459.00	639.00	1,098.00
Graduate	640.00	39.80	26.20	—	18.00	724.00	587.00	1,311.00
Law (JD)	931.00	33.00	22.00	—	15.00	1,001.00	208.00	1,209.00
Medicine (MD)	1,266.00	33.00	22.00	—	16.00	1,337.00	761.00	2,098.00
Pharmacy (PharmD)	1,137.00	39.80	26.20	—	18.00	1,221.00	646.00	1,867.00
Distance Learning:								
Undergraduate - Tuition Guarantee	416.00	33.00	—	22.00	15.00	486.00	15.00	501.00
Undergraduate - Non-Guarantee	389.00	33.00	—	22.00	15.00	459.00	15.00	474.00
Graduate	640.00	39.80	—	26.20	18.00	724.00	15.00	739.00
Metropolitan Rate:								
Undergraduate - Tuition Guarantee	416.00	33.00	22.00	—	15.00	486.00	25.00	511.00
Undergraduate - Non-Guarantee	389.00	33.00	22.00	—	15.00	459.00	25.00	484.00
Graduate	640.00	39.80	26.20	—	18.00	724.00	25.00	749.00
Law (JD)	931.00	33.00	22.00	—	15.00	1,001.00	25.00	1,026.00
Medicine (MD)	1,266.00	33.00	22.00	—	16.00	1,337.00	25.00	1,362.00
Pharmacy (PharmD)	1,137.00	39.80	26.20	—	18.00	1,221.00	240.00	1,461.00
UC Clermont ⁴								
Undergraduate - Tuition Guarantee	205.00	19.00	—	—	11.00	235.00	301.00	536.00
Undergraduate - Non-Guarantee	192.00	19.00	—	—	11.00	222.00	301.00	523.00
Distance Learning - Tuition Guarantee	205.00	19.00	—	22.00	11.00	257.00	15.00	272.00
Distance Learning - Non-Guarantee	192.00	19.00	—	22.00	11.00	244.00	15.00	259.00
Metropolitan Rate - Tuition Guarantee	205.00	19.00	—	—	11.00	235.00	25.00	260.00
Metropolitan Rate - Non-Guarantee	192.00	19.00	—	—	11.00	222.00	25.00	247.00
UC Blue Ash ⁴								
Undergraduate - Tuition Guarantee	221.00	19.00	—	—	11.00	251.00	366.00	617.00
Undergraduate - Non-Guarantee	221.00	19.00	—	—	11.00	251.00	366.00	617.00
Distance Learning - Tuition Guarantee	221.00	19.00	—	22.00	11.00	273.00	15.00	288.00
Distance Learning - Non-Guarantee	221.00	19.00	—	22.00	11.00	273.00	15.00	288.00
Metropolitan Rate - Tuition Guarantee	221.00	19.00	—	—	11.00	251.00	25.00	276.00
Metropolitan Rate - Non-Guarantee	221.00	19.00	—	—	11.00	251.00	25.00	276.00

¹ For fee and student category definitions see Appendix 5.

² Program fees and/or course fees may apply.

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

⁴ Campus differential tuition may apply.

APPENDIX 3 (CONTINUED)

