

**CUYAHOGA COMMUNITY COLLEGE
POPULAR ANNUAL FINANCIAL REPORT**

FISCAL YEAR 2010
CUYAHOGA COUNTY, OHIO

OPENING DOORS THROUGH
FISCAL RESPONSIBILITY

Cuyahoga Community College

MISSION

To provide high quality, accessible and affordable educational opportunities and services — including university transfer, technical and lifelong learning programs — that promote individual development and improve the overall quality of life in a multicultural community.

VISION

Cuyahoga Community College will be recognized as an exemplary teaching and learning community that fosters service and student success. The College will be a valued resource and leader in academic quality, cultural enrichment, and economic development characterized by continuous improvement, innovation, and community responsiveness.

VALUES

To successfully fulfill the mission and vision, Cuyahoga Community College is consciously committed to diversity, integrity, academic excellence, and achievement of individual and institutional goals. We are dedicated to building trust, respect, and confidence among our colleagues, students, and the community.

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Letter from the President

Since its opening in 1963, Cuyahoga Community College has been focused on providing our students with high quality, accessible and affordable educational opportunities. By offering a variety of courses, flexible scheduling, small classes, and a supportive learning environment, the College has become a leader in education, innovation, and workforce training, as well as an engine of economic growth for the region.

The economic situation in the State of Ohio and Cuyahoga County continues to present challenges, such as rising unemployment, foreclosures and reduced state funding. However, the College has overcome these obstacles by reducing expenditures and reallocating our resources to support our students and ensure their success, thus enabling the College to provide the education and training needed to improve the economy of Northeast Ohio.

The College is devoted to building trust and confidence among our students and the community. In our efforts to be good stewards of our available resources, this Popular Annual Financial Report (PAFR) provides the public with a transparent, easy to understand report of our financial information. Cuyahoga Community College is proud of the role we play in the success of our students and the community.

Thank you for your continued support, allowing us to remain the place where futures begin.

Sincerely,

A handwritten signature in black ink that reads "Jerry Sue Thornton". The signature is written in a cursive, flowing style.

Jerry Sue Thornton, Ph.D.
President



Letter from the Executive Vice President

I am pleased to present the Popular Annual Financial Report (PAFR) for Fiscal Year 2010 prepared by the Administration & Finance division of Cuyahoga Community College. The PAFR includes financial and statistical information taken from the 2010 Cuyahoga Community College Comprehensive Annual Financial Report (CAFR) and is compiled to meet the needs of a broad audience and communicate accomplishments, initiatives and finances within our community.

Now more than ever community colleges across the nation are playing an increasingly vital role in educating and training millions of people for the new economy. Cuyahoga Community College is growing and experiencing record enrollments due to increases in the need for retraining because of changing jobs, job eliminations and layoffs and locating new facilities near areas of population growth. We are working diligently to find operational efficiencies and improved methods of doing business in order to be a strong pillar of support to the community. More than 85 percent of Cuyahoga Community College graduates continue to live in our region, providing a pool of skilled workers for area employers.

Everyone in Administration & Finance is passionate about student success and working to secure the future of the College. Our core values – stewardship, communications, integrity, leadership, and service – are not just words, but an integral part of our way of doing business, as can be seen by saving the College over \$400,000 in electric power purchase costs for FY10, overseeing the construction of new campuses and other buildings to attract new students, drafting a sustainability plan to benchmark the current footprint and set green priorities for the future, successfully supporting the passage of Issue 4 and freezing tuition at FY07 levels for FY10.

The College was again awarded the Distinguished Budget Presentation Award, the Certificate of Achievement for Excellence in Financial Reporting, and the Popular Annual Financial Reporting Award. Obtaining these awards was part of the goals for Administration & Finance in FY10 and this achievement acknowledges that the College's financial reporting and management practices are best practices in Ohio. The College continues to maintain a very strong bond rating of "high grade-high quality" and is only one of two higher education institutions in the State of Ohio with this prestigious rating. The CAFR and PAFR are both available at the College's website at www.tri-c.edu.

