

University of Cincinnati
CURRENT FUNDS BUDGET PLAN
2021 — 2022





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If the past year has given us anything, it is the knowledge that, even in the face of unprecedented adversity and as the ground seemed to shift beneath our feet, UC chose to reinvent and thrive. It is our shared goal to lead urban public universities into a new era of innovation and impact. It is our shared privilege to work together and make it happen.

A year ago, the future seemed uncertain. But the UC community confronted this challenge head-on. Holding the safety of students, faculty, and staff paramount, the campus enacted vigorous safety measures. Along with robust testing protocol and campus-wide vaccine availability for students, UC is progressing toward a Fall semester during which we get to see the revitalization of our campus. Our Bearcats community will be together again.

Moreover, we continue to flourish. UC has enjoyed eight years of successive highs in total enrollment — each year surpassing the prior, to bring us our largest number of students in history. In Fall Semester 2020, UC reached a record headcount of 46,798 students, during a pandemic. It's a record worth breaking.

The UC Budget for Fiscal Year 2021 was designed for flexibility. We published twice, a first in UC history. Now, while we retain our ability to react nimbly if circumstances change, this budget is built on firmer footing. We share a common goal — each of us is eager to put the pandemic and its months of disruption, distancing and distress behind us. We will continue the commitment to our strategic direction, to be an urban institution providing excellence and innovation.

Budgets are plans. They are also tools that, in the hands of innovative leaders, can allow for creativity and drive success. This monumental curve in the road and the progress we have made with our strategic direction have taught us that our destiny is to never look backward. At UC, we move toward what's **Next**.

UC BY THE NUMBERS

\$1.62 BILLION **CURRENT FUNDS**

FISCAL YEAR 2022 OPERATING BUDGET

\$813 million

Undesignated General
Funds – Uptown

\$246 million

Designated General Funds

\$167 million

Auxiliary

\$392 million

Restricted Funds

PANDEMIC RELIEF FUNDING

\$154 MILLION

Total Awarded, from all sources

\$59 MILLION

Total Direct Student Support

STUDENT PROFILE

(University of Cincinnati Student Fact Book, Fall 2020)

46,798 STUDENTS

Record-breaking enrollment
(eight years in a row)

25.6% OUT-OF-STATE STUDENTS

30.5% STUDENTS OF COLOR

6.4% INTERNATIONAL STUDENTS

88.2% RETENTION RATE

First-Time Full-Time Degree-Seeking
Undergraduates

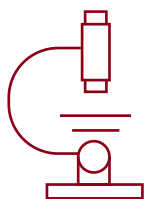
**12,756 DEGREES AND
CERTIFICATES AWARDED**
(2019-2020)

SCHOLARSHIPS



\$160 MILLION

Includes CARES/HEERF Funding



RESEARCH

\$213 MILLION

Grant and Contracts Revenue

**next
lives
here**

\$46 million Total multi-year investment
in academic excellence, urban impact, and
UC's innovation agenda

SSI

\$216 million budgeted FY 2022 State
Share of Instruction, driven by course
completion, graduation, medical and
doctoral allocations

STRATEGIC DIRECTION

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

PLAN VS DIRECTION

By adopting a strategic direction, UC took an accelerated, inclusive and unifying approach to create its vision. The result is a nimble and flexible framework that empowers the university to adapt to timely opportunities and challenges. **Next Lives Here** is a living and breathing strategic direction to guide impact and outcomes. It is not a plan meant to sit on a shelf and collect dust. It focuses on preparing for the future and inventing tomorrow and beyond, not simply managing in the present.

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

VISION

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

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

In addition to its status as a state university, UC also is an urban-based institution that remains anchored in its hometown. It's a university not just in Cincinnati, but also of Cincinnati. President Pinto often points out. True to that differentiating home base, the university chose to use the word “urban” in its vision statement as both promise and proof that UC will always be a partner to its home region. The ways range from mentoring young children in need, to providing cutting-edge health care to patients, as well as novel ways yet to unfold.

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

NEXT INVESTMENTS

UC is three years into a 10-year Strategic Direction, with a focus on positioning UC for long-term impact and success. Annual investments and foci will fluctuate based on the opportunities available and challenges before us. What remains clear is President Pinto's expectation to expand the financial revenues and resources of the university, not to stand still.

The funds needed for investment stem from multiple, creative strategies. These may include administrative efficiencies, philanthropy, corporate partnerships, and enrollment growth. Over the past year, UC expanded pathway teams, conducted research, piloted ideas, launched research teams, opened centers, and developed strategic plans to advance the framework of **Next Lives Here**. To date, UC devoted more than \$46 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 innovation and global impact. The following sections outline in more detail some early initiatives and successes of each pathway.



NEXT LIVES HERE: PLATFORMS & PATHWAYS

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 employee recruitment, hiring, retention, and student success.

BEARCAT PROMISE

The Bearcat Promise pathway remains focused on ensuring student success, from orientation to graduation and beyond. This year, new technology launched to encourage student engagement and proactive advising. The system replaces 21 different systems across our three campuses and integrates advisor appointment scheduling, better caseload management, and an early warning system. This same system will house students' professional development plans in the near future.

Fundamental to the University's response to COVID-19 was a dedication to the values and goals of Bearcat Promise. The commitment to student success and career readiness was at the root of our strategy for students, including continuing to provide in-person instruction and access to programs with a high reliance on studio, lab, maker spaces; commitment to co-Oop and other experiential learning opportunities; on-campus housing and delivery of student experience programs; and targeted programs to populations most at risk for retention, including international students who could not come to the US and students who experienced academic difficulty because of online learning. The results are heartening, with Fall 2020 to Spring 2021 undergraduate retention at 93.7% and over 84% of December 2020 graduates rated their UC experience as excellent or good.

In the spirit of Bearcat Promise, Enrollment Management launched an initiative focused on "reducing friction" in the admitted student experience. The project looked at student and family experiences from the admission process to the first day of classes. The project identified nearly 100 distinct opportunities for streamlining processes, improving communication, and creating positive student engagements in order to ensure that students have a strong and seamless start to their educational journey at UC. The university is working over the next year to implement the changes recommended.

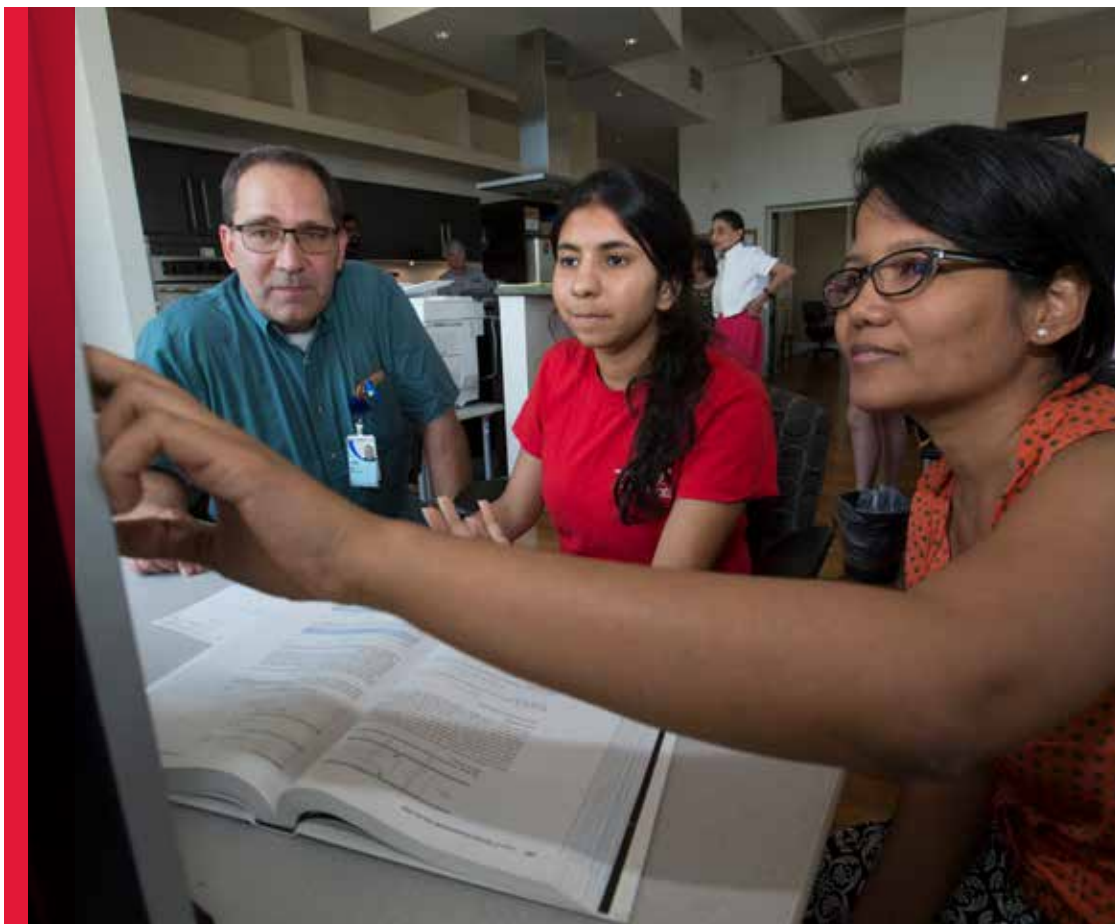
Colleges and units also concentrated on developing student talent in increasingly critical fields. We awarded more than \$5.2M in funding from JobsOhio to grow many of UC's tech/STEM fields. Units started expanding programs such as information technology, business analytics and computer science by hiring faculty and staff, recruiting more domestic and international students, and cultivating experiential learning opportunities for the growing student population. We expect over 15,000 students to graduate from UC in these fields over the next decade, strengthening our regional and state economy, and attracting top talent to UC.

FACULTY INVESTMENT

The strength, diversity, and size of the faculty is critical to the success of our students and the future of the institution. As of March, UC hired 125 new faculty, including 81 tenure-track, three strategic hires, and one dual-career hire. Moreover, in alignment with **Research2030**, the institution's new research strategic plan, we invested nearly \$2M in faculty development, more than \$3M in research infrastructure, and almost \$1M in partnership development.

The Faculty Enrichment Center (FEC) adopted an all-online programming format to accommodate faculty who are working and teaching remotely. The transition proved to be more impactful than expected. Between July 2020 and February 2021, the FEC hosted 187 programs, exceeding last fiscal year's total of 150, and served more than 3,000 faculty and staff while maintaining an average programming satisfaction of 4+ on a 5-point scale.

Results released from the National Survey of Student Engagement in Fall 2020 show first-year students' satisfaction regarding their interactions with faculty increased six percent in 2020. The FEC and Center for the Enhancement of Teaching and Learning (CET&L) are collaborating on training designed to further strengthen these faculty-student relationships and ensure our students feel connected to campus and succeed in-and-out of the classroom.



STAFF ENRICHMENT

The Staff Success Center (SSC) celebrated its three-year anniversary in April. During its short tenure thus far, the center created, compiled, and recorded over 80 instructor-led courses, 130 SuccessFactors learnings, and 20,800 course completions. A remarkable 10,324 unique staff, faculty, and student workers have accessed online items through the center.

The desire to learn new skills never wavered, despite many staff working remotely this year. Between July and April, the Staff Success Center held just shy of 200 classes both in-person and virtually with over 1,600 participants and received 61 requests for unit consultations. Faculty and staff completed a staggering 11,849 online trainings through SuccessFactors in the second half of the academic year alone.

Staff Senate, the SSC and Human Resources organized the inaugural Staff Professional Development week in March focused on increasing job satisfaction and advancing careers. Sessions focused on topics from strengthening project management skills to work-life balance to mentoring. Throughout the week over 1,700 participants attended sessions and nearly 800 unique staff, faculty and student workers took part. The week-long event will keep its timetable and hybrid format in future years given 92% of participants indicate they would recommend others attend and 95% of participants found the sessions informative with knowledgeable facilitators.

As UC strives to become the employer of choice in the region, developing leaders who can shape the future of the institution is essential. In this spirit, the SSC graduated its first class of the Manage & Engage track of the Manager Academy. Ten staff completed nine workshops focused on engaging employees and managing performance in order to increase team effectiveness.

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

Significant progress took place on the construction of and planning for the Digital Futures Complex being erected in the Cincinnati Innovation District. Developers placed the final beam on top of the building, which will open officially in Fall 2022. Activities in the building will be dedicated to capturing new knowledge, creating original technologies, and finding fresh approaches to digital challenges in areas such as future mobility, augmented/virtual reality, artificial intelligence, robotics and cyber security.

Graduate students joined Digital Futures efforts as the Office of Research unveiled the inaugural class of the Digital Futures Student Research Fellows. Lab leaders nominated these student researchers based on their dedication to working on the challenges facing our society. Fellows receive an annual stipend that allows them the time and resources to engage in novel, use-inspired solutions in one of the Digital Futures labs.

Faculty and staff with expertise in finance, accounting, law, medicine, economics and marketing are expanding civic engagement and service in the region by serving as volunteer board members through UC's Nonprofit Leadership Initiative (NPLI). The effort is growing in part through the Leadership Council's BOLD program, which trains cohorts of inclusive and passionate nonprofit board leaders, including nine UC faculty and staff this year. Mayor John Cranley recognized these efforts by proclaiming February 25 as BOLD Board Day and lauded the efforts of nonprofits and volunteers who affect their communities.

The Community Change Collaborative (C3) formed to connect and amplify community-engaged research across UC by building a research community, providing support and sharing knowledge. This year, the collaborative solicited pilot project proposals from faculty and community partner action teams who focus on the most pressing needs of Cincinnati and other urban communities. Proposals stressed equity and justice and are meant to strengthen future external funding proposals. The Collaborative expects to fund five research action teams next year.

URBAN HEALTH

The past year proved unlike any other, especially for those in our community who work in or study health-related fields. Despite the pressures created by COVID-19, the faculty, staff and students involved in the Urban Health Pathway made progress in the areas of community health, mental health, the opioid abuse crisis, and healthcare workforce development.

The COVID-19 crisis revealed the need for a more robust public health infrastructure and a workforce with the necessary skills to reimagine and support it. Responding to that demand, nine colleges worked to develop and launch new baccalaureate and associate degrees in Public Health. There are more than 25 incoming students confirmed in the new program, which begins courses in August.

Early career seed funding is paramount to support the activities necessary to advance competitive research proposals and establish new external partners within the pathway. Last year's grant recipients applied for \$6.5M in external funding in the areas of workforce development and increasing the diversity of students in healthcare fields. Some have already secured external funding, had manuscripts accepted, or hosted well-attended symposiums. This year's seed grant recipients spanned seven colleges and 11 community partners, developed 13 new external partners, and over 80% of the projects targeted underrepresented minorities or underserved populations.

CPS STRONG

Our focus on increasing the number of UC graduates from Cincinnati Public Schools (CPS) took root across campus and is maturing within the priorities of academic and non-academic units alike. Advancements in pipeline programs, mentoring and academic support services continued to move forward, with special attention paid to aligning existing services and programs and reinforcing key initiatives that create better outcomes for Cincinnati students.