SUMMARY OF TUITION AND FEES – ANNUALIZED ^{1, 2, 3}

	Full-Time Resident				Full-Time Non-Resident ⁴			
	PROPOSED 2019 TUITION & FEES	Current 2018 Tuition & Fees	Amount Change	Percent Change	PROPOSED 2019 TUITION & FEES	Current 2018 Tuition & Fees	Amount Change	Percent Change
Undergraduate								
UC Uptown - Tuition Guarantee	\$ 11,660	\$ 11,000	\$ 660	6.0%	\$ 26,994	\$ 26,334	\$ 660	2.5%
UC Uptown - Non-Guarantee	11,000	11,000	—	—%	26,334	26,334	—	—%
UC Clermont - Tuition Guarantee	5,634	5,316	318	6.0%	12,866	12,548	318	2.5%
UC Clermont - Non-Guarantee	5,316	5,316	—	—%	12,548	12,548	—	—%
UC Blue Ash - Tuition Guarantee	6,010	6,010	—	—%	14,808	14,808	—	—%
UC Blue Ash - Non-Guarantee	6,010	6,010	—	—%	14,808	14,808	—	—%
Graduate/Professional								
Graduate	14,468	14,468	—	—%	26,210	26,210	—	—%
Law (JD)	24,010	24,010	—	—%	29,010	29,010	—	—%
Medicine (MD)	32,068	31,182	886	2.8%	50,332	49,446	886	1.8%
Pharmacy (PharmD)	24,418	20,318	4,100	20.2%	37,346	33,246	4,100	12.3%

¹ For fee and student category definitions see Appendix 5.

² Program fees and/or course fees may apply.

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

⁴ Distance Learning and Metropolitan "Non-Resident Surcharge" are not represented in this summary. See details below.

DETAIL OF TUITION AND FEES – ANNUALIZED ^{1, 2, 3}

	Instructional Fee	General Fee	Campus Life Fee	Distance Learning Fee	ITIE Fee	RESIDENT TOTAL	Non- Resident Surcharge	NON- RESIDENT TOTAL
UC Uptown								
Undergraduate - Tuition Guarantee	\$ 9,982	\$ 796	\$ 514	\$ —	\$ 368	\$ 11,660	\$ 15,334	\$ 26,994
Undergraduate - Non-Guarantee	9,322	796	514	—	368	11,000	15,334	26,334
Graduate	12,790	796	514	—	368	14,468	11,742	26,210
Law (JD)	22,332	796	514	—	368	24,010	5,000	29,010
Medicine (MD)	30,390	796	514	—	368	32,068	18,264	50,332
Pharmacy (PharmD)	22,740	796	514	—	368	24,418	12,928	37,346
Distance Learning:								
Undergraduate - Tuition Guarantee	9,982	796	—	514	368	11,660	360	12,020
Undergraduate - Non-Guarantee	9,322	796	—	514	368	11,000	360	11,360
Graduate	12,790	796	—	514	368	14,468	300	14,768
Metropolitan Rate:								
Undergraduate - Tuition Guarantee	9,982	796	514	—	368	11,660	600	12,260
Undergraduate - Non-Guarantee	9,322	796	514	—	368	11,000	600	11,600
Graduate	12,790	796	514	—	368	14,468	500	14,968
Law (JD)	22,332	796	514	—	368	24,010	600	24,610
Medicine (MD)	30,390	796	514	—	368	32,068	600	32,668
Pharmacy (PharmD)	22,740	796	514	—	368	24,418	4,830	29,248
UC Clermont ⁴								
Undergraduate - Tuition Guarantee	4,898	466	—	—	270	5,634	7,232	12,866
Undergraduate - Non-Guarantee	4,580	466	—	—	270	5,316	7,232	12,548
Distance Learning - Tuition Guarantee	4,898	466	—	514	270	6,148	360	6,508
Distance Learning - Non-Guarantee	4,580	466	—	514	270	5,830	360	6,190
Metropolitan Rate - Tuition Guarantee	4,898	466	—	—	270	5,634	600	6,234
Metropolitan Rate - Non-Guarantee	4,580	466	—	—	270	5,316	600	5,916
UC Blue Ash ⁴								
Undergraduate - Tuition Guarantee	5,274	466	—	—	270	6,010	8,798	14,808
Undergraduate - Non-Guarantee	5,274	466	—	—	270	6,010	8,798	14,808
Distance Learning - Tuition Guarantee	5,274	466	—	514	270	6,524	360	6,884
Distance Learning - Non-Guarantee	5,274	466	—	514	270	6,524	360	6,884
Metropolitan Rate - Tuition Guarantee	5,274	466	—	—	270	6,010	600	6,610
Metropolitan Rate - Non-Guarantee	5,274	466	—	—	270	6,010	600	6,610

¹ For fee and student category definitions see Appendix 5.