Cuyahoga Community College is privileged to present this report and thankful for the support offered by our Board of Trustees in its development. We hope the accurate and understandable financial information presented in the 2010 PAFR increases public confidence in Cuyahoga Community College and promotes a greater awareness of how your tax monies are being spent. We invite you to contact my office at 216-987-4705 or Craig.Foltin@tri-c.edu for further information.

Respectfully submitted,

A handwritten signature in black ink that reads "Craig Foltin". The signature is written in a cursive, flowing style.

Dr. Craig Foltin, CPA
Executive Vice President
Administration & Finance

Cuyahoga Community College President and Board of Trustees



President
Jerry Sue Thornton, Ph.D.



*County Commissioner
Appointment*
TERM ENDS: 01/16/15
Nadine H. Feighan



*Chairman
County Commissioner
Appointment*
TERM ENDS: 01/17/11
David W. Whitehead



Governor Appointment
TERM ENDS: 10/12/13
Patricia Kennedy-Scott



*Vice Chairman
Governor Appointment*
TERM ENDS: 10/12/12
K. Michael Benz



*County Commissioner
Appointment*
TERM ENDS: 01/17/12
Daniel A. Marcus



*County Commissioner
Appointment*
TERM ENDS: 01/17/12
Jay Coury



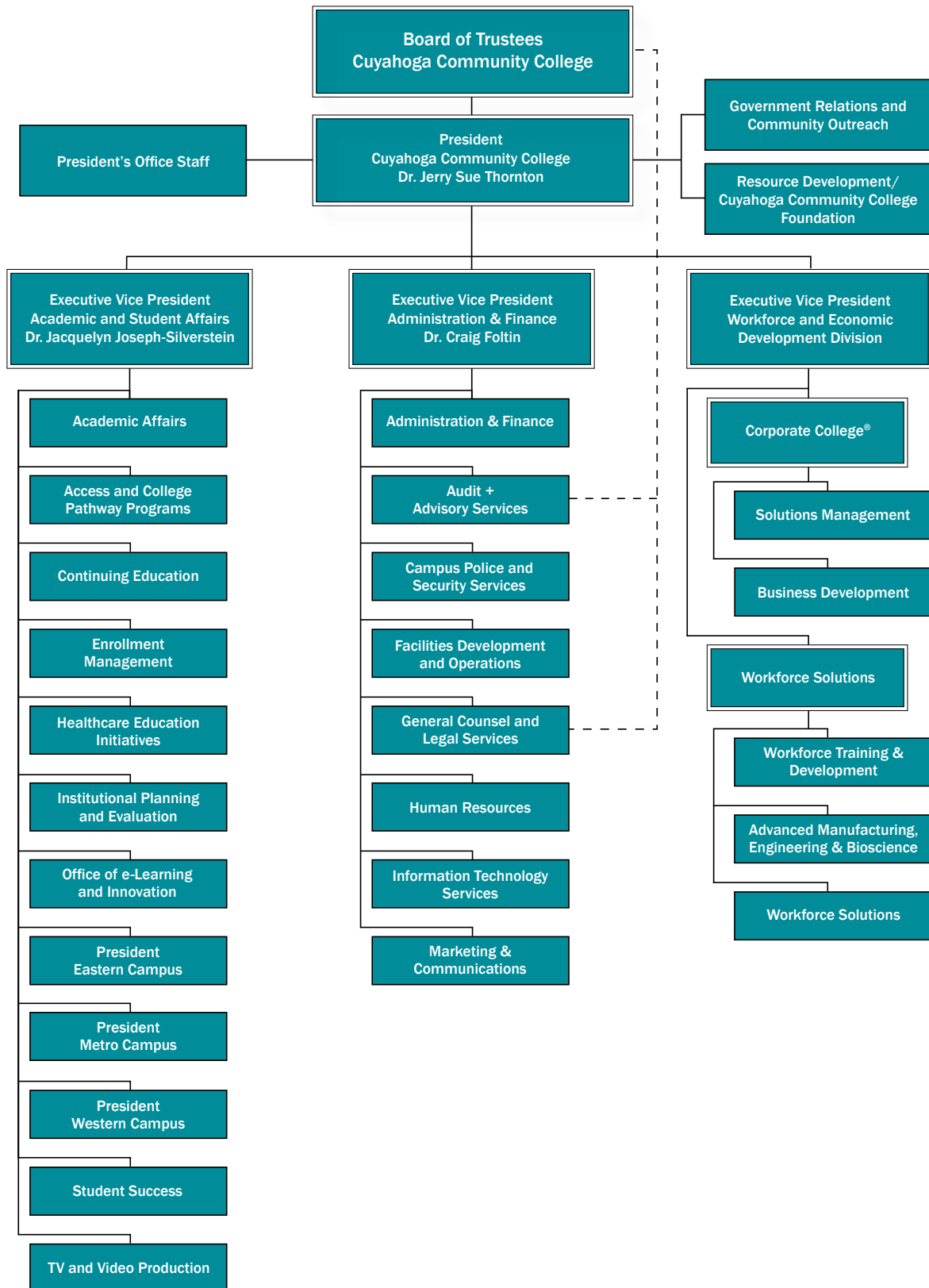
Governor Appointment
TERM ENDS: 10/12/12
Bruce D. Murphy