In years past, the *Breakthrough Cincinnati* program provided summer collegiate experience for underrepresented high school students on the physical campus. In Summer 2020, the activities were fully online, and 90% of students remained committed and completed the program. Equally exciting, UC's Center for Community Engagement co-created a mentor training process, which resulted in over 50 new UC student mentors for the Bearcats Academy. The Academy provides experiences focused on motivation, academic planning and financial awareness, as well as scholarly and social activities for students while still in high school.

The early impacts of campus efforts continue to emerge. Fall 2019 retention of first-year students from CPS schools increased 8% over Fall 2020. Much of this success is due to increased resources at UC Blue Ash where retention of first-year students from CPS schools jumped almost 12%. The college's growing number of Success Coaches created a mentorship program to connect students with the resources and tools they need to succeed during their first year of college. Preliminary analyses of Spring 2020 baccalaureate graduation show graduation rates of students from CPS schools remained steady despite a year filled with the stresses of COVID-19.

PLATFORM: INNOVATION AGENDA

Some say we don't enter the future; we create it. UC embraces innovation as the power behind tomorrow and beyond.

1819 INNOVATION HUB

University of Cincinnati's 1819 Innovation Hub in the Cincinnati Innovation District®

What began as an idea, became a model. The Office of Innovation continues to advance the institution's vision by connecting the economic engine of our great university to the community and transform change.

The nerve center for the Cincinnati Innovation District® (CID), UC's 1819 Innovation Hub continues its rapid trajectory of success and has inspired a model for the state of Ohio. The idea behind the 1819 Innovation Hub: it's all about talent.



Since the Governor’s unveiling of the Cincinnati Innovation District® powered by the University of Cincinnati and the infusion from JobsOhio, a path has been forged to accelerating the growth of 15,000 STEM graduates, \$2B in research and creating 20,000 new highly skilled knowledge jobs within the district. It’s a bold vision that we are bringing to life together with our university, community and state.

UC’s 1819 Innovation Hub, the heart of the CID, continues to connect, empower and retain talent with organizations and the community. Accelerated by the pandemic and responsive to the digital transformation of industry, the CID became both a physical and virtual place for talent and organizations to convene.

Some key achievements include:

- The 1819 Innovation Hub’s partnerships grew with five new businesses joining in the past year. New partners include: Microsoft, Great American Insurance, Kao, Hillman Accelerator, and IncludeHealth.
- Venture Lab has catapulted its stable of startups from just six to over 50 and counting – in just three years producing a 1000% increase.
- Venture Lab has graduated over 80 teams and has enveloped five university partnerships across the region into its cohorts: Cincinnati State Community and Technical College, Wright State University, University of Dayton, Xavier University and just this year, adding Northern Kentucky University.
- Technology disclosures have increased by 135% (back-to-back record years).
- Issued patents have increased by 185%, earning UC “Top 100 Patents” issued worldwide by the National Academy of Inventors.
- Makerspace partnered with Easterseals to make and deliver over 5000 faceshields/PPE during the apex of the protective equipment shortage.

UC is paving the way for innovation and talent in Ohio with a proven model in the 1819 Innovation Hub. A convener for all types of talent – student, research, educational and seasoned – the Cincinnati Innovation District®, powered by the University of Cincinnati is the realization of the 1819 idea. It is the place organizations and individuals come to transform and meet the pace of change.

CO-OP 2.0

UC is no stranger to inventing and reinventing cooperative education. While many students could not have face-to-face opportunities this year, UC ensured students still received career preparation for the evolving world of work. Our innovative approach to career education is why US News & World Report ranks the program in the Top 5 nationwide and 96.6% of our students are employed or continuing their education after graduation.

A more inclusive definition of co-op continues to allow any undergraduate student to secure a paid work experience. More flexible options allowed students to gain experience through service learning (200+ students), on-campus co-op (300+ students), digital skills training and credentialing (1000+ students), and remote work (900+ students). The Division of Experience-Based Learning and Career Education (ELCE) also worked with the Office of Innovation to expand co-op opportunities with 1819 partners. Collaborative efforts resulted in an additional 300 co-op placements.

The State of Ohio recognized UC's leadership in co-op through an award of over \$300,000 from the State of Ohio to help develop a regional workforce development training and credentialing hub. Executives from varied industries joined ELCE's Industry Advisory Board to discuss talent needs and best practices in work environments, recruiting and hiring. The Division will remain focused on providing flexible opportunities for more students to gain professional skills and career experience before graduation, including professional development for graduate students.

INCLUSIVE EXCELLENCE

The pathways, colleges and units remain committed to intentionally cultivating a diverse and inclusive institution where all feel welcome. The work required to strengthen our comprehensive campuses is not limited to training sessions and workshops but extends throughout our courses, activities, policies and practices—a paradigm shift intended to assure all individuals have an equal opportunity to contribute and succeed.

There are a few key exemplars of our evolving campus. The Office of Equity, Inclusion and Community Impact partnered with the Staff Success Center to host a series of virtual conversations entitled “Standing in Solidarity.” The worldwide outpouring of racial justice demonstrations spurred these sessions that focused on how to understand what was happening across the nation and how to best support anti-racism practices throughout the university. Just shy of 200 employees attended the sessions to discuss their feelings and views, build competencies related to social justice, and learn how to respond to biased incidents. These sessions will continue into the future.

The Office of Research appointed a diversity, equity and inclusion fellow to examine disparities across the campus, specifically in research and the UC Graduate School. The Fellow's research project will identify the needs and opportunities to expand outreach and create support and resources on our campuses that will result in actionable recommendations to create more positive outcomes for our communities.

The provost held a leadership forum that brought deans, associate deans and unit heads together to converse, brainstorm and strategize ways to create more inclusive spaces on campus. Each college is developing action steps to implement during the coming year and the deans are concurrently working with and across university units to craft further recommendations that align with the university's Inclusive Excellence goals.

Finally, UC appointed an executive director for identity-based units within Student Affairs to provide the strongest level of service and support for students and established a Center for Truth, Racial Healing and Transformation focused on preparing leaders to break down racial hierarchies, and the College of Arts and Sciences appointed an associate dean for equity and inclusion to promote an inclusive environment among its students, faculty and staff. All these efforts do not go unnoticed. UC and three of its colleges were honored with the 2020 Higher Education Excellence in Diversity (HEED) award from INSIGHT into Diversity Magazine. The College of Allied Health Sciences, College of Nursing and the James L. Winkle College of Pharmacy were individually recognized for their diversity efforts.

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 each 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.

The budget process includes budget conversations that 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, Next Lives Here investments are evaluated, and future resource planning is incorporated into the budget planning process.

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, including both regional campuses, within Undesignated General Funds. The university implemented this model in 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, and co-op fees. 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 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 budget threshold to each college based on the previous year's tuition allocation. Tuition growth that exceeds established targets may be used to offset the university budget reallocation. If a college exceeds its tuition threshold through growth, cost-saving measures, or a combination, it can use the surplus for college initiatives and/or funding Provost strategic priorities (including subvention). Conversely, if a college does not meet its tuition targets, its expense budget may be decreased.

UPDATES TO THE UNIVERSITY BUDGET MODEL

The UC Strategic Budget Committee reviewed the current budget model and processes and brought forward recommendations for the "Next" budget model to the president in December 2019. The recommendation contained modifications and enhancements intended to meet both individual college needs and university priorities, while maintaining the portions of PBB that worked well. In FY 2021, principles and concepts of the budget model were shared with the university community to gain valuable input from faculty, staff and students.

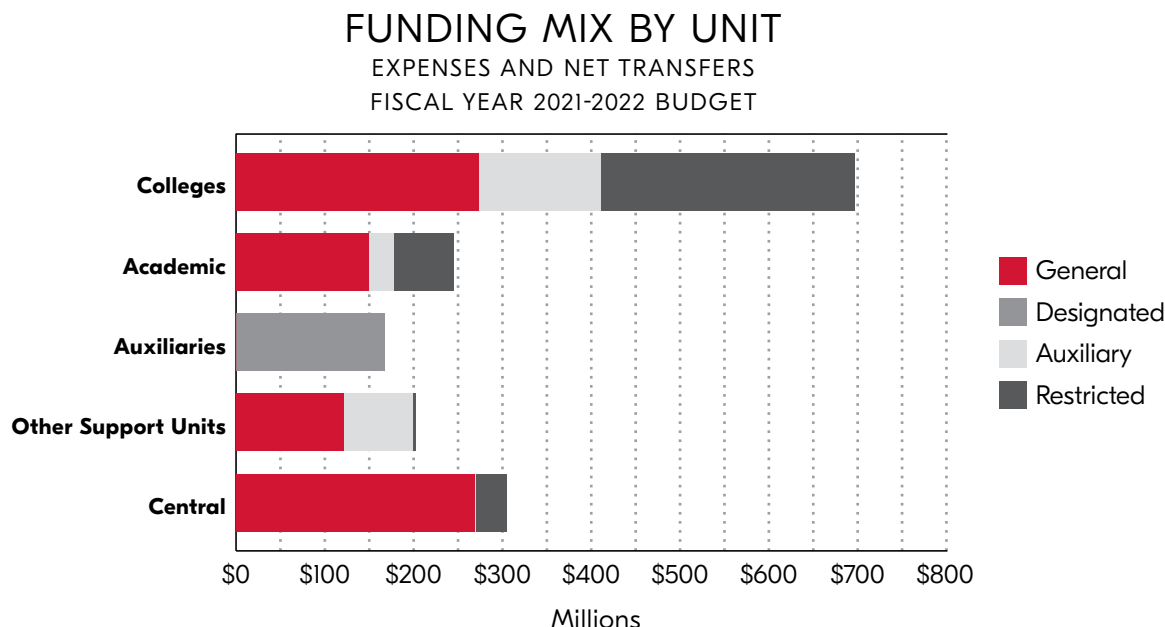
FUND ACCOUNTING

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.

FUND TYPE

Each unit of the university relies on a mix of fund types, depending on activity, funding availability, and strategic needs. This book details the expenditures in four major fund types: General Funds, Auxiliary Funds, Designated Funds, and Restricted Funds. All funds support mission-critical work across campus, in academic and support units. General Funds are flexible and can support any UC activities. These funds are supported by Designated and Restricted funds. Auxiliary units are designed to be self-supporting and rely on income to support their operations. The following budget categories do not necessarily imply an organizational and/or personnel reporting structure.



BUDGET BOOK ORGANIZATION

The UC Budget Book is organized in sections by fund type. It describes activity in current funds that have planned activity for FY 2022. 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. Loan Funds, Plant Funds, Endowment Principle Funds, and Agency Funds are not included in the Budget Book.

Undesignated General Funds are used for many of the university's core functions. Undesignated General Funds primarily sourced from tuition and fees and state appropriations.

Auxiliary Funds are used for self-supporting, campus-based activities that provide services to students, faculty and staff. Examples include dining operations, parking, residence halls and bookstores.

Designated Funds are unrestricted resources used for a specific purpose or university function. Examples include Practice Plan Fund (PPF) agreements, service centers (Utilities, UCIT), certain fees from students (Student Health Insurance, Information Technology and Instructional Equipment), and research-related departmental funds. Structural deficits are also recorded on Designated Funds.

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.

BUDGET SCHEDULES

Budget Schedules are formatted to reflect resources and expenditures in alignment with UC's general ledger reporting hierarchy. This allows the budget to be viewed consistently across units and lead to more focused conversations on operations and strategy. Viewed together, Resources, Expenditures and Transfers combine to project a net impact to university fund balance.

RESOURCES

Resources include revenue such as Tuition and Fees, Appropriations, Sponsored Revenue, Gifts and Auxiliary, Revenue for Recovery Indirect Costs, Temporary Investment Income, Investment Income, Market Value Adjustment & Endowment, Other Trustees Income and Other Revenue and are budgeted as support of the operation and mission of the university.

EXPENDITURES

Expenditures in any given fund type are classified into a category listed in UC's General Ledger accounting hierarchy and maintained by the Office of the Controller. Expenditures are categorized by the natural classification and functional classification. The natural classification method categorizes expenditures by type and includes Salary, Benefits, Operating, Capital, Scholarships, Reserves and Recoveries.

The functional classification method uses functional areas to classify expenses by purpose, such as Instruction, Research and Academic Support. Expenditures by functional classification as defined by the National Association of College and University Business Officers (NACUBO) are as follows:

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

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.

The following schedules include expenditures both in natural classifications as well as by functional classification as the use of functional areas continues to be a critical element in reporting budget and financial data to both internal and external constituents.

TRANSFERS

Activity described in the Transfers section includes mandatory and non-mandatory transfers between funds. Mandatory transfers, such as those made in support of debt service, are not optional and are generally fixed prior to the beginning of the fiscal year. Non-mandatory transfers occur for many reasons, predominantly related to collaboration between units and/or financial stewardship. In order to ensure funds are appropriately used, UC prohibits the transfer of funds crossing certain fund types. The university prevents transfers to and from Restricted Funds to ensure that these funds are used only for their intended purpose.

In the following schedules, the transfer section includes all budget net transfers that cross both operating and reserve funds. The transfer out, represented as a positive number, and transfer in, represented as a negative number are displayed as NET transfers.



TOTAL CURRENT FUNDS BUDGET SUMMARY

RESOURCES

Tuition and Fees are charged to students to cover the cost of instruction and university operations. While most tuition and fees are budgeted on the Undesignated General Fund, some fees are designated for a specific purpose are budgeted in Designated Funds to ensure appropriate use of the students' dollar. Tuition and fee budget adjustments year over year may include a combination of increased enrollment, retention, and tuition rate. The State of Ohio sets tuition caps for in-state undergraduate students during their budget process. Non-resident, international, graduate and other professional program fees may be adjusted by the university or charged a market-based differential instruction fee. Certain programs also charge course fees or other charges to cover pass through expenditures. See Appendix 3 for semester rates of tuition and fees used at the university.

Appropriations include State Share of Instruction (SSI), subsidy for College Credit Plus (CCP) and State Operating Appropriations. SSI and CCP are budgeted in the Undesignated General Fund for all three campuses. SSI is allocated between all Ohio public institutions based on a State of Ohio performance-based formula and is used to fund instruction and operations. College Credit Plus is Ohio's dual enrollment program that provides students in grades 7-12 the opportunity to earn college and high school credits at the same time by taking courses from Ohio colleges or universities. The university receives funding from the State to offset the cost of delivering instruction to CCP students. State Operating Appropriations are included in the Restricted schedule and are allocated to the university for a specific use.

Sponsored Revenue and Recovery of Indirect Costs is budgeted across Undesignated General Funds, Designated Funds and Restricted Funds. Undesignated and Designated General Funds primarily include the Facilities and Administrative (F&A) recovery from grant activity used to support overhead costs of the university. Restricted Funds revenue budget includes funding related to awarded grants based on historical reimbursements to the university.

Gifts are revenue available to the university for immediate use based donor restrictions, if applicable.

Endowment revenue 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.

