

# Strategic Direction

2019 Annual Report

next  
lives  
here

## Dear Colleague,

In February 2018 President Neville Pinto unveiled **Next Lives Here**, a strategic direction for leading our university into a new era of innovation and impact. As an R1 institution located in Cincinnati's urban core, the University of Cincinnati is uniquely positioned to conduct research, produce creative works, and transform student learning in ways that will positively influence our region and the world around us.

**Next Lives Here** is our guide to do just that.

It is through the innovative action of **Next** and the inclusive culture it strives to cultivate that we will prepare generations of citizens for work and living in a rapidly changing world for years to come.

Throughout the 2018-2019 academic year, we have assembled pathway teams, held forums and open houses, conducted research, tested ideas, opened new centers and buildings, and developed strategies to advance the inventive framework of **Next Lives Here**. It is this foundational work that will support larger and more transformational efforts in the years ahead.

Throughout the pages of this report you will learn about our progress and future plans to advance our vision. Although this report is comprehensive, it does not fully represent all the efforts occurring within our colleges and units. And there is still much more to do to realize the wealth of possibilities embedded in **Next**.

The advancements outlined within this report would not be possible without the ingenuity and hard work of our faculty, staff and students. Please join me in thanking them for their invaluable contributions. Together, we can create life-changing experiences for our students and members of our community. If we change someone's life, they will change the world.

Let's seize the potential of **Next!**

Warm regards,

**Kristi A. Nelson**

Executive Vice President for Academic Affairs and Provost



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# Bearcat Promise

Create an ecosystem that proactively assists students in discovering their path and obtaining the skills, knowledge, and experiences to achieve personal success.

Transform curricular, scholarly, and operational excellence to better serve students and our rapidly-changing world.

## Impact

**2,000+** students in 4 colleges (DAAP, LCB, CEAS, and UCBA) piloting new academic planning software during 2019 Bearcats Bound Orientation, available to all students Fall 2019.

**31%** increase in Starfish Early Alerts, touching 15,280 students.

**265** undergraduate enrollment confirmations within five hours of posting admissions decisions on *Decision Day*, a redesigned approach to admission procedures.

**\$9.2M** increase in scholarship and fellowship expenditures.

**5,995** students generated a Handshake profile, a college-to-career technology platform for co-op and career placements.

**24,912** views of Staff Success Center-developed Catalyst training videos, significantly reducing students and parent calls to IT@UC.

**1.4%** increase in undergraduate student retention Fall 2018 to Spring 2019, bringing retention to 95.6%.



## Inclusion

**Embedded career learning outcomes into GenEd** to ensure curricular career preparation for all UC undergraduates, rather than only those students who participate in Co-Op.

**Engaged all levels of academic college leadership** in an inaugural Provost Leadership Forum.

Partnered with Latinx student leaders to **improve Enrollment Management services for Spanish-speaking families.**

## Innovation

Unveiled **career preparation at Bearcats Bound Orientation** for all incoming first-year students. UC is one of the first urban public institutions in the nation to undertake such an effort.

Arranged for students to use multi-language **iPads at orientation** to more easily access and interact with tools to develop and document academic and career plans.

Launched a mentoring program in the College of Nursing that pairs first-, second-, third-, and fourth-year students with alumni in **"mentoring families."**

Received the **2019 NACADA Region V Innovation in Advising Award** for creating and sustaining a culture of welcoming, belonging, and support for students who transfer or transition through the Center for Pathways Advising & Student Success.

Teamed with colleges to hold **Student Success Hearings**, resulting in concrete retention action items for Strategic Sizing plans.

Investigated an ambitious technology platform that **unites all student-facing technology** under one umbrella, empowering students to co-design academic, career, financial, and student life plans within one tool.

## What's Next?

Ensure 90% of incoming first-year students create a **Handshake profile** and explore co-curricular opportunities prior to Fall 2019.

Strive for 75% of students in the academic planner pilot to create an **academic plan** prior to Fall 2020.

Hire and train **peer career coaches** to assist with career planning during orientation.

Launch a **Career Studio** for peers to work together on career-related services, such as resume review, networking, and mock interviews.

Hold **student design labs** to ensure academic and career technology and processes meet the needs and expectations of students.

Pilot **satisfaction surveys** at the One Stop Student Service Center.