*County Commissioner
Appointment*
TERM ENDS: 01/17/11
Carmen E. DeHaan

*County Commissioner
Appointment*
Vacant

The administrative direction of Cuyahoga Community College has been delegated by the Board of Trustees to the President and administrative staff. The administrative staff is appointed by the President subject to Board approval.



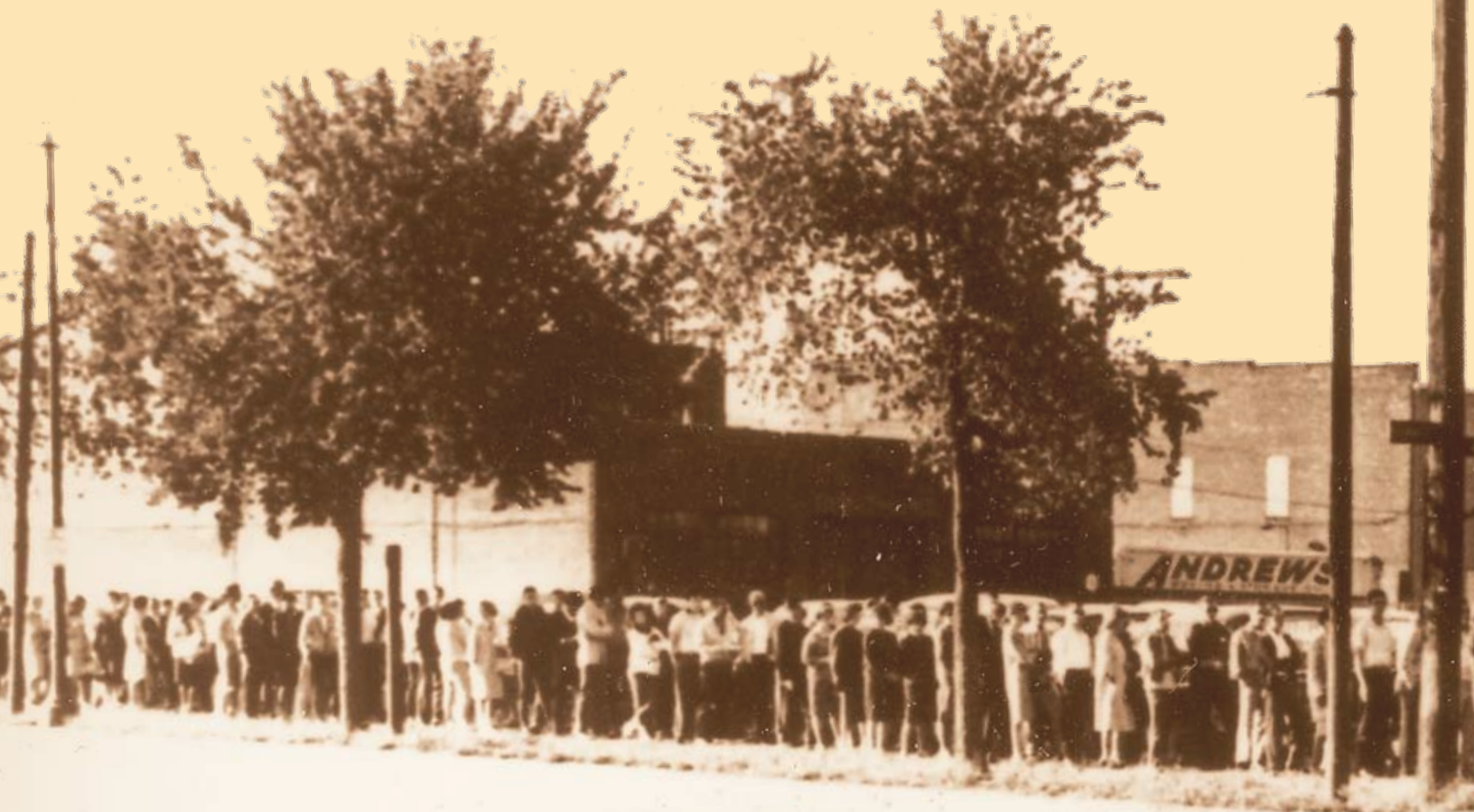
History and Overview of Cuyahoga Community College