Sales & Service revenue is received when goods and services sold to external entities. Hoxworth Blood Center and College of Medicine's Private Practice Fund (PPF) make up the largest Sales and Service activity on the Designated schedule.

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. Auxiliary schedules are included to highlight each operation.

EXPENDITURES

Salary and Fringe Benefits reflect approved contractual and unrepresented salary increases as well as the rate change to FY 2022 fringe benefits. The Undesignated General Funds' salary increases and fringe benefits are centrally budgeted and distributed to the unit level during the year. All Auxiliary, Designated, and Restricted funds budget both salary and fringe benefit costs by fund.

Operating expenditures are related to the operations of the university. Utilities, repairs and maintenance, travel, supplies and many other expenses are reflected in this category.

Scholarships include all institutional, department, governmental, gifts and athletic financial aid. Scholarships budgeted on the General Funds are used to provide Graduate Incentive Awards and Graduate Assistant Scholarships budgeted in the Graduate School and allocated to the colleges. In addition, Enrollment Management provides aid to undergraduate students based on merit, as well as to support various university missions, including Diversity and Inclusion. Auxiliary Enterprises consists of aid from endowments and gifts to support student athletes and room and board assistance within Campus Services. Scholarships budgeted on restricted funds include grants awarded as well as student support from CARES/HEERF.

Recovery is expenditure made for, or on behalf of, the university that is subsequently recovered in cash or transfer. This results in displaying reduced unit expenditures.

Budgeted Reserves are budgeted centrally and within many vice-presidential areas. This category also includes the university budget reallocation. During FY 2022, the budget reallocation will be pushed out to units where budget adjustments are made in alignment with approved plans. Budgeted Reserves also includes the President's Strategic Funding Pool that will be used to fund strategic initiatives, such as Strategic Sizing priorities and other Next Lives Here initiatives.

TRANSFERS

Transfers describe movement between different fund types. Mandatory transfers, such as those made in support of debt service, are not optional and are generally fixed prior to the beginning of the fiscal year. Non-mandatory transfers occur for many reasons, predominantly related to collaboration between units and/or financial stewardship.

NET INCREASE (DECREASE) IN FUND BALANCE

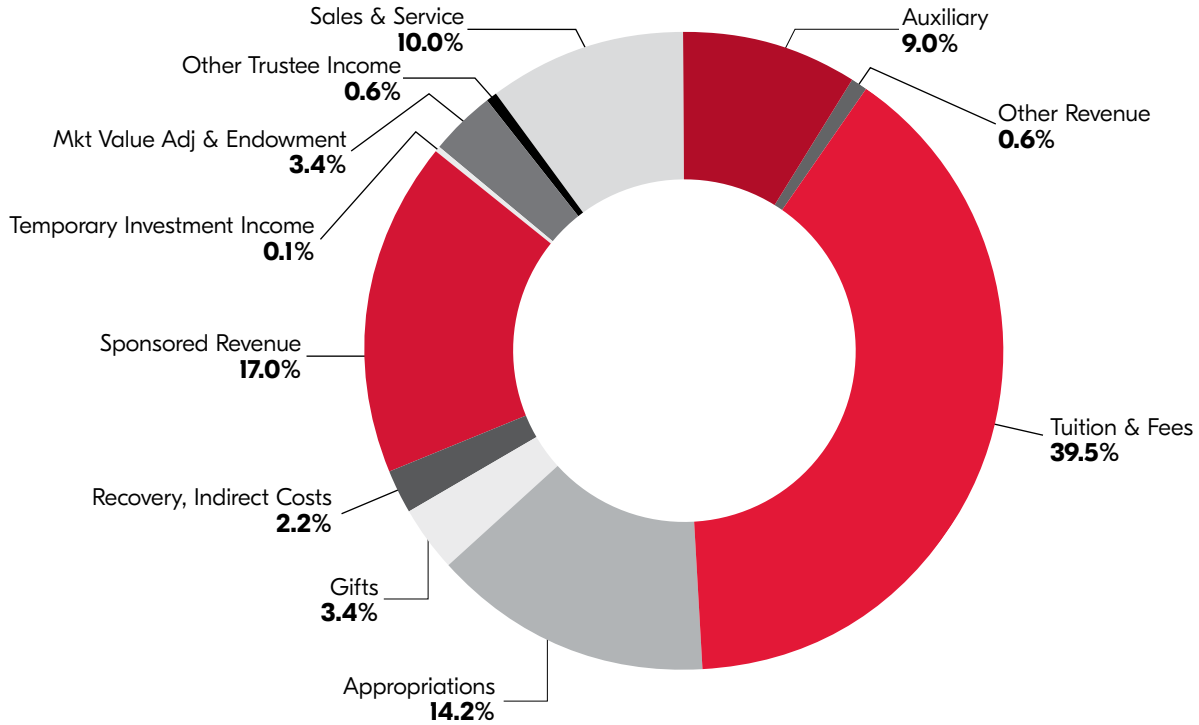
Undesignated General Funds budgeted revenue is balanced with expenses and transfers. Auxiliary Designated and Restricted schedules reflect overall planned increase or decrease in fund balance. Planned expenditures that exceed budgeted resources will be funded with available fund balances accumulated from prior years. University leadership ensures appropriate cash balances and reserves are available for current and future use needs.

CURRENT FUNDS BUDGET SUMMARY
UNIVERSITY OF CINCINNATI
(IN THOUSANDS)

	Undesignated General Funds	Auxiliary Enterprises	Designated General Funds	Restricted Funds	Total Current Funds
RESOURCES					
Tuition & Fees	\$ 575,325	\$ 15,791	\$ 36,874	\$ —	\$ 627,989
Appropriations	217,782	—	—	8,302	226,084
Sponsored Revenue	—	—	—	270,512	270,512
Recovery Indirect Costs	15,329	—	18,918	—	34,247
Gifts	—	5,440	265	48,262	53,967
Temporary Investment Income	2,270	23	—	—	2,293
Investment Income	—	—	—	47	47
Mkt Value Adj & Endowment	359	654	5,276	48,466	54,755
Other Trustee Income	597	—	494	7,960	9,051
Sales & Service	30	935	158,126	—	159,091
Auxiliary	308	141,122	1,315	—	142,744
Other Revenue	544	1,896	7,678	113	10,231
Total Resources	\$ 812,544	\$ 165,860	\$ 228,946	\$ 383,663	\$ 1,591,012
EXPENDITURES BY CATEGORY					
Salaries	\$ 334,114	\$ 33,269	\$ 163,655	\$ 91,314	\$ 622,353
Benefits	116,454	7,665	52,011	25,349	201,479
Operating	101,836	80,332	194,213	125,565	501,946
Capital	10,296	—	3,161	3,723	17,180
Scholarships	91,999	10,524	3,241	113,621	219,386
Recoveries	(56)	(5,859)	(139,984)	(596)	(146,495)
Other	588	16,243	—	187	17,018
Budgeted Reserves Groups	38,347	—	5,293	25,005	68,646
Total Expenditures	\$ 693,580	\$ 142,173	\$ 281,589	\$ 384,170	\$ 1,501,513
EXPENDITURES BY FUNCTION					
Instructional and General	\$ 294,170	\$ —	\$ 74,683	\$ 39,457	\$ 408,310
Separately Budgeted Research	9,927	—	31,672	180,473	222,072
Public Services	803	—	75,260	14,577	90,640
Academic Support	81,910	(903)	28,677	20,480	130,163
Student Services	28,550	—	35,430	1,073	65,053
Institutional Support	110,732	895	37,362	4,362	153,350
Operation and Maintenance of Plant	58,954	—	(4,737)	472	54,689
Scholarships	91,999	—	3,241	113,781	209,022
Auxiliary Enterprises	—	142,182	—	9,494	151,676
Budget Reallocation	(5,776)	—	—	—	(5,776)
Budgeted Reserves Groups	22,311	—	—	—	22,311
Total Expenditures	\$ 693,580	\$ 142,173	\$ 281,589	\$ 384,170	\$ 1,501,513
TRANSFERS					
Transfers To (From) - Undesignated	\$ —	\$ (7,495)	\$ (66,676)	\$ —	\$ (74,172)
Transfers To (From) - Allocated Reserves	(1,500)	(6,650)	(11,846)	—	(19,995)
Transfers To (From) - Designated	65,354	4,065	(1,749)	—	67,670
Transfers To (From) - Auxiliary	5,250	510	(1,480)	—	4,280
Transfers To (From) - Restricted/Endowment	—	128	1,849	7,403	9,380
Transfers To (From) - Plant/R&R	9,624	5,501	14,648	1	29,773
Transfers To (From) - Debt	40,236	28,752	29,624	—	98,612
Total Net Transfers	\$ 118,964	\$ 24,810	\$ (35,630)	\$ 7,404	\$ 115,549
Total Expenditures and Transfers	\$ 812,544	\$ 166,984	\$ 245,960	\$ 391,574	\$ 1,617,061
Net Increase (Decrease) In Fund Balance	\$ 0	\$ (1,124)	\$ (17,014)	\$ (7,911)	\$ (26,049)

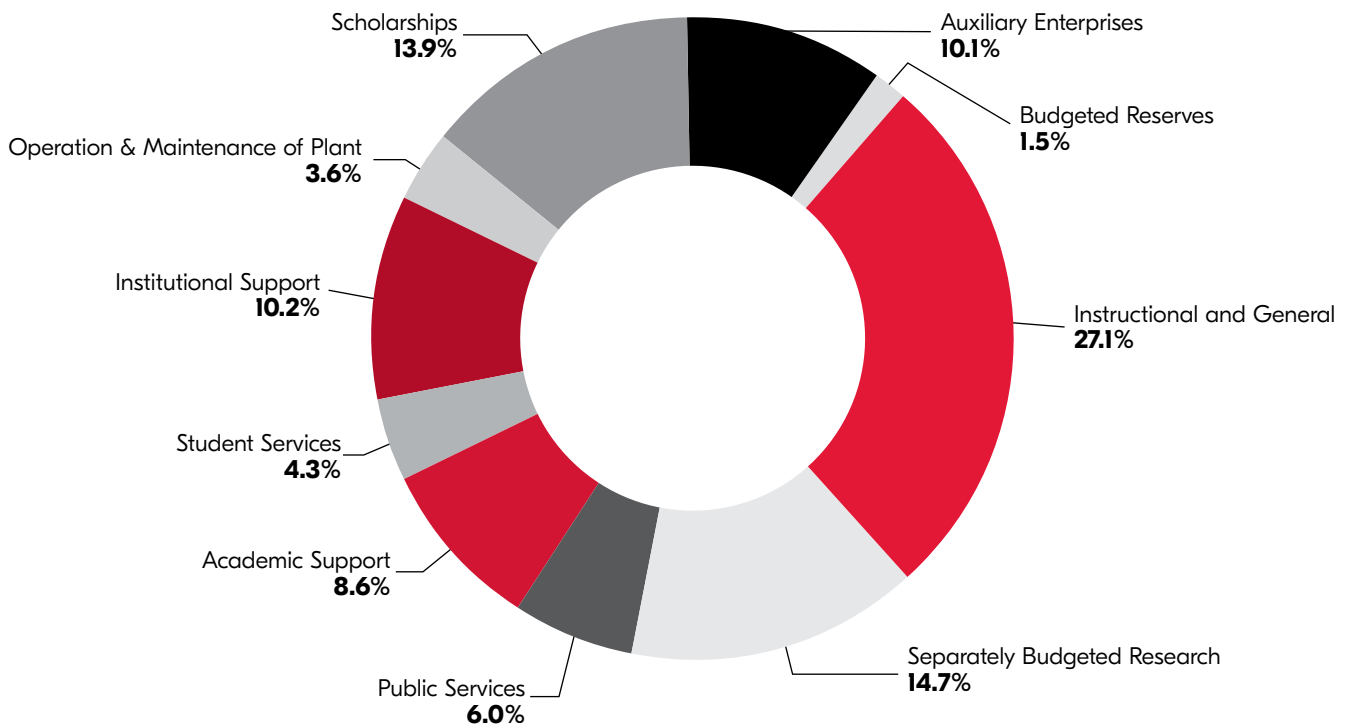
RESOURCES BY SOURCE

ALL CURRENT FUNDS



EXPENDITURES BY FUNCTION

ALL CURRENT FUNDS





UNDESIGNATED GENERAL FUNDS

UPTOWN AND REGIONAL CAMPUSES

Undesignated General Funds are the primary source of funding for UC Uptown and Regional campuses. General Funds are free from internal designations for specific purposes, programs or activities. The UC Undesignated General Fund FY 2022 Budget is \$812.5 million, which supports the core mission of education and student experience across campuses.

RESOURCES

The General Funds' primary revenue sources are tuition and fees, state appropriations, and a portion of facilities and administrative recoveries from grant activity.

Tuition and Fees: Effective for the 2021-22 academic year, the university recommends the following to the Board of Trustees for approval. Details are included in the Tuition and Fee Schedule found in Appendix 3.

- A 3.8% increase to tuition rates for Cohort 2021-2022 of the Cincinnati Tuition Guarantee program for first-year, in-state undergraduate students, including those who transfer to UC. Under the terms of the Cincinnati Tuition Guarantee program, these students will see no additional increase in tuition throughout their undergraduate terms.
- No increases to undergraduate tuition rates for both continuing students on Uptown and Regional campuses for the seventh year in a row.
- No increases to graduate tuition rates. Graduate students who graduated from any public Ohio institution will pay a reduced non-resident surcharge.
- Professional tuition rate increases as approved in prior years.

Tuition and fees are budgeted at \$575.3 million. Permanent revenue adjustments during FY 2021 include: \$17.4 million to cover the university budget reallocation with growth; \$18.0 million to fund the President's strategic investment pool; \$8.4 million for Next Lives Here funding; \$7.9 million for core and sustaining support and other strategic investments.

An additional \$3.4 million was budgeted as FY 2022 incremental revenue related to the rate increase for Cohort 2021-2022 Cincinnati Tuition Guarantee. The projection is built on flat enrollment and revenue from enrollment growth will be allocated through the university's Performance Based Budgeting (PBB) model.

Appropriations: Appropriations primarily consist of State Share of Instruction (SSI), Ohio's mechanism for subsidizing the fourteen public institutions of higher education. SSI fluctuates slightly, but it is designed to be relatively stable. Variances are typically a result of changes in the allocation factors that drive distribution: enrollment, degree completion, student risk, and course cost. Historically, UC has received approximately 14% of Ohio's total SSI allocation.

The university will continue to plan cautiously when budgeting SSI. The FY 2021 final disbursement was reinstated and in alignment with UC's FY 2019 budget. The university anticipates an increase in FY 2022 and has budgeted \$4.0 million to cover incremental costs of the university (see Appendix 5).

Recovery of Indirect Costs: Approximately 50% of Facilities and Administrative (F&A) cost recovery is budgeted in General Funds for expenses that support grants and contracts. Over time, the university F&A recovery for related activity has grown, however the university continues to conservatively budget flat.