² Program fees and/or course fees may apply.

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

⁴ Campus differential tuition may apply.

APPENDIX 3 (CONTINUED)

PROGRAM FEES ACADEMIC YEAR 2019–20

	Full-Time PER SEMESTER	Part-Time PER CREDIT HOUR
Undergraduate Programs:		
College Conservatory of Music	\$ 750	\$ 75
College of Allied Health Sciences – DL Programs	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
Graduate Programs:		
College Conservatory of Music	750	75
College of Allied Health Sciences – DL Programs	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
Professional Programs:		
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	26.20

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 student's 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.

APPENDIX 3 (CONTINUED)

SPECIAL FEE PROGRAMS ^{1, 2} ACADEMIC YEAR 2019–20

		Instructional Fee	General Fee	Campus Life/DL Fee ³	ITIE Fee	RESIDENT TOTAL	Non- Resident Surcharge	NON- RESIDENT TOTAL
FULL-TIME STUDENTS	College of Business:							
	Premium Graduate Programs ⁴	\$ 10,122	398	257	184	10,961	4,115	15,076
	College of Design, Architecture, Art, and Planning:							
	Master's in Architecture	\$ 7,497	398	257	184	8,336	7,899	16,235
	College of Education, Criminal Justice, and Human Services:							
	Transition and Access Program	\$ 7,980	398	257	184	8,819	7,667	16,486
	College of Law:							
	JD/MBA							
	3 years at Law Rates	\$ 11,166	398	257	184	12,005	2,500	14,505
	1 year at MBA Rate	10,122	398	257	184	10,961	3,919	14,880
	JD/MS							
	3 years at Law Rates	11,166	398	257	184	12,005	2,500	14,505
	1 year at MS Rate	6,395	398	257	184	7,234	5,871	13,105
	College of Medicine:							
	MS in Physiology	\$ 18,500	398	257	184	19,339	200	19,539
	MS w/ Safety Pharmacology Emphasis	12,312	398	257	184	13,151	510	13,661
	Clinical & Translational Research - DL	9,669	398	257	184	10,508	150	10,658
	UC Clermont: ⁵							
	Bachelor of Technical & Applied Studies (BTAS) - Tuition Guarantee	\$ 3,698	233	—	135	4,066	4,998	9,064
	Bachelor of Technical & Applied Studies (BTAS) - Non-Guarantee	3,468	233	—	135		4,998	
	UC Blue Ash: ⁵							
	Bachelor of Technical & Applied Studies (BTAS) - Tuition Guarantee	\$ 3,698	233	—	135	4,066	4,998	9,064
	Bachelor of Technical & Applied Studies (BTAS) - Non-Guarantee	3,468	233	—	135	3,836	4,998	8,834
	Distance Learning:							
	Radiation Science - Tuition Guarantee	4,991	398	257	184	5,830	180	6,010
	Radiation Science - Non-Guarantee	4,661	398	257	184	5,500	180	5,680
		Instructional Fee	General Fee	Campus Life/DL Fee ³	ITIE Fee	RESIDENT TOTAL	Non- Resident Surcharge	NON- RESIDENT TOTAL
PART-TIME STUDENTS	College of Business:							
	Premium Graduate Programs ⁴	\$ 836.00	39.80	26.20	18.00	920.00	—	920.00
	College of Design, Architecture, Art, and Planning:							
	Master's in Architecture	\$ 640.00	39.80	26.20	18.00	724.00	790.00	1,514.00
	College of Medicine:							
	MS in Physiology	\$ 1,850.00	39.80	26.20	18.00	1,934.00	20.00	1,954.00
	MS w/ Safety Pharmacology Emphasis	1,232.00	39.80	26.20	18.00	1,316.00	51.00	1,367.00
	Clinical & Translational Research - DL	967.00	39.80	26.20	18.00	1,051.00	15.00	1,066.00
	College of Pharmacy:							
	Graduate Distance Learning Programs ⁶	\$ 659.00	39.80	26.20	18.00	743.00	15.00	758.00
	UC Clermont: ⁵							
	Bachelor of Technical & Applied Studies (BTAS) - Tuition Guarantee	\$ 308.00	19.00	—	11.00	338.00	417.00	755.00
	Bachelor of Technical & Applied Studies (BTAS) - Non-Guarantee	289.00	19.00	—	11.00	319.00	417.00	736.00
	UC Blue Ash: ⁵							
	Bachelor of Technical & Applied Studies (BTAS) - Tuition Guarantee	\$ 308.00	19.00	—	11.00	338.00	417.00	755.00
	Bachelor of Technical & Applied Studies (BTAS) - Non-Guarantee	289.00	19.00	—	11.00	319.00	417.00	736.00
	Distance Learning:							
	Radiation Science - Tuition Guarantee	416.00	33.00	22.00	15.00	486.00	15.00	501.00
	Radiation Science - Non-Guarantee	389.00	33.00	22.00	15.00	459.00	15.00	474.00