Cuyahoga Community College (Tri-C®) opened in 1963 as Ohio's first community college and remains Ohio's oldest and largest public community college. Its mission is to provide high quality, accessible and affordable educational opportunities and services – including university transfer, technical and lifelong learning programs – that promote individual development and improve the overall quality of life in a multi-cultural community.

The College serves more than 55,000 credit and non-credit students annually and offers day, evening and weekend classes, as well as classes via television, the Internet, and independent learning. There are three traditional campuses (Eastern, Western and Metropolitan), two Corporate College® locations (East and West), the Unified Technologies Center, the District Office downtown, the future Westshore Campus in Westlake, the future Brunswick College Center, the new world-class Hospitality Management Center in downtown Cleveland on Public Square, the new state of the art Center for Creative Arts in partnership with the Rock and Roll Hall of Fame and Museum, 50+ off-campus sites, and the Office of eLearning and Innovation (Distance Learning). College-wide operations include 2.7 million square feet of building space and over 517 acres of grounds. The campuses in Parma, Highland Hills and downtown Cleveland, and the Corporate College® locations in Warrensville Heights and Westlake, provide state of the art facilities and equipment. For 47 years, Cuyahoga Community College has provided high quality, affordable education and programs to more than 900,000 members of our community.

Tuition at Cuyahoga Community College is the lowest in Northeast Ohio and among the lowest of all colleges in the State of Ohio. The College generates spending of about \$500 million annually in Northeast Ohio and sustains more than 25,000 jobs. In addition, more than 500,000 Northeast Ohio residents attend college-sponsored cultural, community and sports programs each year. The College is home to JazzFest Cleveland, the nation's premier educational jazz festival, and hosts popular cultural arts programs at Playhouse Square and at campus theaters.

Cuyahoga Community College offers associate degrees, certificate programs and the first two years of a baccalaureate degree. Students can choose from more than 1,000 credit courses in more than 144 career



and technical programs and liberal arts curricula. The College offers more than 800 Distance Learning courses and more than 130 courses at various locations throughout the community; and more than 600 non-credit workforce and professional development courses are offered each year.

Cuyahoga Community College ranks 2nd in Ohio and 61st in the nation in conferring associate degrees in all disciplines. Five associate degrees and more than 90 technical degree programs are offered. Of these programs, 30 lead to an Associate of Applied Business degree and 61 lead to an Associate of Applied Science degree. Short Term Certificates and Certificates of Proficiency are offered in 11 business areas and 21 science areas that ladder into associate degree programs. Post Degree Professional Certificates are offered in three business areas and seven science areas. In addition, Cuyahoga Community College offers a wide variety of non-credit courses, support services and special programs designed to meet the needs of a diverse student body and the community at large. The College also has 55 formal articulation and transfer agreements with higher education institutions, including both public and private four-year institutions in Ohio and a number of other states. The College is fully accredited by the Higher Learning Commission, a Commission of the North Central Association of Colleges and Schools. In addition, a number of the College's career programs are accredited or approved by appropriate specialized associations or agencies.