EXPENDITURES

The FY 2022 operating expenditure budget is \$693.6 million. This budget includes incremental university expenses such as salary increases and associated benefits, the strategic funding pool, Next Lives Here funding and other investments. Expenditures budgets only include incremental expenses approved by the university. Unit budgets do not reflect any future expense budget allocation from revenue growth.

Also budgeted is the university budget reallocation assigned to each vice-presidential area. Units prepare and present plans that reduce General Funds expenditures while minimizing impact to students and maintaining focus on UC's strategic direction. This budget is reallocated to academic and support units as approved in the incremental budgeting process. Resources totaling \$12.4 million, including tuition and SSI increases, will support a university-wide reallocation of 1.5%. This will fund the incremental expenses and investments of the university as outlined in Appendix 2.

Incremental Operating Expenses

Salary Increases and Fringe Benefits - \$9,113,673:

Funding is provided centrally for planned contractual increases for filled positions charged to the Undesignated General Fund. A 2% increase is included for unrepresented positions and graduate stipends.

MANDATORY

Core and Sustaining Support - \$2,000,000: An established pool to fund requests that are presented during Vice Presidential budget meetings. Requests include investments in programs or other priorities to maintain service levels or meet university needs. In addition, requests may be presented to provide a subvention for areas unable to absorb permanent expense reduction.

Arts & Sciences / Law School Deficits - \$836,303: Year two of five of a university commitment made to cover historical deficits of the Colleges of Arts & Sciences and Law allowing each Dean to lead their colleges with a balanced budget.

Software Licenses - \$1,010,000: Recurring annual support needed for eProcurement and Concur software licenses used throughout the university.

STRATEGY/GROWTH

Next Lives Here: Platform/Pathway Initiatives - \$5,004,610: The planned incremental funding increase to the permanent base used to fund Platforms and Pathways priorities included in the university's strategic direction. The structural deficit funding is permanently reinvested to Next Lives Here initiatives that have been awarded since FY 2019.

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.

Scholarships: A 4.3% budget increase is expected for scholarships. Approximately \$1.8 million of the increase is attributable to FY 2021 enrollment growth and retention. In addition, \$1.0 million is budgeted for Student Health Insurance, originally budgeted in transfers to Designated in FY 2021. Scholarship budget also includes increases for the College of Law where a \$916,000 investment was made to permanently fund historical scholarship shortfalls.

TRANSFERS

Net transfers are budgeted to decrease by \$3.2 million, due to a decrease of \$5.0 million that was budgeted for structural deficit paydown offset by increases to Designated funds to track activities.

Transfers To (From) Allocated Reserves: This recurring transfer from Working Capital reserve is a historical commitment to General Funds.

Transfers To (From) Designated: Transfers are made to Designated Funds for a specific purpose or university priority. This budget is held centrally and allocated throughout the year to the departmental level. It is therefore more closely monitored to ensure transparency and accountability.

Included in the \$65.6 million transfer budget is: \$25.7 million for Research Initiatives; \$11.2 million General Fee for student organizations; \$10.2 million for UCIT; \$5.6 million system maintenance and enhancements and the remaining for university core services and priorities. The change in budget year-over-year is primarily related to a \$5.0 million reduction in transfers to cover historical deficit funds, as well as an increase in planned transfers of \$1.2 million from the Office of Innovation to cover Next Lives Here patent expenses.

Transfers To (From) - Auxiliary: Funding is provided to Campus Services and Athletics to support operational needs. Athletics subsidy of \$7.3 million includes support for operational expenditures and student athlete scholarships from both Uptown and Regional campuses. Transfer to Campus Services includes \$1.8 million for Tangeman University Center (TUC) operational expenditures, the Rec Center and Graduate Housing. FY 2022 budget also includes auxiliaries' annual contribution of \$3.9 million to the Undesignated General Funds to support Next Lives Here Platform/Pathway initiatives.

Transfers To (From) - Plant/Repair and Replacement: Transfers budgeted to plant funds include \$5.5 million Capital Investment for basic renovations and a permanent funding source of \$4.0 million for moving and relocation needs, the result of construction and basic renovation projects across campus.

Transfers To (From) - Debt: Debt service is funded from the Undesignated General Funds for areas including Business Core Systems, Athletics, and debt on academic buildings, among other things. This funding is typically transferred to the unit where the debt service payment is incurred; however, for some areas, the debt service is recorded in the Undesignated General Funds.



UNDESIGNATED GENERAL FUNDS
ALL CAMPUSES
UNIVERSITY OF CINCINNATI
(IN THOUSANDS)

	FY 2021 Budget	FY 2022 Budget	Variance	Percent Change
RESOURCES				
Tuition & Fees	\$ 520,176	\$ 575,325	\$ 55,149	10.6 %
Appropriations	213,358	217,782	4,423	2.1 %
Sponsored Revenue	—	—	—	-100.0 %
Recovery Indirect Costs	15,329	15,329	—	0.0 %
Gifts	—	—	—	-100.0 %
Temporary Investment Income	2,270	2,270	—	0.0 %
Investment Income	319	—	(319)	-100.0 %
Mkt Value Adj & Endowment	40	359	319	800.7 %
Other Trustee Income	597	597	—	0.0 %
Sales & Service	30	30	—	0.0 %
Auxiliary	308	308	—	0.0 %
Other Revenue	544	544	—	0.0 %
Total Resources	\$ 752,972	\$ 812,544	\$ 59,572	7.9 %
EXPENDITURES BY CATEGORY				
Salaries	\$ 323,084	\$ 334,114	\$ 11,030	3.4 %
Benefits	113,418	116,454	3,036	2.7 %
Operating	96,952	101,836	4,884	5.0 %
Capital	10,220	10,296	76	0.7 %
Scholarships	88,166	91,999	3,833	4.3 %
Recoveries	(56)	(56)	—	0.0 %
Other	588	588	—	0.0 %
Budgeted Reserves Groups	(1,530)	38,347	39,877	-2607.1 %
Total Expenditures	630,844	\$ 693,580	\$ 62,736	9.9 %
EXPENDITURES BY FUNCTION				
Instructional and General	\$ 290,238	\$ 294,170	\$ 3,932	1.4 %
Separately Budgeted Research	8,807	9,927	1,119	12.7 %
Public Services	684	803	120	17.5 %
Academic Support	101,102	81,910	(19,192)	-19.0 %
Student Services	27,974	28,550	576	2.1 %
Institutional Support	81,988	110,732	28,744	35.1 %
Operation and Maintenance of Plant	57,935	58,954	1,018	1.8 %
Scholarships	88,321	91,999	3,678	4.2 %
Auxiliary Enterprises	—	—	—	-100.0 %
Budget Reallocation	(30,474)	(5,776)	24,698	-81.0 %
Future Yrs Reallocation Reserve	4,268	22,311	18,043	422.7 %
Total Expenditures	\$ 630,844	\$ 693,580	\$ 62,736	9.9 %
TRANSFERS				
Transfers To (From) - Undesignated	\$ —	\$ —	\$ —	-100.0 %
Transfers To (From) - Allocated Reserves	(1,500)	(1,500)	—	0.0 %
Transfers To (From) - Designated	68,614	65,354	(3,260)	-4.8 %
Transfers To (From) - Auxiliary	5,160	5,250	90	1.7 %
Transfers To (From) - Restricted/Endowment	—	—	—	-100.0 %
Transfers To (From) - Plant/R&R	9,618	9,624	6	0.1 %
Transfers To (From) - Debt ¹	40,236	40,236	—	0.0 %
Total Net Transfers	\$ 122,128	\$ 118,964	\$ (3,164)	-2.6 %
Total Expenditures and Transfers	\$ 752,972	\$ 812,544	\$ 59,572	7.9 %
Net Increase (Decrease) In Fund Balance	\$ 0	\$ 0		

¹ Athletics debt service is shown in the Undesignated General Funds total debt service.



AUXILIARY ENTERPRISES

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 primary 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 level students.
- **Food Services** includes five residential dining centers, two convenience stores, nine nationally branded locations, ten self-branded concepts, and catering services.
- **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 and over 270 beverage and snack vending machines. In partnership with Follett, UC's contracted partner, 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** encompasses Tangeman University Center (TUC), the Steger Student Life Center (SSLC), and West Pavilion, is the home to the Food Court, UC Bookstore, MainStreet ExpressMart, MainStreet Connection Center, 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 thirty-three lots and drives, with over 14,000 parking spaces.

- **Printing and Duplicating Services** has three on-campus locations and one offsite hub, capable of offering 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.

HIGHLIGHTS

Over the past year, Campus Services has been working to prepare the campus for a safe return for students, faculty, and staff. Collaborating first with internal constituents to determine an appropriate scope of services, the housing portfolio was significantly adjusted to provide a safe place to live for anyone desiring to live on campus. Collaborating with third-party constituents was equally important in order to deliver food and retail services that fit the CDC's guidelines for a safe campus community. As a result of this work, last year's budget was significantly impacted and revised, as described in the FY 2021 Budget Addendum. It is important to note that the prior year budget as shown here represents that revised budget, while the FY 2022 budget represents a plan to return to pre-pandemic customer service levels.

The FY 2022 budget includes the following assumptions:

- I. Total revenues are budgeted to be just over \$137.0 million. This budget includes:
 - A proposed 3.5% increase in room and board rates, and a 3% increase in parking rates will contribute approximately \$2.4 million in additional revenue. The impact of these fee increases to the student can be found in Appendix 3. The housing budget includes an expectation of 6,835 residential students, which includes 1,755 beds that will be block-leased from neighborhood communities.
 - Other Recovery includes activities in University Park Apartments and Printing and Duplicating Services. These resources represent funding intended to offset costs in those units.
 - All other revenue categories are budgeted to return to pre-pandemic levels.
- II. Total expenditures are budgeted at \$97.1 million. Following are some of the more significant activities that are included:
 - Housing Block Lease expense is budgeted at \$25.7 million. This budget includes the typical pre-pandemic block-lease inventory plus an additional 450 beds to account for the Calhoun Hall renovation project.
 - This budget proposal includes a 2% salary increase for unrepresented staff. Contractual increases for all represented staff are also included in the budget.
 - Departmental Operating Expenditures (DOE) are budgeted at \$18.9 million which is similar to pre-pandemic activities and includes inflationary cost increases across many operating functions within Campus Services.
- III. The annual Next Lives Here transfer represents funding to be transferred to the General Fund to support initiatives within the Next Lives Here Strategic Direction.
- IV. The transfer to Resident Education & Development (RED) is budgeted at \$2.2 million. Approximately \$1.3 million has been moved from this transfer line to Salaries and Benefits in Housing Operations due to the RED Desk Operations unit moving from Student Affairs into Housing Operations.
- V. In total, \$5.1 million has been budgeted to be transferred to reserves for repairs and renovations. Major projects being planned for FY 2022 include renovation of the CCM Starbucks, various repairs and equipment replacements in the Campus Recreation Center, and continued repair projects in various Housing and Parking facilities.

**AUXILIARY FUNDS
CAMPUS SERVICES ¹**
UNIVERSITY OF CINCINNATI
(IN THOUSANDS)

	FY 2021 Budget	FY 2022 Budget	Variance	Percent Change
RESOURCES				
Sales	\$ 15,071	\$ 19,444	\$ 4,374	29.0 %
Student Meals	22,859	28,089	5,230	22.9 %
Housing	52,579	60,901	8,322	15.8 %
Rentals	888	1,028	139	15.7 %
Contracts	1,203	1,584	381	31.6 %
Other	5,087	6,398	1,310	25.8 %
Other Recovery	4,368	3,788	(580)	-13.3 %
Campus Life Fees	13,928	15,779	1,850	13.3 %
Total Resources	\$ 115,984	\$ 137,009	\$ 21,025	18.1 %
EXPENDITURES				
Cost of Sales	\$ 19,237	\$ 20,046	\$ 808	4.2 %
Salaries	13,976	14,974	998	7.1 %
Benefits	3,992	4,096	105	2.6 %
Housing Block Leases	22,608	25,771	3,163	14.0 %
Utilities	9,021	9,143	122	1.3 %
Departmental Operating Exp. (DOE)	21,238	18,967	(2,271)	-10.7 %
University Overhead	1,883	1,771	(112)	-5.9 %
Scholarships and Fellowships	2,243	2,357	115	5.1 %
Budget Reallocation	(9,467)	—	9,467	-100.0 %
Total Expenditures	\$ 84,730	\$ 97,126	\$ 12,395	14.6 %
TRANSFERS				
Debt Service	\$ 31,558	\$ 31,321	\$ (237)	-0.8 %
Next Lives Here	3,500	3,500	—	0.0 %
Subsidies for Non-Instructional Activities	(2,743)	(3,002)	(259)	9.4 %
Reserve for Repairs and Renovations	144	5,101	4,956	3433.6 %
Resident Education & Development (RED)	3,565	2,204	(1,361)	-38.2 %
Other	(4,771)	760	5,531	-115.9 %
Total Net Transfers	\$ 31,254	\$ 39,884	\$ 8,630	27.6 %
Total Expenditures and Transfers	\$ 115,984	\$ 137,009	\$ 21,025	18.1 %
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.

ATHLETICS

Athletics at the University of Cincinnati seeks to connect our community, enhance the university and impact the lives of student athletes. UC sponsors 18 Division I sports and is dedicated to providing an outstanding student-athlete experience while serving as a the national leader in student-athlete welfare and mental health. With a focus on competitive excellence, Athletics will continue on its current course to win championships, develop and graduate student-athletes, and build recognition of the University of Cincinnati Bearcats locally, regionally and worldwide.

Over half-a-million 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.

BUDGET HIGHLIGHTS:

The FY 2022 budget includes the following assumptions:

- I. Total Resources are expected to increase approximately \$2.3 million. This includes the following:
 - An increase in men's football and basketball tickets sales will be approximately \$518,000.
 - Sponsorship Guarantees will decrease by \$395,000 due to the Under Armour sponsorship change. The budget decrease will be offset by an increase of \$685,000 in the IMG rights fee. Combined, this is a net budget increase of \$291,000.
 - Game Guarantees are expected to increase \$1.1 million due to football games at the University of Notre Dame and Indiana University. The NCAA / Conference distribution is anticipated to increase by \$1.3 million in FY22 as NCAA Tournament revenue is expected to normalize and the new AAC television agreement enters its second year.
 - Rental revenue is expected to decrease over \$243,000 due to the FC Cincinnati soccer contract coming to an end.
- II. Total Expenditures are projected to remain relatively flat over prior year based on the following assumptions:
 - Scholarships are expected to decrease \$544,000 as a result of reduced exposure from fifth year aid attributable to COVID-19 and scholarship savings associated with the Men's soccer program, discontinued in 2020.
 - Salaries are expected to increase by \$830,000. The budget reflects the annual and contractual increases and an investment for student-athlete welfare. The increase is offset by permanent staff reductions as a result of the FY 2021 budget reallocation.
 - The renegotiation of the Under Armour sponsorship will increase Team Game equipment budget approximately \$1.3 million.
 - Team Travel, Home Game, Other Operating Expenditures are expected to decrease \$3.7 million due to a continued focus on operational efficiencies.
- III. Total Transfers are expected to be \$15.0 million in FY 2022 which includes:
 - Miscellaneous Projects includes a \$350,000 budgeted transfer to support Next Lives Here initiatives.
 - Transfers In includes subsidy of \$8.4 million from Undesignated General Funds, primarily funded from the students' general fee. An additional subsidy of \$7.1 million is budgeted from Working Capital.