¹ For fee and student category definitions see Appendix 5.

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

³ Distance Learning (DL) students pay the DL Fee in place of the Campus Life Fee.

⁴ All MA, MBA, MS, MAHR, Graduate Certificates, Non-Matriculated Programs and Post-Baccalaureate Certificates (excluding Economics Ed & Data Science)

⁵ Campus differential tuition may apply.

⁶ Instructional Fee includes an increase of \$19 which will be coded as a Program Fee in AY 2019-20.

APPENDIX 3 (CONTINUED)

ROOM AND BOARD RATES ACADEMIC YEAR 2019-20

	2018-19 ANNUAL	2019-20 Non- Guarantee ANNUAL	2019-20 Tuition Guarantee ANNUAL	Change
BASIC ROOM RATES ^{1, 2}				
Calhoun, Daniels, Dabney, Siddall (Multiple Occupancy)	\$ 6,756	\$ 6,856	\$ 6,856	1.5%
Marian Spencer, Stratford Heights (Junior Suite Multiple Occupancy)	7,772	8,004	8,004	3.0%
Calhoun, Daniels, Siddall (Designed Singles)	7,796	7,912	7,912	1.5%
Marian Spencer, Stratford Heights (Junior Suite Designed Singles)	8,410	8,662	8,662	3.0%
Turner Hall (Double Suites)	8,238	8,526	8,526	3.5%
Turner, Schneider (Single Suites)	8,736	9,040	9,040	3.5%
Morgens, Scioto, UPA (Apartment- Double Occupancy)	8,652	8,998	8,998	4.0%
Morgens, Scioto, UPA (Apartment- Single Occupancy)	9,174	9,540	9,540	4.0%

BASIC BOARD RATES

Unlimited Plan/Semester (Unlimited swipes) ³	\$ 4,584	\$ 4,674	\$ 4,674	2.0%
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OFF CAMPUS MEAL TICKET RATES

65 Meals and 150 Bearcat dollars/Semester	\$ 1,483	\$ 1,500	\$ 1,500	1.1%
48 Meals and 75 Bearcat dollars/Semester	1,020	1,036	1,036	1.6%
36 Meals and 45 Bearcat dollars/Semester	792	806	806	1.8%

¹ 12-month contracts begin with summer semester 2019 and extend through spring semester 2020. All apartments are considered 12-month contract locations. See Terms and Conditions for more information regarding 12-month contracts.

² All academic break periods (Winter Break & Spring Break) are included in the base price of Corry, Deacon, Morgens Hall, Scioto Hall, University Edge Apartments, UPA and USquare. All other halls exclude break periods from the academic year contract.