The College strives for continuous improvement and innovation as evidenced by the accreditations received, and advancement of programs and collaborative engagements formed throughout its history. The College culture will continue to foster employees that believe they can impact a person and the community. The County and State are enriched by receiving a broad spectrum of educated professionals, experiencing community cultural and athletic events and providing an enriched working environment.

When Tri-C opened in 1963, the result of vigorous public support, more than 3,000 people stood in line to register. It was the largest first-day enrollment in community college history, and emphasized the need for a local institution of higher learning that was both accessible and affordable.

Cuyahoga Community College offers a top quality education and flexible learning options at the lowest tuition in Northeast Ohio.





Accomplishments and Goals

FY10 accomplishments include:

Cuyahoga Community College is committed to cultivating a positive environment that supports innovation, teamwork, and successful outcomes. The past year has produced a number of successful projects and initiatives, some of which include:

- The successful passage of Issue 4, the 1.9 mill levy that will generate approximately \$550 million for the College over the next decade.
- Reaching record enrollments College-wide and creating a new “Rush Plan” that facilitated cooperation between all departments to meet the increased demand for services.
- Creating a new office of e-Learning and Innovation in response to the explosive growth of distance learning and new learning technologies.
- The opening of the state of the art Center for Creative Arts in partnership with the Rock and Roll Hall of Fame and Museum.
- A successful AQIP Check-up visit that continues the College’s quality improvement journey on the path to re-accreditation.
- Breaking ground on the new Westshore Campus and Brunswick College Center which will help the College reach new populations and broaden our reach.
- Establishing a world-class Hospitality Management Center in downtown Cleveland on Public Square.
- The hiring of the first Vice President of Sustainability and the completion of a sustainability plan as the College embraces a culture of sustainability throughout the institution, including a new print management program and a power-down campaign.
- The restructuring of Workforce Solutions and Corporate College to more effectively respond to the workforce training needs of our region.
- Exceeding the Cuyahoga Community College Foundation Board of Directors fundraising goal for Fiscal Year 2010.
- Being chosen by the U.S. Department of Health and Human Services to lead a consortium of 17 Midwestern community colleges that will offer Health Information Technology (HIT) training.

2010-2014 Strategic Plan

With the implementation of our new Strategic Plan, Cuyahoga Community College approaches its 50th year of providing affordable and accessible first-rate educational opportunities and services. The mission of the College has been and continues to be meeting the educational and training needs of students while maximizing their opportunities for success.

Cuyahoga Community College has developed four Strategic Areas of Focus for the next five years, along with Action Steps to fulfill those strategies, and Measures to track progress in each area.

The four Strategic Focus Areas are:

STUDENT SUCCESS

We will enable our students to succeed in accomplishing their educational and career goals by providing them with a high quality education, as evidenced by data. The College will provide a supportive teaching and learning environment, accompanied by an effective array of support services.



BROADENING OUR REACH

We will increase enrollment in the College by motivating individuals to expand their educational aspirations and by facilitating their participation.



CULTURE

Cuyahoga Community College will continue to evolve a one college culture that focuses on providing students with a consistent, quality educational experience. To produce quality performance, we will embrace individual accountability, data-driven decision making and change.



MEASURING EFFECTIVENESS

We will enhance college-wide communications, operational processes, and internal, external and student customer service through the use of evidence-based decision making and “best practices.”



Cuyahoga Community College: Where futures beginSM

The College is continually recognized for excellence in education. Cuyahoga Community College has been selected as an Achieving the Dream Leader College and continues to implement strategic goals to improve student success. The College was awarded the 2009 Economic Development Impact Award in the category of “Workforce Development” by Inside Business Magazine. The successful passage of a renewal levy in November 2009 will help sustain the College through difficult economic times and declining State budgets.