Athletics serves as an impactful front door for the university, providing immeasurable exposure worldwide thanks to the reach of our 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.

AUXILIARY FUNDS
INTERCOLLEGIATE ATHLETICS
UNIVERSITY OF CINCINNATI
(IN THOUSANDS)

	FY 2021 Budget	FY 2022 Budget	Variance	Percent Change
RESOURCES				
Ticket Sales	\$ 6,818	\$ 7,335	\$ 518	7.6 %
Gifts/Endowments	5,815	6,091	276	4.7 %
Sponsorship Guarantees	7,530	7,822	291	3.9 %
Game Guarantees	455	1,550	1,096	241.0 %
Concession Sales	1,378	1,000	(378)	-27.4 %
Parking Sales	363	385	23	6.2 %
Conference Revenue	6,119	7,389	1,270	20.7 %
Rental of Facilities	907	663	(243)	-26.8 %
Service Fees	550	300	(250)	-45.5 %
Other/Misc Income	2,502	2,174	(328)	-13.1 %
Total Resources	\$ 32,437	\$ 34,709	\$ 2,273	7.0 %
EXPENDITURES				
Scholarships	\$ 8,710	\$ 8,166	\$ (544)	-6.2 %
Salaries	17,465	18,295	830	4.8 %
Benefits	3,587	3,568	(19)	-0.5 %
Recruiting	905	849	(56)	-6.1 %
Pre-Season	545	534	(12)	-2.2 %
Team Game Equipment	381	1,697	1,316	345.4 %
Team Travel	4,570	4,513	(57)	-1.3 %
Home Game	3,751	3,300	(452)	-12.0 %
Other Operating Expenditures	13,208	9,984	(3,224)	-24.4 %
Budget Reallocation	(2,344)	—	2,344	-100.0 %
Total Expenditures	\$ 50,779	\$ 50,906	\$ 127	0.3 %
TRANSFERS				
Debt Service ¹	\$ —	\$ —	\$ —	-100.0
Endowment Fees	112	128	16	14.5 %
Miscellaneous Projects	982	1,324	342	34.8 %
Closed Projects	—	—	—	-100.0
Plant Fund	(1,472)	—	1,472	-100.0
Transfer In (Subsidy)	(17,964)	(16,526)	1,439	-8.0 %
Total Net Transfers	\$ (18,343)	\$ (15,073)	\$ 3,269	-17.8 %
Total Expenditures and Transfers	\$ 32,437	\$ 35,833	\$ 3,396	10.5 %
Net Increase (Decrease) In Fund Balance	\$ 0	\$ (1,124)		

¹ Athletics debt service is shown in the Undesignated General Fund total debt service.



DESIGNATED GENERAL FUNDS

Designated Funds are used to isolate funding for a wide variety of specific functions within the university. There are several subcategories of Designated Funds.

- The main Designated Funds subcategory comprises \$136.7 million of the total Designated expenditure budget. Revenue to this type of fund includes program and course fees. Funding can also be internally designated to support a UC initiative. The largest of these funds supports Student Health Insurance (\$11.6 million), UC Online (\$10.8 million), IT@UC Core (\$9.8 million), and the Academic Health Center Research Deficit (\$8.1 million). There are over 500 other such funds managed across the university.
- Designated Sales and Service Funds constitute \$140.4 million of the total Designated expenditure budget. These funds house activity that generates external revenue by providing goods or services to outside entities. The most significant of these funds is used by Hoxworth Blood Center (\$47.9 million) and College of Medicine's Practice Plan Fund (PPF) (\$77.5 million). PPF receives payments from University of Cincinnati Physicians Corporation to cover UC activities that benefit UC Health.
- Designated Service Center Funds house UC entities that provide services or products to the university community for a fee. Larger service centers include Utilities and IT@UC, but this category also includes several smaller departments that provide services to multiple research units. Their activities are supported by recoveries which net against expenditure. These funds are budgeted to recover \$105.3 million in FY 2022, 66.6% of which is Utility Consolidation. These funds are managed to ensure the fee charged matches expenditures.
- Overhead Designated Funds track the facilities and administrative (F&A) recoveries to compensate the university for expenses associated with certain grant activity. This makes up approximately \$17.7 million of the FY 2022 Designated expenditures budget.

BUDGET HIGHLIGHTS

Designated resources are budgeted to increase 4.0%. Designated expenditures and net transfers are budgeted to increase 10.7%. Existing fund balance will be used to support expenditures and net transfers that exceed revenue.

- As online programs continue to grow, UC Online is planning a \$9.3 million increase in Salary, Benefits, and Operating expenditures to provide increased development and administrative support to these programs. A university investment of \$8.8 million will be transferred from Allocated Reserves to support this activity.
- The Hoxworth Blood Center is projecting an increase of \$6.1 million in Sales and Service revenue as a result of expanded Transplant Immunology and Cell Therapy services. This additional revenue will support related Salary, Benefits, and Operating expenditures, for a total planned increase of \$5.4 million.

- The Practice Plan Funds (PPF) are projected to realize an additional \$4.5 million in Sales and Service revenue which will support an additional \$6.0 million in Salary and Benefits expenditure. All PPF expenditures are supported by this revenue and any discrepancy is attributable to timing.
- Transfers describe movement between different fund types. Mandatory transfers support debt service. Non-mandatory transfers occur for many reasons, predominantly related to collaboration between units and/or financial stewardship. On this schedule, a negative number represents a transfer in to designated funds from the source identified.



**DESIGNATED GENERAL FUNDS
INCLUDING SERVICE CENTERS
UNIVERSITY OF CINCINNATI
(IN THOUSANDS)**

	FY 2021 Budget	FY 2022 Budget	Variance	Percent Change
RESOURCES				
Tuition & Fees	\$ 37,425	\$ 36,874	\$ (551)	-1.5 %
Appropriations	—	—	—	-100.0 %
Sponsored Revenue	—	—	—	-100.0 %
Recovery Indirect Costs	16,327	18,918	2,591	15.9 %
Gifts	285	265	(21)	-7.3 %
Temporary Investment Income	14	—	(14)	-100.0 %
Investment Income	—	—	—	-100.0 %
Mkt Value Adj & Endowment	4,675	5,276	600	12.8 %
Other Trustee Income	505	494	(11)	-2.2 %
Sales & Service	151,202	158,126	6,924	4.6 %
Auxiliary	1,944	1,315	(629)	-32.4 %
Other Revenue	7,706	7,678	(27)	-0.4 %
Total Resources	\$ 220,083	\$ 228,946	\$ 8,863	4.0 %
EXPENDITURES BY CATEGORY				
Salaries	\$ 153,301	\$ 163,655	\$ 10,354	6.8 %
Benefits	47,747	52,011	4,264	8.9 %
Operating	190,522	194,213	3,691	1.9 %
Capital	1,931	3,161	1,230	63.7 %
Scholarships	3,272	3,241	(31)	-0.9 %
Recoveries	(147,671)	(139,984)	7,686	-5.2 %
Other	12	—	(12)	-100.0 %
Budgeted Reserves Groups	4,555	5,293	738	16.2 %
Total Expenditures	\$ 253,669	\$ 281,589	\$ 27,921	11.0 %
EXPENDITURES BY FUNCTION				
Instructional and General	\$ 70,520	\$ 74,683	\$ 4,162	5.9 %
Separately Budgeted Research	27,258	31,672	4,414	16.2 %
Public Services	69,231	75,260	6,030	8.7 %
Academic Support	26,216	28,677	2,461	9.4 %
Student Services	31,650	35,430	3,780	11.9 %
Institutional Support	32,722	37,362	4,640	14.2 %
Operation and Maintenance of Plant	(7,200)	(4,737)	2,463	-34.2 %
Scholarships	3,272	3,241	(31)	-0.9 %
Auxiliary Enterprises	—	—	—	-100.0 %
Budget Reallocation	—	—	—	-100.0 %
Budgeted Reserves Groups	—	—	—	-100.0 %
Total Expenditures	\$ 253,669	\$ 281,589	\$ 27,921	11.0 %
TRANSFERS				
Transfers To (From) - Undesignated	\$ (67,614)	\$ (66,676)	\$ 937	-1.4 %
Transfers To (From) - Allocated Reserves	(3,019)	(11,846)	(8,827)	292.4 %
Transfers To (From) - Designated	(12,812)	(1,749)	11,064	-86.4 %
Transfers To (From) - Auxiliary	(6,696)	(1,480)	5,216	-77.9 %
Transfers To (From) - Restricted/Endowment	1,924	1,849	(74)	-3.9 %
Transfers To (From) - Plant/R&R	25,794	14,648	(11,146)	-43.2 %
Transfers To (From) - Debt	30,919	29,624	(1,294)	-4.2 %
Total Net Transfers	\$ (31,505)	\$ (35,630)	\$ (4,125)	13.1 %
Total Expenditures and Transfers	\$ 222,164	\$ 245,960	\$ 23,796	10.7 %
Net Increase (Decrease) In Fund Balance	\$ (2,081)	\$ (17,014)	\$ (14,933)	



RESTRICTED FUNDS

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. Restricted funds are under the local control of colleges and vice-presidential areas with the external restrictions imposed. 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 Funds. Included in the Restricted Fund group are:

- Grant and Contracts funds are established to track and monitor funding provided by grantors based on restrictions outlined in a grant agreement. Grants and contracts make up approximately 70% of the restricted expenditure budget.
- Gift funds are generally established by external individuals or other entities and restricted for a specific university purpose. Gifts are expected to increase a modest 3.3% and make up 14.5% of the restricted expenditure budget. Gifts include College of Medicine's Private Practice Contributions, in support of the academic and research mission of the University of Cincinnati College of Medicine. Over 700 gifts funds, totaling \$30.3 million in expense budget, are managed across the university.
- Endowment funds are restricted expendable funds created to receive distributions based on the spending policy and to track restricted expenses. Programs supported by endowment funds include scholarships, fellowships, professorships, research efforts, public service, institutional support and other major programs and activities. Endowment expenditures make up 12.8% of the total restricted expenditure budget.
- State Appropriation funds track awards from the State of Ohio associated with specific activities. The largest such funds are used to support Clinical Teaching and Primary Care Residencies at the College of Medicine (\$8.3 million). This budget makes up 2.3% of the total Restricted budget. UC receives several smaller direct appropriations for Student Support and UC Co-op.

BUDGET HIGHLIGHTS

Resources are expected to increase approximately \$58.8 million, including \$57.6 million in CARES/HEERF Funding. Expenditures and net transfers are projected to increase \$65.8 million. The overall impact to total Restricted Funds is a \$7.9 million decrease which will be funded by existing fund balance from prior year sources. Significant impacts to the overall budget include:

- Beginning in April, 2020, UC began administering multiple sources of federal and state funding intended to ameliorate the impacts of COVID-19 on the institution and its students. The largest of these was the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act, signed in March, 2020. A portion of the CARES funding was allocated directly to the Higher Education Emergency Relief Fund, or HEERF. The State of Ohio also allocated direct support to UC via the Ohio Coronavirus Relief Fund (CRF) and the Governor's Emergency Education Relief (GEER). UC has isolated this funding in Restricted Funds and will report on their expenditure appropriately. UC anticipates disbursing \$57.5 million during FY 2022, \$42.9 million of which will be in direct student support.

- Grant revenue and expenditures are budgeted to remain relatively flat to prior year budget. The FY 2022 revenue budget is based on projected expense reimbursements to be received by the university. It does not represent award totals, which may be expensed over multiple years.
- Practice Plan Contributions (PPC) from UC's affiliated health system are projected to increase by \$4.2 million and will offset increased expenditures in those funds.

OFFICE OF RESEARCH

Success in research and creative activities is one of the primary drivers of UC's prestige and a key component of UC's Next Lives Here strategic direction. UC fosters collaboration, promotes mentoring and provides support and training for research faculty, students and staff so they may achieve career progression and personal well-being.

The Office of Research delivers research innovations that both further fundamental knowledge and unleash UC's ability to be a leading urban research institution. As a service oriented support unit, 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
- Advance multi- and trans-disciplinary initiatives in existing and emerging communities of research excellence at UC.

Total revenue from UC's research enterprise in fiscal year 2021 was budgeted to be \$213 million, in addition to approximately \$74 million in federal relief aid related to the COVID-19 pandemic. UC's FY 2022 budget for research revenue, \$270.5 million, includes an additional \$57.6 million in federal relief aid.

The facilities and administrative rate (F&A rate), frequently referred to as the indirect cost rate or overhead rate, is the percentage applied to sponsored projects to recover the associated facilities and administrative costs associated with conducting organized research. This includes facilities costs such as debt, depreciation of buildings, or utilities and administrative costs, including finance, compliance, and billing.

UC recovers only a portion of its total grant-related overhead expense. The current federally negotiated F&A rate for research is 60.5% in FY 2021 and will increase to 62% in FY 2022. Non-federal sponsors typically pay lower F&A rates. The FY 2020 effective F&A rate was 35.8%

URBAN IMPACT: RESEARCH HIGHLIGHTS IN FY 2021

Like all areas of the university, research was affected by the COVID-19 pandemic. Non-critical research that could not be performed remotely was temporarily suspended, and plans were developed and executed to allow research on campus to restart only if it could be done in a manner consistent with necessary safety precautions. Nevertheless, Research at UC is proud to highlight the following initiatives:

College of Medicine, Emergency Medicine (\$7.6 million) – A team led by Dr. Michael Lyons received funding from the US Department of the Treasury to provide operational support and coordination for conducting testing within healthcare systems and community-sites. This team operates an outbreak response 'strike team' to provide rapid and comprehensive screening in locations and populations with sudden increases in disease incidence.

College of Education, Criminal Justice, and Human Services (\$4.0 million) – The Cybersecurity Scholar Incubator at University of Cincinnati Program will fund 24 students to obtain a Bachelor of Science, Bachelor of Arts, Master of Science, or PhD degree with a concentration of cybersecurity at UC, as well as costs associated with program administration.

College of Arts & Sciences, Psychology (\$3.5 million) – The Ohio Child Welfare Training Program is responsible for training all children's services caseworkers and supervisors across the state of Ohio.

A team from the University of Cincinnati under the direction of Dr. Stephen Howe was selected by the Ohio Department of Jobs and Family Services to lead four institutions across the state and coordinate all activities for the next five years.

College of Medicine, Internal Medicine (\$2.4 million) – Dr. Deeptankar DeMazunder and his team have received funding from the National Institutes of Health to pursue a bold new concept in the early detection and prevention of sudden cardiac arrest.

College of Medicine, Radiology (\$1.9 million) – Dr. Achala Vagal leads a team that received funding from the National Institutes of Health to help identify high-risk patients for targeted interventions addressing post-stroke dementia.