Streamline **transcript processing and credit posting.**

# Faculty Investment

Drive professional development, career advancement, and satisfaction of faculty.

Advance the strength, diversity, and size of faculty.

## Impact

**192** faculty hired, including 56 tenure-track and 136 non-tenure track.

**14** underrepresented faculty hired.

**8** dual career faculty hired.

**\$1M+** invested directly in colleges for faculty development.

**\$80K** deployed to advance group, collaborative, or interdisciplinary faculty work.

**\$1.08M** awarded to advance multi- and trans-disciplinary initiatives in existing and emerging communities of research excellence.

**Hired** Faculty Enrichment Center (FEC) manager of special projects and programs and conducted a national search for the executive director.

**Designed** Faculty Enrichment Center (FEC) in Langsam Library—a new multi-functional, technology-enhanced space for faculty to learn, collaborate, create, recharge, and relax.



# Faculty Investment

## Inclusion

Appointed **first African-American dean at UC** for the College of Law and **first female dean** for the Lindner College of Business.

**Honored underrepresented faculty members**, Anthony Chemero, Marcus Lee Johnson, Maria Paz Moreno, Reneé Seward, and Donna Shambley-Ebron at the annual faculty awards celebration.

**Engaged the community through open forums** in designing the Faculty Enrichment Center (FEC) physical space and programming.

**Included full-time faculty, part-time faculty, staff, and administrators** from various disciplines and campuses on the FEC Task Force.

Requested Black Faculty Association, Latino Faculty Association, LGBTQ Faculty and Staff Association, and Emeriti Association guidance in FEC planning to **ensure culturally inclusive and relevant programs** for faculty across career-span, regardless of title or rank.

**Developed partnerships** between the FEC Task Force and key diversity, equity, and inclusion stakeholders, including the Office of Equal Opportunity and Access; the Office of Diversity, Equity, and Community Impact; UC International; Accessibility Resources; and faculty affinity groups.

Sponsored faculty for the **NCFDD Faculty Success Program** and the **Post-Tenure Pathfinder** workshop.

## Innovation

**Designed a mentoring program** based on best-practices from peer institutions and a leadership program grounded in 21st-Century competencies.

**Identified and designed development opportunities** for women faculty (e.g., HERS development program), women of color (e.g., Well Academic Women of Color Faculty Retreat), faculty of color, adjunct faculty, emeriti (e.g., Legacy Mentoring Program), and more.

Designed the Faculty Enrichment Center to include a **4K video conference system**, **Creative Collaborations Commons** for interdisciplinary work, and **semi-permanent space** for long-term faculty projects.

Engaged college leadership teams and faculty in developing innovative and data-driven plans to **strengthen college resources and support faculty**.

## What's Next?

Develop comprehensive **college Strategic Sizing plans**.

**Open the Faculty Enrichment Center** Fall 2019.

**Collaborate with key partners** (CET&L, Office of Research, UC International, UC Libraries, IT@UC) to offer existing programs at the FEC.

**Administer a climate survey and collect baseline assessment data** on leadership, mentoring, and promotion and tenure programming.

# Staff Enrichment

Cultivate a workplace environment that engages and aligns staff participation, support, and accountability to improve organizational functioning.

Enable staff to be critical contributors to UC's mission of education, research, and service through the support and development of personal and professional growth.

**2,867** course completions, 15 training videos, and 20 customized retreats were conducted by the Staff Success Center (SSC) for staff and faculty groups across all three campuses.

**Unit Alignment** mobilized in University Honors through an SSC-led retreat, establishing team operating norms that reflect shared values, such as assuming positive intent and modeling a culture of care. The staff's proactive practice of these norms makes the team more cohesive and productive and maintaining students at the center of their work.

**Leadership** and communication skills infused throughout Facilities Management division, resulting from an SSC retreat focused on dialogue and building trust.

**32** faculty and staff participants took part in UC International's professional development program entitled, *The World Studies Here*. The training focuses on identifying, assessing, and meeting the needs of international students and exploring pedagogical approaches to better support international students.

## Impact

**Staff Senate** constituted per a Board of Trustees resolution, October 2018. There is intense interest by staff to have a greater voice at UC, illustrated by 125 senate nominations submitted within the first week of calling.