³ The option of Unlimited meal swipes also includes 15 guest swipes and 150 Bearcat dollars per semester.

APPENDIX 3 (CONTINUED)

TUITION GUARANTEE PROGRAMS ¹ OHIO DEPARTMENT OF HIGHER EDUCATION PUBLIC INSTITUTIONS FULL-TIME RESIDENT (SEMESTER)

	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019 ²
Miami University	\$ —	\$ 7,368	\$ 7,479	\$ 7,689	\$ —
Ohio University	5,774	5,872	5,948	6,096	—
University of Cincinnati	—	—	—	—	5,830
University of Akron	—	—	—	5,732	—
Bowling Green State University	—	—	—	5,678	—
Kent State University	—	—	—	5,378	—
The Ohio State University	—	—	5,296	5,363	—
Cleveland State University	—	—	—	5,228	—
University of Toledo	—	—	—	5,104	—
Wright State University	—	—	—	4,626	—
Youngstown State University	—	—	—	4,449	—
Shawnee State University	—	—	—	4,178	—

¹ Does not include NEOMed and Central State.

² Fall 2019 Tuition Guarantee cohort rates for Ohio institutions are pending approval from respective Boards and ODHE.

Source: October 2018, Annual Survey of Tuition and Fees. Ohio Department of Higher Education

APPENDIX 3 (CONTINUED)

SUMMARY OF FULL-TIME RESIDENT STUDENT FEES OHIO DEPARTMENT OF HIGHER EDUCATION PUBLIC INSTITUTIONS NON TUITION GUARANTEE UNDERGRADUATE

	Fall 2017	Fall 2018	% Change
Miami University	\$ 7,132	\$ 7,132	—%
University of Cincinnati	5,500	5,500	—%
Bowling Green State University	5,363	5,363	—%
Ohio University	5,301	5,301	—%
University of Akron	5,135	5,135	—%
Kent State University	5,006	5,078	1.4%
The Ohio State University	5,018	5,018	—%
Cleveland State University	4,937	4,937	—%
University of Toledo	4,690	4,826	2.9%
Wright State University	4,365	4,365	—%
Youngstown State University	4,159	4,186	0.6%
Shawnee State University	3,682	3,682	—%
Central State University	3,123	3,183	1.9%

This tuition rate only impacts students not enrolled in a Tuition Guarantee Program.

Source: Fall 2017 Survey of Student Charges and October 2018, Annual Survey of Tuition and Fees.

Ohio Department of Higher Education

SUMMARY OF FULL-TIME RESIDENT STUDENT FEES OHIO DEPARTMENT OF HIGHER EDUCATION PUBLIC INSTITUTIONS GRADUATE AND PROFESSIONAL

	Fall 2017				Fall 2018				% Change			
	Graduate	Law	Medicine	MBA	Graduate	Law	Medicine	MBA	Graduate	Law	Medicine	MBA
University of Toledo	\$ 7,379	\$ 9,795	\$ 16,663	\$ —	\$ 7,707	\$ 10,453	\$ 17,145	\$ —	4.4%	6.7%	2.9%	—%
University of Cincinnati	7,234	12,005	15,024	10,479	7,234	12,005	15,591	10,479	—%	—%	3.8%	—%
Cleveland State University	7,034	13,679	—	—	7,217	13,679	—	—	2.6%	—%	—%	—%
Wright State University	6,940	—	16,950	—	7,149	—	16,950	—	3.0%	—%	—%	—%
Miami University	6,906	—	—	—	7,044	—	—	—	2.0%	—%	—%	—%
The Ohio State University	6,212	15,132	15,158	15,569	6,212	15,424	15,318	15,569	—%	1.9%	1.1%	—%
Bowling Green State University	6,044	—	—	—	6,193	—	—	—	2.5%	—%	—%	—%
Youngstown State University	6,110	—	—	—	6,173	—	—	—	1.0%	—%	—%	—%
Kent State University	5,655	—	—	—	5,768	—	—	—	2.0%	—%	—%	—%
Northeast Ohio Medical University	5,211	—	19,159	—	5,319	—	19,529	—	2.1%	—%	1.9%	—%
Shawnee State University	4,896	—	—	—	4,981	—	—	—	1.7%	—%	—%	—%
Ohio University	4,755	—	18,392	—	4,755	—	18,968	—	—%	—%	3.1%	—%
Central State University	3,285	—	—	—	—	—	—	—	(100.0)%	—%	—%	—%
University of Akron	—	9,810	—	4,681	—	9,810	—	4,855	—%	—%	—%	3.7%