College of Arts & Sciences, Physics (\$1.25 million) – A team of researchers led by Dr. Phillip Argyres received funding from the Department of Energy to research tasks related to achieving a better understanding of phenomena at the current frontiers of particle physics. Dr. Argyres' team is partnering with leading physics laboratories around the world.

ENDOWMENT

Managed by the UC Investment Office, the university endowment provides a permanent base of support to the university. 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. 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:

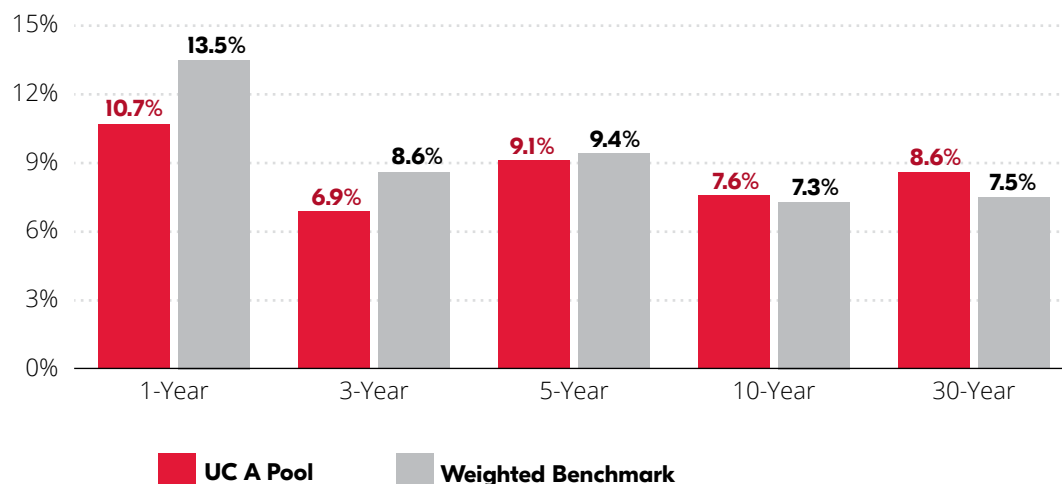
- **Long-Term Focus:** The foundation of UC's investment success is continuity in strategy, governance, culture, and objectives. Maintaining long-term focus and an equity orientation positioned UC's endowment to generate \$1.1 billion of investment gains and provide \$746 million of support to UC since mid-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 value in administering UC's endowment pool and pursuing fair fees with top investment managers.

As of December 31, 2020, the market value of the endowment was \$1.6 billion. Endowment "A" Pool, the internally-managed endowment capital pool, has a value of \$1.1 billion. Based on market values at the end of FY 2020, the UC endowment is the 79th largest of 717 endowments of U.S. and Canadian public and private institutions of higher education.

BENCHMARKING

The Endowment A Pool has generated excellent absolute returns and outperformed a standard 60/40 mix of stocks and bonds over longer time periods but underperformed this mix in shorter time periods due mainly to highly accommodative U.S. Federal Reserve policies that pushed down interest rates and drove unsustainably high bond market returns. UC's Investment Office expects to continue to outperform stock and bond markets over longer time horizons but to periodically underperform in shorter periods.

UNIVERSITY OF CINCINNATI A POOL INVESTMENT PERFORMANCE
(PRELIMINARY TRAILING ANNUALIZED RETURNS THROUGH DECEMBER 31, 2020)



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 positioned to capture an increased share of market rallies following Q1 2020 and the A Pool has plenty of liquidity and cash to take advantage of any newly available, and highly compelling, investment opportunities.

ENDOWMENT DISTRIBUTIONS

Endowment earnings are authorized for expenditure in accordance with UC spending policy. For FY 2021, Endowment Income was budgeted at \$53.6 million, \$48.3 million of which was in restricted funds. For FY 2022, UC is budgeting \$54.4 million in Endowment Income, \$48.5 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 2022, the change in the spending policy results in a net spendable payout per share of \$3.13, a decrease of \$.14 per share from FY 2021. The fund raising fee (subject to approval) is \$0.75 per share.

RESTRICTED FUNDS
UNIVERSITY OF CINCINNATI
(IN THOUSANDS)

	FY 2021 Budget	FY 2022 Budget	Variance	Percent Change
RESOURCES				
Tuition & Fees	\$ —	\$ —	\$ —	-100.0 %
Appropriations	8,315	8,302	(13)	-0.2 %
Sponsored Revenue	213,254	270,512	57,258	26.8 %
Recovery Indirect Costs	—	—	—	-100.0 %
Gifts	46,741	48,262	1,521	3.3 %
Temporary Investment Income	—	—	—	-100.0 %
Investment Income	12	47	35	291.7 %
Mkt Value Adj & Endowment	48,289	48,466	177	0.4 %
Other Trustee Income	8,014	7,960	(54)	-0.7 %
Sales & Service	—	—	—	-100.0 %
Auxiliary	—	—	—	-100.0 %
Other Revenue	189	113	(76)	-40.1 %
Total Resources	\$ 324,814	\$ 383,663	\$ 58,848	18.1 %
EXPENDITURES BY CATEGORY				
Salaries	\$ 87,777	\$ 91,314	\$ 3,538	4.0 %
Benefits	25,878	25,349	(528)	-2.0 %
Operating	108,396	125,565	17,170	15.8 %
Capital	5,605	3,723	(1,882)	-33.6 %
Scholarships	70,082	113,621	43,540	62.1 %
Recoveries	(500)	(596)	(95)	19.0 %
Other	265	187	(78)	-29.3 %
Budgeted Reserves Groups	19,739	25,005	5,266	26.7 %
Total Expenditures	\$ 317,240	\$ 384,170	\$ 66,930	21.1 %
EXPENDITURES BY FUNCTION				
Instructional and General	\$ 39,438	\$ 39,457	\$ 19	0.0 %
Separately Budgeted Research	171,765	180,473	8,709	5.1 %
Public Services	15,450	14,577	(874)	-5.7 %
Academic Support	19,243	20,480	1,237	6.4 %
Student Services	856	1,073	218	25.5 %
Institutional Support	378	4,362	3,984	1054.7 %
Operation and Maintenance of Plant	22	472	451	2066.5 %
Scholarships	70,082	113,781	43,700	62.4 %
Auxiliary Enterprises	8	9,494	9,486	121462.8 %
Budget Reallocation	—	—	—	-100.0 %
Future Yrs Reallocation Reserve	—	—	—	-100.0 %
Total Expenditures	\$ 317,240	\$ 384,170	\$ 66,930	21.1 %
TRANSFERS				
Transfers To (From) — Undesignated	(1)	\$ —	\$ 1	-100.0 %
Transfers To (From) - Allocated Reserves	—	—	—	-100.0 %
Transfers To (From) - Designated	941	—	(941)	-100.0 %
Transfers To (From) - Auxiliary	—	—	—	-100.0 %
Transfers To (From) - Restricted/Endowment	7,260	7,403	143	2.0 %
Transfers To (From) - Plant/R&R	377	1	(376)	-99.7 %
Transfers To (From) - Debt	—	—	—	-100.0 %
Total Net Transfers	\$ 8,576	\$ 7,404	\$ (1,172)	-13.7 %
Total Expenditures and Transfers	\$ 325,817	\$ 391,574	\$ 65,758	20.2 %
Net Increase (Decrease) In Fund Balance	\$ (1,002)	\$ (7,911)	\$ (6,909)	



APPENDIX 1

POLICIES AND PRINCIPLES GUIDING THE BUDGETING PROCESS

UC continues to evaluate and implement policies designed to improve internal controls, financial stability, and business practices. The Operating Cash Policy, the Structural Deficit Policy, and All Funds Budgeting continue to have an impact on improving the university's financial strength. In April 2021, Moody's and Standard & Poor's reaffirmed the UC's long-term bond rating (Aa3 / AA- respectively), citing strong budget management driving consistently favorable operating cash flow margins and excellent financial management policies with respectable financial performance in addition to several other positive factors.

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

OPERATING CASH POLICY

The Board of Trustees instituted an Operating Cash Policy in order 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. In accordance with policy, the cash position is monitored on a quarterly basis to ensure that the required levels are achieved. In addition, the cash status is reported to the Board of Trustees quarterly and annually in the audited Financial Report.

STRUCTURAL DEFICIT POLICY

The Board of Trustees approved the Structural Deficit Policy aimed at eliminating or ensuring all over-drafted cash balances have a plan to resolve the deficit. This policy identified specific measures to restore cash balances including:

- Utilizing a proactive, all-funds 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-FUNDS BUDGETING

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

APPENDIX 2

FY 2022 INCREMENTAL GENERAL FUNDS BUDGET

SOURCES:	\$	12,438,463
Tuition & Fees - Tuition Guarantee Rate Increase		3,433,853
State Share of Instruction		4,000,000
University Reserves (Structural Deficit Subsidy)		5,004,610
INCREMENTAL EXPENSES:	\$	18,214,586
Salary Increases (includes Fringe Benefits)	\$	9,113,673
Maintenance	\$	3,846,303
Core and Sustaining Support		2,000,000
A&S/Law Historical Deficit		836,303
eProcurement Software License		580,000
Concur Software License		430,000
Strategy/Growth	\$	5,254,610
Next Lives Here Pathway/Platform Initiatives		5,004,610
Research Faculty Start-up		250,000
Total Budget Reallocation at 1.5%	\$	(5,776,123)

APPENDIX 3

UNDERGRADUATE TUITION AND FEES - PER SEMESTER ^{1, 2} ON-CAMPUS | DISTANCE LEARNING

UC UPTOWN	Instructional Fee	General Fee	Campus Life Fee	Distance Learning Fee	ITIE Fee	IN-STATE TOTAL	Non-Resident Surcharge	NON-RESIDENT TOTAL
On-Campus								
Cohort 2021-2022	\$ 5,460	\$ 398	\$ 257	\$ —	\$ 184	\$ 6,299	\$ 7,667	\$ 13,966
Cohort 2020-2021	5,230	398	257	—	184	6,069	7,667	13,736
Cohort 2019-2020	4,991	398	257	—	184	5,830	7,667	13,497
Non-Guarantee	4,661	398	257	—	184	5,500	7,667	13,167
Distance Learning (DL)								
Cohort 2021-2022	5,460	398	—	257	184	6,299	180	6,479
Cohort 2020-2021	5,230	398	—	257	184	6,069	180	6,249
Cohort 2019-2020	4,991	398	—	257	184	5,830	180	6,010
Non-Guarantee	4,661	398	—	257	184	5,500	180	5,680
(DL) Bachelor of Technical & Applied Studies								
Cohort 2021-2022	4,034	233	—	257	135	4,659	180	4,839
Cohort 2020-2021	3,864	233	—	257	135	4,489	180	4,669
Cohort 2019-2020	3,698	233	—	257	135	4,323	180	4,503
Non-Guarantee	3,468	233	—	257	135	4,093	180	4,273
UC BLUE ASH								
On-Campus								
Cohort 2021-2022	\$ 2,878	\$ 233	\$ —	\$ —	\$ 135	\$ 3,246	\$ 4,399	\$ 7,645
Cohort 2020-2021	2,760	233	—	—	135	3,128	4,399	7,527
Cohort 2019-2020	2,637	233	—	—	135	3,005	4,399	7,404
Non-Guarantee	2,637	233	—	—	135	3,005	4,399	7,404
Distance Learning ³								
Cohort 2021-2022	2,878	233	—	257	135	3,503	180	3,683
Cohort 2020-2021	2,760	233	—	257	135	3,385	180	3,565
Cohort 2019-2020	2,637	233	—	257	135	3,262	180	3,442
Non-Guarantee	2,637	233	—	257	135	3,262	180	3,442
(DL) Radiation Science								
Cohort 2021-2022	5,460	398	—	257	184	6,299	180	6,479
Cohort 2020-2021	5,230	398	—	257	184	6,069	180	6,249
Cohort 2019-2020	4,991	398	—	257	184	5,830	180	6,010
Non-Guarantee	4,661	398	—	257	184	5,500	180	5,680
UC CLERMONT								
On-Campus								
Cohort 2021-2022	\$ 2,675	\$ 233	\$ —	\$ —	\$ 135	\$ 3,043	\$ 3,616	\$ 6,659
Cohort 2020-2021	2,564	233	—	—	135	2,932	3,616	6,548
Cohort 2019-2020	2,449	233	—	—	135	2,817	3,616	6,433
Non-Guarantee	2,290	233	—	—	135	2,658	3,616	6,274
Distance Learning								
Cohort 2021-2022	2,675	233	—	257	135	3,300	180	3,480
Cohort 2020-2021	2,564	233	—	257	135	3,189	180	3,369
Cohort 2019-2020	2,449	233	—	257	135	3,074	180	3,254
Non-Guarantee	2,290	233	—	257	135	2,915	180	3,095

These schedules do not include course fees, study abroad fees, co-op fees and student health insurance. For full information regarding costs at the course level, consult the UC Office of the Bursar.

¹ Students enrolled full-time are charged at a flat rate based on their tuition cohort, academic career, academic program, and academic plan plus a per credit hour rate for any enrolled hours in overload status, which is typically 19 credit hours and above. Part-time students taking fewer than 12 hours will be charged a pro-rated amount per credit hour determined by the college and career of the class section.

² Students may also be charged a program fee for the primary academic program in which they are enrolled regardless of their enrollment status. Students with more than one academic career may pay a combination of the rates listed above.

³ Clinical Research, Mammography

APPENDIX 3 (CONTINUED)

GRADUATE AND PROFESSIONAL DETAIL OF TUITION AND FEES – PER SEMESTER ^{1, 2} ACADEMIC YEAR 2021-22

COLLEGE PROGRAM	Instructional Fee	General Fee	Campus Life Fee	Distance Learning Fee	ITIE Fee	In-State Total	Non-Resident Surcharge	Non-Resident Total
UC Standard Graduate: On-Campus ³	\$ 6,612	\$ 398	\$ 257	\$ —	\$ 184	\$ 7,451	\$ 5,871	\$ 13,322
UC Standard Graduate: Distance Learning	6,612	398	—	257	184	7,451	150	7,601
Allied Health Sciences: Doctorate of Physical Therapy	6,930	398	257	—	184	7,769	5,871	13,640
Allied Health Sciences: Doctorate of Audiology	6,930	398	257	—	184	7,769	5,871	13,640
Business: Premium Graduate Programs ⁴	11,159	398	257	—	184	11,998	4,537	16,535
Design, Architecture, Art, and Planning: Master of Architecture (M.Arch)	7,497	398	257	—	184	8,336	7,899	16,235
Law: JD	11,166	398	257	—	184	12,005	2,500	14,505
Medicine: MD	15,651	398	257	—	184	16,490	9,132	25,622
Medicine: MS Physiology	18,500	398	257	—	184	19,339	200	19,539
Medicine: MS Safety Pharmacology Emphasis	12,312	398	257	—	184	13,151	510	13,661
Medicine: Clinical & Translational Research (DL)	9,669	398	—	257	184	10,508	150	10,658
Pharmacy: PharmD	11,370	398	257	—	184	12,209	6,464	18,673
Pharmacy: Graduate Programs (DL) ¹	6,990	398	—	257	184	7,829	150	7,979

¹ Students enrolled full-time are charged at a flat rate based on their tuition cohort, academic career, academic program, and academic plan plus a per credit hour rate for any enrolled hours in overload status, which is typically 19 credit hours and above. Part-time students taking fewer than 12 hours will be charged a pro-rated amount per credit hour determined by the college and career of the class section. Part time MD students pay half-time rate.