**Performance & Coaching Model** designed to transform the annual staff review process. Thirteen colleges and units across the institution will run pilots Summer 2019. The new model encourages year-round career conversations, is tied to UC's core values, and standardizes campus processes.



## Inclusion

Designed UC's new Performance and Coaching Model to enable staff to **take proactive ownership for inclusion goals and measures**.

Included **Staff Senate representatives on the working group** examining the life and legacy of Charles McMicken.

Established an **Advisors of Color employee resource group** to unite, support, and elevate underrepresented advisors across all campuses.

Deployed *Connect & Reflect* through the Staff Success Center (SSC), a program for UC employees to **network and share diverse ideas** around relevant topics.

**Conducted focus groups and training at regional campuses** to ensure regional campus staff are heard and have better access to professional development.

## Innovation

Presented at the **2019 Instructional Design and Technology Red and Black Technology Innovation in Education Showcase** to highlight SSC's transformation of a 76-page participant guide into an online format that leverages iPads, reduces printing costs, and creates a more immersive experience for participants.

Integrated Strategic Direction values and platforms into SSC training and development opportunities, **helping employees understand what Next means in their role**.

Leveraged online review tools for both eLearning and video review in the SSC, leading to **increased efficiencies** in material review and developer revisions.

## What's Next?

**Elect 40 staff senators** to begin work on July 1, 2019.

Create learning plans for the new Performance and Coaching Model, with the goal for **all staff to understand the UC core values within the context of their role** at the University.

Organize a quarterly **Community of Practice** for leaders of educational opportunities across campus to discuss and share resources.

Continue to develop institutional partnerships and leverage exit survey data to **increase staff engagement**.

Proceed with **redesigning technology training and certification** preparation and exams.

Launch the **Oz Principle Self Accountability course** for all employees in support of **Next** and achieving key institutional results.

# Urban Futures

Create an environment for team-based research focused on problems of societal importance.

Enhance UC's research and scholarly activities that address urbanization.

Advance UC's role in regional economic development and social innovation.

## Impact

**Launched** the Greater Cincinnati Advanced Transportation Collaborative to create technologically advanced solutions for transportation-related problems.

**\$100K** invested in interdisciplinary faculty pilot projects that have broad societal implications, scalability, and potential for additional funding. Teams of researchers are working on advanced transportation, criminology, secure data grids, and developing safer and more effective radiation therapy.

**Broke Ground** on the Digital Futures building where interdisciplinary teams of researchers will collaborate with external partners on high-use basic and applied research.

**MOU Outlined** with the OKI Regional Council of Governments and CVG Airport to address advanced transportation in the Greater Cincinnati region.

**Established** an archive of Orville Simpson's work on Urban Futures at the 1819 Innovation Hub.



## Inclusion

Formed the Urban Futures Initiative Planning Council, **representative of different research and scholarship** across UC.

**Informed and gathered feedback from external entities** (e.g. People's Liberty, Greater Cincinnati Foundation, Action Tank, Design Impact, others) to cultivate excitement and encourage future collaboration.

Expanded the Greater Cincinnati Advanced Transportation Collaborative to **incorporate disciplines** beyond its origins.

**Involved all academic colleges** in the Digital Futures nomination process.

## Innovation

Identified a **"Collective Impact Model"** as the strategic approach for enhancing UC's interactions with the Cincinnati region and established relationships with several external individuals and organizations for future work.

Hosted the first institutional **Faculty Pitch Day** designed to allow faculty to share research expertise and interests. Nineteen interdisciplinary faculty research groups submitted proposals for collaborative problem-based Digital Futures research projects.

Organized an **Industry Reverse Pitch** event to listen to challenges of local partners.

## What's Next?

Identify **new partners** for Urban Futures initiatives.

Broaden the disciplines involved in Digital Futures through **additional collaborative research teams**.

Work with academic directors and urban futures leadership to **design and launch a student engagement plan**.

Co-design an **engagement doorway for graduate students** to enhance Digital Futures research teams.

# Urban Health

Partner with and build on the resources of the community to work together to improve equitable health and well-being.

Develop diversified culturally-competent, interdisciplinary members of the Healthcare workforce.

## Impact

**225** Academic Health Center students provided health screenings and administered a survey at the First Ladies for Health event.