Source: Fall 2017 Survey of Student Charges and October 2018, Annual Survey of Tuition and Fees

Ohio Department of Higher Education

APPENDIX 4

STATE SHARE OF INSTRUCTION HISTORY 10-YEAR & 5-YEAR TRENDS UPTOWN AND REGIONAL CAMPUSES

	State Share of Instruction	Amount Change	Percent Change
FY 2010 Actual	\$ 171,649		
FY 2011 Actual ¹	179,437	7,788	4.5%
FY 2012 Actual	153,805	(25,632)	(14.3)%
FY 2013 Actual	156,582	2,777	1.8%
FY 2014 Actual	162,923	6,341	4.0%
FY 2015 Actual	190,308	27,385	16.8%
FY 2016 Actual	201,808	11,500	6.0%
FY 2017 Actual	213,032	11,224	5.6%
FY 2018 Actual	211,471	(1,561)	(0.7)%
FY 2019 Actual	212,730	1,259	0.6%
FY 2020 Projected	214,191	1,461	0.7%
10-Year Avg Increase			2.5%
5-Year Avg Increase			2.4%

¹ SSI includes \$25.8 million in Federal Stimulus funding. Federal Stimulus discontinued at the end of FY11.

Source: Ohio Department of Higher Education, State Share of Instruction Spreadsheets, 2010-2019

ANNUAL FEE HISTORY OHIO RESIDENT FEES UPTOWN CAMPUS

	Undergraduate		Graduate		Law		Medicine		Pharmacy	
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
2019-20 (Non Tuition Guarantee)		11,000		14,468		24,010		32,068		24,418
2019-20 (Tuition Guarantee)		11,660		14,468		24,010		32,068		24,418
10-Year Avg Annual Increase		\$ 226	\$ 175		\$ 407		\$ 268		\$ 1,170	
		2.2%	1.3%		1.9 %		1%		6.9%	
5-Year Avg Annual Increase		\$ 132	\$ —		\$ —		\$ 478		\$ 1,226	
		1.2%	— %		— %		1.6%		6.2%	

APPENDIX 4 (CONTINUED)

The University of Cincinnati's proportion of the Ohio State Share of Instruction (SSI) is primarily allocated by the Full Time Equivalencies (FTE) of courses completed and total degrees earned by UC students (below).

FULL-TIME EQUIVALENT (FTE) ENROLLMENTS ¹ ALL-TERMS SUBSIDY ELIGIBLE REPORTING, 2013 to 2018

	2013-14	2014-15	2015-16	2016-17	2017-18
UC Uptown					
Developmental	16	13	14	15	1
General Studies	5,037	5,099	4,957	4,909	4,942
Technical	3	2	3	3	5
Baccalaureate	12,180	12,505	12,710	13,061	13,386
Professional	1,096	1,054	1,123	1,054	1,084
Master's	3,869	3,958	4,100	3,885	3,792
Doctoral	1,180	1,282	1,132	1,243	1,284
TOTAL	23,381	23,913	24,037	24,169	24,494
UC Blue Ash					
Developmental	81	58	56	46	48
General Studies	1,075	1,069	1,155	1,179	1,145
Technical	465	470	443	352	342
Baccalaureate	735	723	763	751	733
TOTAL	2,356	2,319	2,416	2,328	2,267
UC Clermont					
Developmental	121	134	129	146	167
General Studies	1,367	1,470	1,415	1,341	1,329
Technical	481	459	385	342	271
Baccalaureate	902	927	916	870	905
TOTAL	2,871	2,990	2,845	2,699	2,672
GRAND TOTAL	28,609	29,223	29,299	29,196	29,432