² Students may also be charged a program fee for the primary academic program in which they are enrolled regardless of their enrollment status. Students with more than one academic career may pay a combination of the rates listed.

³ Unless otherwise noted, graduate students at all colleges pay this rate.

⁴ The College of Business will raise the pro-rated per credit hour rate in 2021. Premium Graduate programs excludes PhD, Post-Baccalaureate Certificate in Economics Education, Data Science.

APPENDIX 3 (CONTINUED)

PROGRAM FEES – PER SEMESTER ¹ ACADEMIC YEAR 2021-22

COLLEGE PROGRAM	FEE
Allied Health Sciences: All Programs (excludes DL)	\$ 215
Allied Health Sciences: DL Programs	75
Arts & Sciences: Undergraduate STEM Programs ²	215
Business: Undergraduate On-Campus	500
Business: Graduate Taxation Program	1,000
College-Conservatory of Music: On-Campus Programs	750
Design, Architecture, Art and Planning: On-Campus Programs	750
Design, Architecture, Art and Planning: Special Programs ³	400
Design, Architecture, Art and Planning: Distance Learning	400
Education, Criminal Justice & Human Services: Undergraduate Information Technology Programs	300
Education, Criminal Justice & Human Services: Transition and Access Program (TAP)	7,980
Engineering & Applied Science: All programs	504
Medicine: MD	175
Medicine: Genetic Counseling Program	500
Nursing: BSN and MSN Programs	338
Nursing: MSN (DL) ⁴	563
Nursing: Graduate Nurse Anesthesia Program	250
Nursing: NCLEX Review ⁵	90
UC Blue Ash: Art, Visual Communication & E-Media Communications	215
UC Blue Ash: Health Related Programs (excludes DL)	215
UC Blue Ash: Health Related Programs (DL)	75
UC Clermont: Allied Health Programs	215

¹ Students will be charged the program fee for the primary academic program for which they are enrolled regardless of their enrollment status. Rates listed are per semester for full time students. Part time and over time students pay a pro rated fee per credit hour. Unless noted, both graduate and undergraduate students enrolled in the specified programs are responsible for the program fee. Fees rounded to the nearest dollar.

² STEM Discipline Programs include Anthropology, Archaeology, Astrophysics, Biochemistry, Biology, Chemistry, Environmental Studies, Geography, Geology, Math, Neuroscience, Pharmacy, Physics, and Psychology.

³ All DAAP students pay the standard DAAP fee unless enrolled in BA in Art History, BS in Horticulture, BS in Urban Studies & Certificate Programs; MA & PhD Degrees, MS in Architecture, Grad Certificates programs, or have Non-Matriculated status, which pay the (B) fee.

⁴ Excludes Nursing Education Post-Baccalaureate Certificate.

⁵ Applies to nursing and direct entry masters students to support supplemental learning materials for NCLEX review.

APPENDIX 3 (CONTINUED)

OTHER STUDENT FEES – PER SEMESTER ¹ ACADEMIC YEAR 2021-22

	Fee
Non-Resident Surcharge – Undergraduate UC Uptown	\$ 7,667
Non-Resident Surcharge – UC Blue Ash	4,399
Non-Resident Surcharge – UC Clermont	3,616
Non-Resident Surcharge – Graduate	5,871
Non-Resident Surcharge – Undergraduate Distance Learning (All UC)	180
Non-Resident Surcharge – Graduate Distance Learning	150
Alternate Non-Residential Surcharges	
Metro ¹ Students – Undergraduate	300
Metro Students – Graduate	250
Metro Students – Law	300
Metro Students – PharmD	2,415
Metro Students – MD	300
Tuition Remission Eligible	180
Ohio Graduate Non-Resident Fee ³	10
Bachelor of Technical & Applied Studies	4,998
College of Business – Graduate	4,321
College of Design, Architecture, Art & Planning – Graduate	7,899
College of Law – JD	2,500
College of Medicine – MD	9,132
College of Medicine – MS in Physiology	200
College of Medicine – MS with Safety Pharmacology Emphasis	510
PharmD	6,464
International Student Fee ⁴	125
New Student Fee ⁵	85
UC Blue Ash – First Year Student Success	175
Point-Of-Care Ultrasound Training ⁶	325
Medical Education Resources Fee ⁷	155
Differential Tuition ⁸	Varies
Co-Op Fee ⁹	Varies
Course Fees ¹⁰	Varies
Study Abroad Fees	Varies

¹ Unless noted

² Eligibility for Metro Rates is relevant to residents of certain counties in Indiana and Kentucky. Exclusions apply. Eligibility is determined by the Office of the Registrar. To be reclassified as on Ohio resident for tuition purposes, a student must meet the residency guidelines established by State of Ohio Law and Ohio Department of Higher Education. Please see the UC Office of the Registrar for more details.

³ Fee applies non-residents who earned an undergraduate degree at any Ohio institution.

⁴ Fee applies to any enrolled student who does not hold U.S. citizenship, permanent resident, Asylum or Refugee status. Students with a primary program identified as distance learning are exempt from this fee.

⁵ Fee applies to certain first time students at UC Uptown, non-distance learning.

⁶ Fee applies to MD students in the first fall of enrollment.

⁷ Fee applies to College of Medicine MD and MD/PhD in the first fall of enrollment.

⁸ Effective Fall 2016, this required fee applies to any full-time student who registers for 7 units/hours, or more, outside of their primary campus, academic program level and/or career. This fee is the difference between the full-time instructional fee charged at the primary program level, or campus, and the full-time instructional fee for the campus or highest program level. This includes the Non-Resident Surcharge portion of Instructional Fees.

⁹ Fees charged in lieu of tuition for experience-based education semesters.

¹⁰ Additional fees, or no fees at all, may be assessed depending on a student's specific course enrollment.

APPENDIX 3 (CONTINUED)

ANNUAL FEE HISTORY OHIO RESIDENT FEES UPTOWN CAMPUS

Year	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 (And Continuing Students)	\$ 11,000	\$ 14,468	\$ 24,010	\$ 32,068	\$ 24,418
Tuition Guarantee Cohort 2019-2020	\$ 11,660	\$ 14,468	\$ 24,010	\$ 32,068	\$ 24,418
Tuition Guarantee Cohort 2020-2021	\$ 12,138	\$ 14,902	\$ 24,010	\$ 32,980	\$ 24,418
Tuition Guarantee Cohort 2021-2022	\$ 12,598	\$ 14,902	\$ 24,010	\$ 32,980	\$ 24,418
10-Year Avg Annual Increase	\$ 181 1.6 %	\$ 72 0.5 %	\$ 47 0.2 %	\$ 416 1.4 %	\$ 869 4.7 %
5-Year Avg Annual Increase	\$ 320 2.8 %	\$ 87 0.6 %	\$ — 0.0 %	\$ 660 2.1 %	\$ 1,028 5.1 %

TUITION GUARANTEE PROGRAMS OHIO PUBLIC UNIVERSITIES (FOUR-YEAR) ¹ FULL-TIME RESIDENT (PER SEMESTER)

	2016	2017	2018	2019	2020	2021 ²
Miami University	\$ 7,368	\$ 7,479	\$ 7,689	\$ 7,955	\$ 8,112	
Ohio University	\$ 5,872	\$ 5,948	\$ 6,096	\$ 6,306	\$ 6,306	
Bowling Green State University	—	—	\$ 5,816	\$ 6,038	\$ 6,242	
University of Cincinnati				\$ 5,830	\$ 6,069	\$ 6,299
University of Akron	—	—	\$ 5,434	\$ 5,739	\$ 5,940	
Kent State University	—	—	\$ 5,378	\$ 5,566	\$ 5,793	
The Ohio State University	—	\$ 5,296	\$ 5,363	\$ 5,542	\$ 5,759	
Cleveland State University	—	—	\$ 5,229	\$ 5,412	\$ 5,593	
University of Toledo	—	—	\$ 5,133	\$ 5,312	\$ 5,527	
Wright State University	—	—	\$ 4,652	\$ 4,814	\$ 5,006	
Youngstown State University	—	—	\$ 4,484	\$ 4,639	\$ 4,828	
Shawnee State University	—	—	\$ 3,998	\$ 4,132	\$ 4,296	
Central State University	—	—	—	\$ 3,363	\$ 3,498	

Source: Fall 2020 Annual Survey of Tuition and Fees, Ohio Department of Higher Education

¹ Does not include NEOMed.

² 2021 Ohio Tuition Guarantee cohort rates are pending approval from respective Boards and ODHE.

APPENDIX 3 (CONTINUED)

SUMMARY OF FULL-TIME RESIDENT STUDENT FEES OHIO PUBLIC UNIVERSITIES (FOUR-YEAR) NON-TUITION GUARANTEE UNDERGRADUATE

	2019	2020	% Change
Miami University	\$ 7,274	\$ 7,420	2.0 %
Bowling Green State University	\$ 5,615	\$ 5,736	2.1 %
University of Cincinnati	\$ 5,500	\$ 5,500	0.0 %
University of Akron	\$ 5,407	\$ 5,407	0.0 %
Ohio University	\$ 5,405	\$ 5,405	0.0 %
Kent State University	\$ 5,179	\$ 5,179	0.0 %
Cleveland State University	\$ 5,039	\$ 5,137	2.0 %
The Ohio State University	\$ 5,018	\$ 5,018	0.0 %
University of Toledo	\$ 4,918	\$ 5,013	1.9 %
Wright State University	\$ 4,477	\$ 4,566	2.0 %
Youngstown State University	\$ 4,301	\$ 4,383	1.9 %
Shawnee State University	\$ 3,851	\$ 3,919	1.8 %
Central State University	\$ 3,236	\$ 3,300	2.0 %

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

Source: Fall 2020 and Fall 2019, Annual Survey of Tuition and Fees
Ohio Department of Higher Education

SUMMARY OF FULL-TIME RESIDENT STUDENT FEES OHIO PUBLIC UNIVERSITIES (FOUR-YEAR) GRADUATE AND PROFESSIONAL (SEMESTER)

	2019				2020				% Change			
	Graduate	Law	Medicine	MBA	Graduate	Law	Medicine	MBA	Graduate	Law	Medicine	MBA
University of Toledo	\$ 7,887	\$ 10,995	\$ 17,520	\$	\$ 7,824	\$ 11,397	\$ 17,413	\$	-0.8 %	3.7 %	-0.6 %	
Cleveland State University	7,364	13,956			7,509	14,233			2.0 %	2.0 %		
University of Cincinnati	\$ 7,234	\$ 12,005	\$ 16,034	\$ 10,961	\$ 7,451	\$ 12,005	\$ 16,490	\$ 11,467	3.0 %	0.0 %	2.8 %	4.6 %
Miami University	7,185				7,328				2.0 %			
Wright State University	7,149		18,494	7,420	7,149		18,864	7,687	0.0 %		2.0 %	
Youngstown State University	6,328				6,344				0.3 %			
The Ohio State University	6,212	15,724	15,318	15,569	6,212	16,030	15,318	15,569	0.0 %	1.9 %	0.0 %	0.0 %
Bowling Green State University	6,193				6,385				3.1 %			
Kent State University	5,883				5,883				0.0 %			
Northeast Ohio Medical University	5,418		19,902		5,841		20,586		7.8 %		3.4 %	
Shawnee State University	4,981				5,078				1.9 %			
Ohio University	4,755		19,425		4,755		19,425		0.0 %		0.0 %	
Central State University												
University of Akron		9,810		4,855		9,810		4,855		0.0 %		0.0 %

Source: Fall 2020 Survey of Student Charges and Fall 2019, Annual Survey of Tuition and Fees
Ohio Department of Higher Education

APPENDIX 3 (CONTINUED)

ROOM AND BOARD RATES ANNUAL RATES FOR ACADEMIC YEAR 2021-22

	Cohort 2019-2020 & Non-Guarantee	Cohort 2020-2021 & Non-Guarantee	Cohort 2021-2022 & Non-Guarantee	\$ Change	% Change
ROOM RATES ^{1,2}					
Calhoun, Daniels, Dabney, Siddall (Multiple Occupancy)	\$ 6,856	\$ 7,060	\$ 7,306	\$ 246	3.5 %
Calhoun, Daniels, Siddall (Designed Singles)	\$ 7,912	\$ 8,148	\$ 8,432	\$ 284	3.5 %
Marian Spencer, Stratford Heights (Junior Suite Multiple Occupancy)	\$ 8,004	\$ 8,244	\$ 8,532	\$ 288	3.5 %
Marian Spencer, Stratford Heights (Junior Suite Designed Singles)	\$ 8,662	\$ 8,920	\$ 9,232	\$ 312	3.5 %
Turner Hall (Double Suites)	\$ 8,526	\$ 8,780	\$ 9,086	\$ 306	3.5 %
Turner, Schneider (Single Suites)	\$ 9,040	\$ 9,310	\$ 9,634	\$ 324	3.5 %
Morgens, Scioto, UPA (Apartment- Double Occupancy)	\$ 8,998	\$ 9,266	\$ 9,590	\$ 324	3.5 %
Morgens, Scioto, UPA (Apartment- Single Occupancy)	\$ 9,540	\$ 9,826	\$ 10,168	\$ 342	3.5 %
BOARD RATES					
All Access Plan/Semester (Unlimited swipes) ³	\$ 4,674	\$ 4,814	\$ 4,982	\$ 168	3.5 %
OFF CAMPUS MEAL TICKET RATES					
100 Meals and 100 Bearcat dollars/Semester	\$ 2,000	\$ 2,054	\$ 2,118	\$ 64	3.5 %
65 Meals and 150 Bearcat dollars/Semester	\$ 1,500	\$ 1,536	\$ 1,578	\$ 42	3.4 %
48 Meals and 75 Bearcat dollars/Semester	\$ 1,036	\$ 1,062	\$ 1,092	\$ 30	3.3 %
36 Meals and 45 Bearcat dollars/Semester	\$ 806	\$ 826	\$ 850	\$ 24	3.3 %