**Innovation Workshop** developed for members of the Coalition of Urban Serving Universities (USU) focusing on the social determinants of health in the urban environment.

**UC Inventory** compiled of Urban Health Activities by college in the areas of Access; Health, Wellness, and Prevention; Substance Abuse; Chronic Illness; and Mental Health.

**Free Patient Care** provided by Academic Health Center students and faculty preceptors who volunteer at the Student-run Free Clinic and the Healing Center. The clinics improve patient health and enhance inter-professional student learning.



## Inclusion

Incorporated AHC, DAAP, UCBA, and UC Clermont student contributions in four cultural competency events related to "She's Crazy," an interactive theatre production **helping reduce the stigma of mental illness.**

Celebrated UC's College of Nursing and James L. Winkle College of Pharmacy reception of the **2018 Insight Into Diversity Higher Education Excellence in Diversity (HEED) Health Professions Award.** This year, UC's College of Pharmacy was the only pharmacy college in the country to receive a HEED award. HEED recognizes colleges that demonstrate an outstanding commitment to diversity and inclusion.

## Innovation

**Conducted an urban core health survey** at a Cincinnati First Ladies for Health event to gain valuable insight from over 300 Cincinnati community members.

Collaborated with Co-op 2.0 to propose the creation of ten part-time **co-op positions focused on increasing the pipeline** of high school students to health professions schools.

## What's Next?

Address **recruitment, retention, and graduation of diverse student groups** in colleges with health-related programs.

Partner with healthcare settings to **provide scholarships and clinical experiences for diverse students.**

Create **shared programming on cultural competency** initiatives.

Host an **innovation workshop** for the Coalition of Urban Serving Universities.

Develop **partnerships and projects** that relate to Access; Health, Wellness, and Prevention; Substance Abuse; Chronic Illness; and Mental Health.

Formulate **inclusive cross-disciplinary approaches** for creating a healthy community.

Increase **interdisciplinary research opportunities** that address urban health challenges impacting our communities and translate them into practical applications.

Cultivate quality **urban health K-12 programming and partnerships.**

Assess the **cultural competence** of UC's graduating healthcare professionals.

# CPS Strong

Significantly increase the number of UC graduates from Cincinnati Public Schools.

Partner across UC, Cincinnati Public Schools, and the broader community to create a more robust, system-wide ecosystem of support for UC students from Cincinnati Public Schools.



## Impact

### Partnerships

and collaborations formed with the CPS District Office and CPS high schools counselor leadership teams.

### Improved Approaches

to identify and report on UC students from CPS schools over the course of their UC career. Teams modified and created internal processes, student information systems, and institutional data dashboards to ensure student success.

### \$50,000 Grant

received from APLU to partner with the Cincinnati Public School District and jointly develop new paradigms for the college-going experience, one of five grants awarded nationally.

### 50% Increase

in CPS Ambassador applications. These high-achieving students are now in 13 of the 16 brick-and-mortar CPS high schools.

### Streamlined

processes at UCBA to ensure all 280 first-year students from a CPS high school receive a mentor or success coach. The college saw a 13% increase in fall to spring retention and .25% increase in GPA when students pair with a mentor. Similarly, the college saw a 3.2% increase in fall to spring retention, a 3.3% increase in fall course completion, and a .05% increase in GPA when students pair with a success coach.

**225** current CPS Students active in the UC Scholars Academy, increased from 20. On average, 61% of UC Scholars alumni enroll at UC.

## Inclusion

Partnered with Title I high schools to develop and implement **college readiness programming**. CECH's Peer Leadership program supports 120 CPS students representative of all 11 Title 1 schools.

Enrolled 36 CPS students in A&S from the top 10% of their class after **removing standardized test requirements**.

Increased the **number of women students** interested in serving as a CPS Ambassador.

## Innovation

Optimized and expanded UC/CPS partnerships to create **college readiness and enhancement opportunities** for CPS students from 6th grade through college. Initiatives include Breakthrough Cincinnati, Bearcat Academy, UC Scholars, UC Scholars Alumni, and the Reds Youth Academy.