¹ FTE formula: Total completed credit hours divided by 30

Source: HEI Data System, Degree/Certificate Earned

DEGREES AWARDED ¹ 2013 to 2018

	2013-14	2014-15	2015-16	2016-17	2017-18
UC Uptown					
Undergraduate Certificate	272	324	331	10	6
Post Bacc / Grad Certificate	316	411	561	553	612
Associate	73	34	42	42	49
Baccalaureate	5,022	5,417	5,596	5,658	5,954
Master's	2,872	2,924	3,092	3,149	3,098
Doctoral Research	265	213	284	233	241
Doctoral Professional	503	477	476	426	434
TOTAL	9,323	9,800	10,382	10,071	10,394
UC Blue Ash					
Undergraduate Certificate	11	11	31	—	—
Post Bacc / Grad Certificate	8	17	12	8	10
Associate	554	529	1,030	889	732
Baccalaureate	35	40	40	24	35
TOTAL	608	597	1,113	921	777
UC Clermont					
Undergraduate Certificate	69	42	32	—	—
Post Bacc / Grad Certificate	10	14	10	4	11
Associate	468	424	502	338	403
Baccalaureate	62	60	72	64	53
TOTAL	609	540	616	406	467
GRAND TOTAL	10,540	10,937	12,111	11,398	11,638

¹ Includes all subsidy-eligible degrees

Source: HEI data system, Subsidy Degree Completion Summary

APPENDIX 5

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 identifies the following as auxiliaries: Residence & Dining Halls, Intercollegiate Athletics, Student Unions, Bookstores, Parking Lots & Garages, the Campus Recreation Center, Faculty Club and the Fifth Third Arena at the Myrl H. Shoemaker Center.

Campus Differential Tuition - Required fee that 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 - 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) - Subgroup of Current Unrestricted Funds that are designated, or set aside, by the Board of Trustees for specific purposes, programs, or activities.

Distance Learning Fee: Required fee 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) - 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 - Required fee that 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 - Revenue generated by 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.

APPENDIX 5 (CONTINUED)

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 - Required fee that covers costs associated with instruction and classroom time including classroom supplies and materials.

Instruction and General - Activities allocated directly and applicably as part of the university's instructional program. This includes departmental research and public service that cannot be separately budgeted.

Internal Campus Services Overhead - 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, the allocation is determined by the university.

Program Fee - College and/or program specific fee. 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") - 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.

APPENDIX 5 (CONTINUED)

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") - 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 - 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 6

OTHER SOURCES FOR IMPORTANT INFORMATION

FINANCIAL POLICIES

www.uc.edu/af/policies/

- Operating Cash Policy
- Structural Deficit Policy

UNIVERSITY OF CINCINNATI, OFFICE OF BUDGET MANAGEMENT

uc.edu/af/budgetfinsvcs/budgetmgt.html

- Contains links to historical budget plans

UNIVERSITY OF CINCINNATI, OFFICE OF THE CONTROLLER

uc.edu/af/budgetfinsvcs/controller.html

UNIVERSITY OF CINCINNATI, GOVERNMENT COST COMPLIANCE (F&A RATES)

uc.edu/af/gcc.html#FederalRate

UNIVERSITY OF CINCINNATI, DECISION-MAKING PROCESS

uc.edu/provost/faculty1/academic-planning/decisionmaking1





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