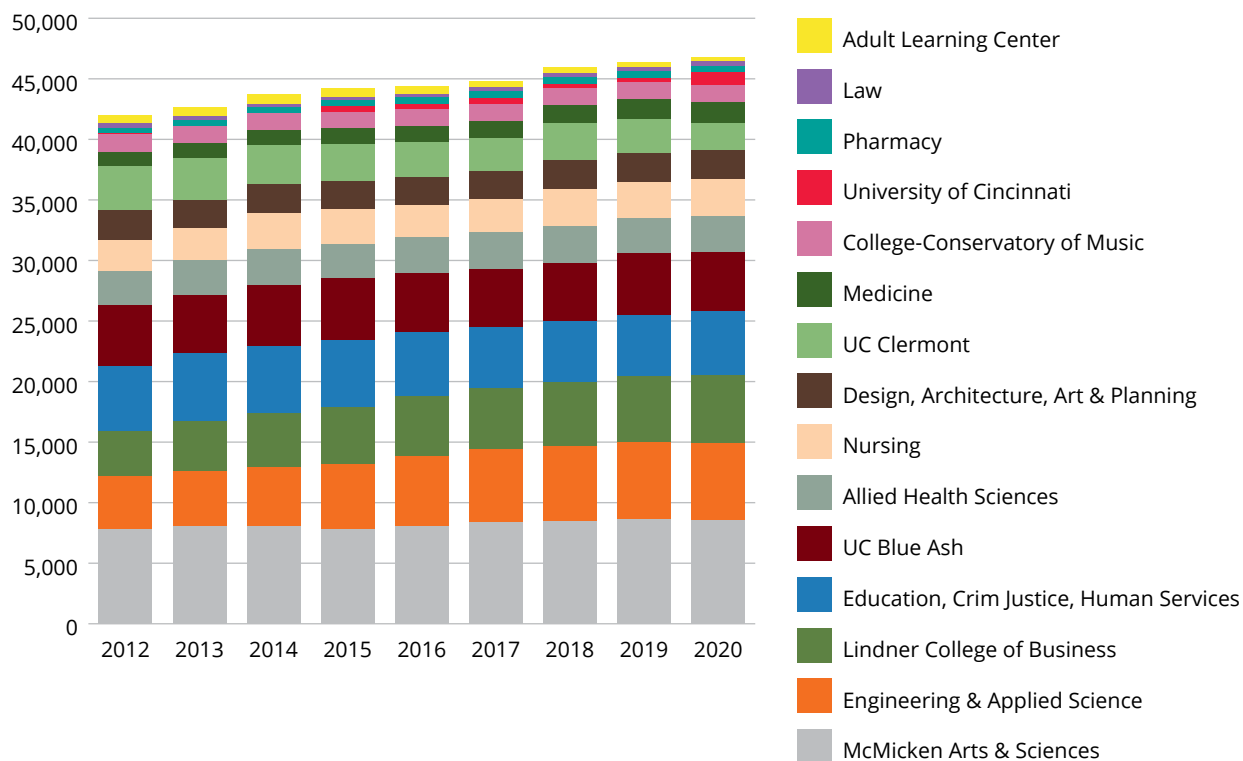
¹ 12-month contracts begin with summer semester 2021 and extend through spring semester 2022. All apartments are considered 12-month contract locations. See Terms and Conditions for more information regarding 12-month contracts.

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 Square. All other halls exclude break periods from the academic year contract.

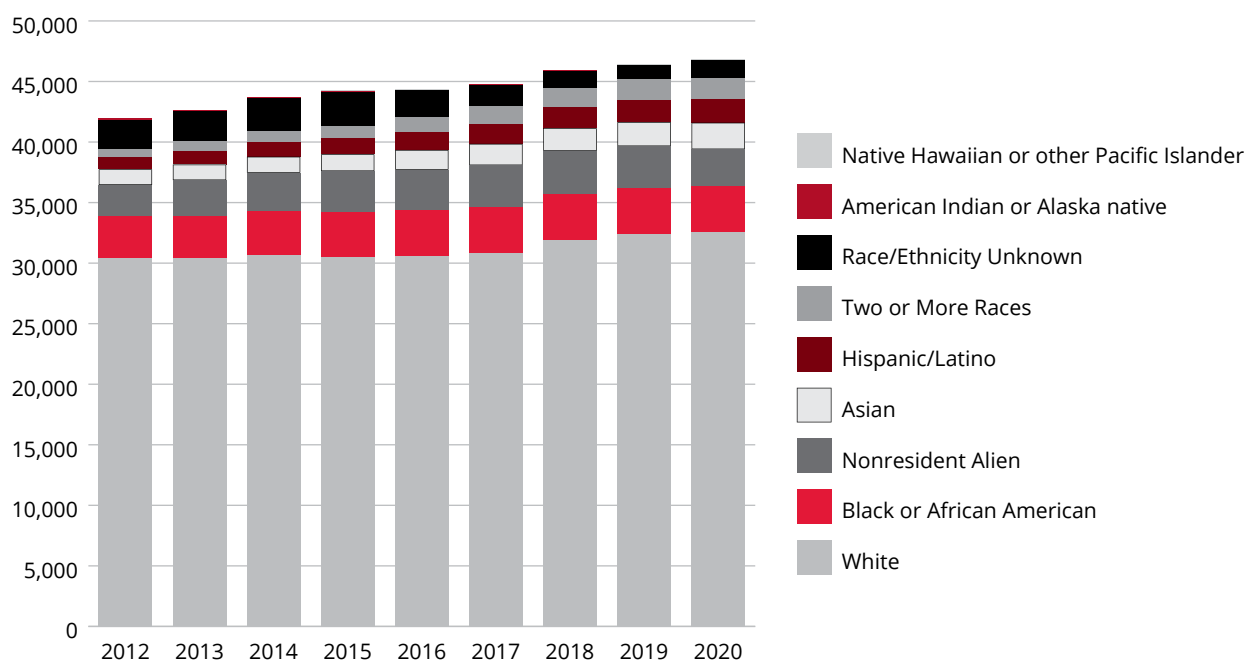
³ The option of Unlimited meal swipes also includes 15 guest swipes and 150 Bearcat dollars per semester.

APPENDIX 4

ENROLLMENT BY COLLEGE
9 YEAR TREND



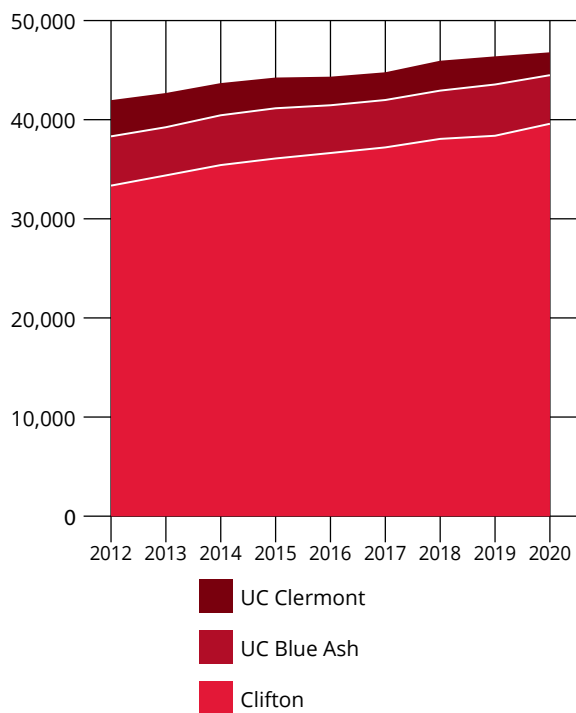
ENROLLMENT BY RACE/ETHNICITY
9 YEAR TREND



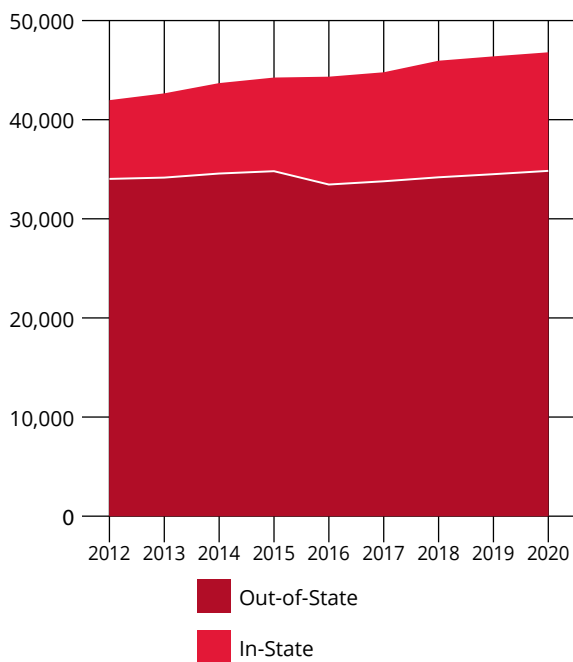
Source: UC Student Fact Book, Fall 2020
Office of Institutional Research

APPENDIX 4 (CONTINUED)

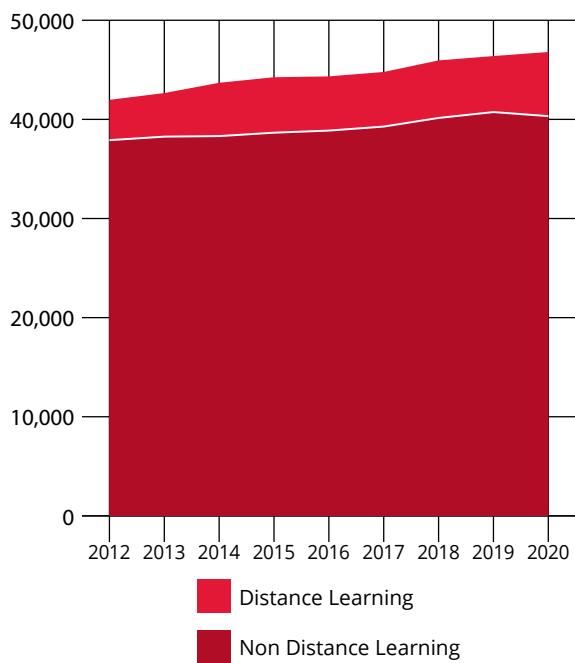
ENROLLMENT BY CAMPUS
9 YEAR TREND



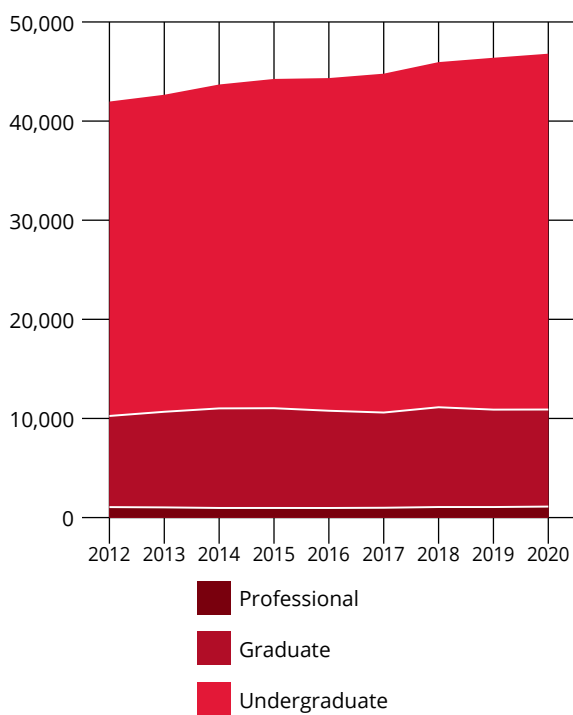
ENROLLMENT BY RESIDENCY
9 YEAR TREND



ENROLLMENT BY DISTANCE LEARNING
9 YEAR TREND



ENROLLMENT BY DEGREE TYPE
9 YEAR TREND



Source: UC Student Fact Book, Fall 2020
Office of Institutional Research

APPENDIX 5

STATE SHARE OF INSTRUCTION 10-YEAR & 5-YEAR TRENDS UPTOWN AND REGIONAL CAMPUSES (IN THOUSANDS)

	State Share of Instruction	Dollar Change	Percent Change
FY 2012 Actual	\$ 171,340		
FY 2013 Actual	\$ 174,453	\$ 3,112	1.8 %
FY 2014 Actual	\$ 181,063	\$ 6,610	3.8 %
FY 2015 Actual	\$ 190,308	\$ 9,245	5.1 %
FY 2016 Actual	\$ 201,918	\$ 11,611	6.1 %
FY 2017 Actual	\$ 213,202	\$ 11,284	5.6 %
FY 2018 Actual	\$ 211,463	\$ (1,740)	-0.8 %
FY 2019 Actual	\$ 212,730	\$ 1,267	0.6 %
FY 2020 Actual ¹	\$ 206,665	\$ (6,065)	-2.9 %
FY 2021 Actual	\$ 220,836	\$ 14,172	6.9 %
10-Year Avg Increase (Actuals)			2.9 %
5-Year Avg Decrease (Actuals)			1.9 %

¹ Includes reduction resulting from COVID-19 pandemic.

Source: Ohio Department of Higher Education, State Share of Instruction Spreadsheets, 2012-2021

APPENDIX 6

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.

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. Scholarships and fellowships are recorded as expenditures.

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

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

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

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

Undesignated General Fund (also called "Current Unrestricted Undesignated Fund") - 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 7

RELATIONSHIP TO FINANCIAL STATEMENTS

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

	Budget Plan	Financial Report
DOCUMENT APPROVERS/USERS		
Adopted by Board – Internal Performance Monitoring	X	
Auditor, State of Ohio		X
Federal Clearinghouse		X
Rating Agencies/Investors		X
US Dept of Education		X
ACCOUNTING METHOD/STANDARDS		
Fund	X	
Governmental Accounting Standards Board (GASB)		X
ACCOUNTING BASIS		
Accrual - Modified	X	
Accrual - Full		X
ACCOUNTING DATA		
Budget Projections – Current Fiscal Year Budget Compared to Next Fiscal Year's Projected Budget	X	
Audited Financial Results – Compare prior two (2) fiscal years		X
FUNDS INCLUDED IN THE REPORT		
Current Funds	X	X
<ul style="list-style-type: none"> • General Funds • Auxiliary Funds • Designated Funds • Restricted Funds <ul style="list-style-type: none"> • Expendable Endowment • Gifts • Grants/Contracts 		
Non-Current Funds		X
<ul style="list-style-type: none"> • Loan Funds • Plant Funds • Endowment Principal Funds 		
FINANCIAL REPORTS		
Statement of Net Position (SNP)		X
Current Funds - Net Increase/(Decrease) in Fund Balance	X	
Statement of Revenues, Expenses and Changes in Net Position (SRECNP)		X
<ul style="list-style-type: none"> • State Operating Appropriations <ul style="list-style-type: none"> • Reflected as Operating Revenue • Reflected as Non-Operating Revenue 	X	X
<ul style="list-style-type: none"> • Grants & Contracts <ul style="list-style-type: none"> • Cash Basis • Accrual Basis 	X	X
<ul style="list-style-type: none"> • Debt Service <ul style="list-style-type: none"> • Principal & Interest Reflected in Mandatory Transfer • Principal Payment is Reflected as One Component of the Change in Long-term Debt - Current and Noncurrent (SNP) • Interest on Capital Asset Related Debt - Nonoperating (SRECNP) 	X	X
• Depreciation Expense		X
• Investment Income (Endowment and Operating)		X
• Increase in Fair Value of Investments (Endowment, UC Health & Operating)		X
• Gains/Loss on Disposal of Assets		X
• Non-Capitalized Expenditures Reflected as Operating Expense	X	X
Statements of Cash Flows		X







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