Improved access to UC and undergraduate student networks through UCBA and UC Admissions. UCBA implemented *Quick Start* and *Quick Finish* **programs inside CPS schools**. High school students complete applications, obtain fee waivers, confirm admission, and take placement tests. Likewise, UC Admissions and CPS partnered to hold *App Attack* and *Join the Legacy* events for CPS students and families to build a sense of community and complete UC enrollment requirements.

Created a *BearTrack* **step-by-step college preparation guide** highlighting 8th grade through college.

Designed an **in-school supplemental curriculum** for 40 ninth and tenth grade UC Scholars in three schools (Hughes, Taft, and Aiken). Students focused on research, time and study skills, maintaining GPA, growing personal strengths, and meeting college expectations. Students also took quarterly field trips to UC campuses and UC current student mentors met weekly with the high school students.

## What's Next?

Create a **CPS Strong education hub** to continue to provide and grow critical infrastructure and leadership.

Unify the university and CPS district-wide **vision and strategy**.

Align, support, and expand **readiness, access, and success programs and partnerships** across UC.

**Co-design scalable education innovations**.

Establish **student-level data sharing** between UC and CPS.

# 1819 Innovation Hub

Create an environment for collaboration, innovation, and creative collisions.

Provide structure for the community to engage with UC.

## Impact

**Opened its Doors** in October 2018. As the anchor to Cincinnati's developing innovation district, 1819 now boasts nine partners co-located in the building with the Office of Innovation. Over 20,000 students, faculty, staff, and community members have visited or used the building for classes, events, and programs.

**Named Top 100 Most Innovative** institutions of higher learning by Reuters in 2018.

**4 Startups** launched in just six months as a result of a new Pre-Accelerator Program, spanning seven weeks and coupling UC startup opportunities with top entrepreneurial talent and investment.

**9 Partners** in the building include Cincinnati Bell, Cincinnati Insurance Companies, Kingsgate Logistics, Live Well Collaborative, UC Simulation Center (P&G), Simpson Center for Urban Futures, Kroger, Edaptive Computing, and Village Life Outreach Project. Three partners are Fortune 500™ companies, four are not-for-profit organizations, and two are privately owned enterprises.



## Inclusion

Created university system that **encourages all colleges to participate** in industry engagement opportunities.

**Invited all colleges, student groups, faculty groups, and the local community** to attend the grand opening event and utilize building resources.

Graduated 20 teams from the Venture Lab, representing a **diverse blend of colleges, ideas, and ethnicities**.

## Innovation

Developed **'front door' process for industry partners** to access talent, resources, and research.

Constructed a **new master agreement** for corporate partner licensing, IP, and tech transfer.

Formed three **new licensing tiers** to provide paths for businesses to access top research.

Implemented an **'express license'** option to increase the velocity of potential startups.

**Recruited CincyTech** (Entrepreneurial Service Provider for Southwest Ohio) to 1819 to support entrepreneurial efforts.

**Hosted academic classes in the building**—four Fall semester and 11 Spring. All focused on innovation, entrepreneurship, cross-disciplinary problem-solving, or engagement with industry.

## What's Next?

Continue to **increase the number of partners in 1819** to create opportunities for students, faculty and industry.

**Launch 7 Startup Cohorts** in the next year.

Develop and establish **partnerships that enable global connectivity**.

Increase **awareness of the resources available** at 1819 Innovation Hub.

# Co-op 2.0

Increase students' career readiness.

Expand co-op to be more inclusive of flexible formats, academic disciplines, and student populations.

## Impact

**9,123** companies connected with UC through Handshake, a college-to-career technology platform for co-op and career placements. Over 65,000 UC students and alumni have an account.

**75+** students worked in on-campus positions.

**800+** students from A&S attended career fairs.

**60+** students took part in project-based and sprint pilots with Kroger, BHDP, and Cincinnati Bell.

**1,200+** students from non-traditional co-op majors completed a professional development course.

**11** faculty from 5 colleges and 8 academic units trained with the IT Solution Center to examine industry project work.



## Inclusion

Worked with colleges and Faculty Senate to provide a **more inclusive definition of co-op** and a narrative about the evolution of Co-op 2.0 at UC.

**Partnered with the Gen1 House, CPS Strong, and Athletics** to provide career education courses and experiences.

Offered programming and experiences **tailored for international students**.

Enabled **paid placements in the not-for-profit sector** through a Haile Foundation Grant.

Held two **focus groups with undergraduate students** that contributed to the Co-op 2.0 goals and strategies.

Created a **student advisory group** to gather continual input.

**Increase on-campus co-op** placements by over 250 students.

**Identify assessment plans** for college Career Education Learning Outcomes.

## Innovation

**Embedded career learning outcomes** in UC's General Education requirements to ensure all undergraduates receive curricular career preparation.

Partnered with Bearcat Promise to **launch career education at orientation** for all incoming students.

Launched the Cyber-Range as a **grant-funded training model** for students interested in information technology.

Develop mid-collegiate career courses and experiences for **new co-op disciplines**: Women's, Gender, and Sexuality Studies; Communication; Biological Sciences; the Digital Media Collaborative; Psychology; and more.

Continue to expand professional development courses and **assess the impact of courses** on student satisfaction, placement, and retention.

Partner with the 1819 Innovation Hub to **develop a pass through company** for micro-co-ops and remote placements.

Worked with industry partners to **pilot new models of employing students**, such as project-based models, sprint activities, and micro- and remote-placements.

Teamed with campus partners to **create on-campus positions** for students, including the Learning Commons, Human Resources, and ELCE.

## What's Next?

Identify a **mechanism to capture data** on placements and salaries for non-mandatory co-ops.

**Launch an Employer Institute** in partnership with the 1819 Innovation Hub to train employers on engaging students and attracting talent.

Support **on-campus academic technology and accessibility** with paid co-ops.

# Inclusive Excellence

Instill in our community a sense of belonging, a sense of agency, enhanced cultural competency, and a culture of accountability.

## Impact

**1 of 13** universities nationally to receive the 2018 Higher Education Excellence in Diversity Award and earn a Diversity Champion designation by INSIGHT Into Diversity.

**\$50K** in investments for professional development, travel, and incentive grants supporting 157 students and employees.

**83** Inclusive Excellence workshops.

**108** search committee consultations.

**13** Equitable Hiring Seminars.

**71** Title IX sessions.

**48** sponsored or co-sponsored campus and community programs.

**470** attendees at the 2019 Equity and Inclusion Conference.



## Innovation

Introduced a ***Don't Cancel Class*** module for **faculty members** who have to be away for professional development or personal reasons.

**Expanded the Equity and Inclusion App** to include a religious and cultural observance calendar and the Inclusive Excellence workshop schedule, with the ability to register for sessions in the App.

Created **five new workshops** and tailored existing offerings by discipline.

Introduced **real-time anonymous assessments** to provide data to college and unit leaders.

## Inclusion

Worked with pathway owners and facilitators to **embed inclusion in plans and projects**.

Led a **train-the-trainer seminar** to enhance cultural competence and increase empathy among colleagues.

Provided **consultations and workshops to community organizations** to enhance equity and inclusion efforts.

Supported the Student Diversity and Inclusion Council in implementing **Diversity Week for identity offices** and affinity organizations.

Advocated for the formation and development of **employee resource groups and college and unit councils**.

Facilitated retreats within colleges and units to **enhance awareness, knowledge, and skills** to build more equitable and inclusive environments.

## What's Next?

Integrate the **Global Diversity and Inclusion Benchmarks** into the Equity and Inclusion App.

Create an **Inclusive Excellence Certificate Program**.

Design and test an instrument to **assess belonging, agency, competence, and accountability**.

# FY19 Investments



## Sources of Funds

Campus Services (Parking)	\$ 3,000,000
General Fund Carryforward	\$ 8,584,393
Athletics (Ticket Surcharge)	\$ 350,000
Scholarship and Fellowships*	\$ 9,166,323

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<b>Total Sources</b>	<b>\$ 21,100,716</b>
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## Uses of Funds

Scholarships and Fellowships	\$ 9,166,323
Bearcat Promise	\$ 482,956
Faculty Enrichment Center	\$ 2,661,197
Staff Success Center	\$ 232,000
Staff Senate	\$ 14,000
Urban Futures	\$ 178,000
1819 Innovation Hub	\$ 7,778,199
Co-op 2.0	\$ 507,400
CPS Strong	\$ 80,641

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<b>Total Investments</b>	<b>\$ 21,100,716</b>
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\*Federal, state, local and institutionally-funded scholarships, fellowships, grants, and discounts.