The College is in the middle of opening new and wonderful facilities to our students including: the new 25,000 square foot Hospitality Management Center (opened October 2010) in the core of downtown Cleveland which features a state of the art culinary facility, classrooms, a demonstration studio and a video wall visible to passers-by; the new state of the art Center for Creative Arts (opened in 2009) in partnership with the Rock and Roll Hall of Fame and Museum; the new 65,000 square foot building on the Westshore Campus Center in Westlake (scheduled to open in January 2011) which is the first of three buildings and will include learning spaces for Nursing, Emergency Medical Treatment, Polysomnography, and Medical Assisting; the new Brunswick College Center (scheduled to open in January 2011) which is a 30,000 square foot facility located in Brunswick and includes general classrooms, science labs and workforce training; and the new 61,500 square foot Health Careers and Technology Center (scheduled to open January 2011) on the Eastern Campus which will allow the College to expand its health care programming.

The College was selected by the U.S. Department of Health and Human Services to lead a group of 17 Midwestern community colleges that will offer health information technology training to move the nation toward a system of electronic medical records. When the fall semester began, total enrollment was significantly larger than the previous record set in 2009. The Office of eLearning & Innovation (eLi) leads the College in the planning, development, and implementation of technology innovation in support of teaching and learning.

President Dr. Jerry Sue Thornton is a nationally recognized leader in education and during her tenure, the College has become a leader in innovation and workforce training and continues to provide high quality, affordable education and programs to more than 900,000 members of our community.



Dr. Jerry Sue Thornton with Creative Arts alumni during Center for Creative Arts grand opening event.

Government Finance Officers Association Awards for Financial Reporting

The Government Finance Officers Association of the United States and Canada (GFOA) has given an **Award for Outstanding Achievement in Popular Annual Financial Reporting** to Cuyahoga Community College for its **Popular Annual Financial Report** for the fiscal year ended June 30, 2009. This was the second year that the College has received this prestigious award. The Award for Outstanding Achievement in Popular Annual Financial Reporting is a national award recognizing conformance with the highest standards for preparation of state and local government popular reports.

In order to receive an Award for Outstanding Achievement in Popular Annual Financial Reporting, a government unit must publish a Popular Annual Financial Report, whose contents conform to program standards of creativity, presentation, understandability and reader appeal.

An Award for Outstanding Achievement in Popular Annual Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Popular Annual Financial Reporting requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

In addition, the GFOA awarded a **Certificate of Achievement for Excellence in Financial**

Award for Outstanding Achievement in Popular Annual Financial Reporting

PRESENTED TO

Cuyahoga Community College
Ohio

for the Fiscal Year Ended

June 30, 2009




President

Executive Director

Reporting to Cuyahoga Community College for its **Comprehensive Annual Financial Report** for the fiscal year ended June 30, 2009. This was the second year that the College has received this prestigious award. In order to be awarded a Certificate of Achievement, a government unit must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal regulations.

A Certificate of Achievement is valid for a period of one year only. We believe that the current comprehensive annual financial report

continues to meet the Certificate of Achievement Program's requirements and we are submitting it to the GFOA to determine its eligibility for another certificate.

Finally, the GFOA presented a **Distinguished Budget Presentation Award** to Cuyahoga Community College for its **Annual Budget** for the fiscal year beginning July 1, 2010. This was the third year that the College has received this prestigious award. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only.

Financial Review

The following is an overview of the College's financial operations for the fiscal year ended June 30, 2010 (FY 2010). Most of the information contained within this Popular Annual Financial Report (PAFR) is extracted from the financial information contained within the FY 2010 Comprehensive Annual Financial Report (CAFR). The CAFR is a more detailed and complete financial presentation prepared in conformance with Generally Accepted Accounting Principles (GAAP) and is audited by the College's independent auditors, receiving an unqualified opinion. An unqualified opinion is given when an auditor can state that the financial statements are accurately and fairly presented. While the financial data in this PAFR conforms with GAAP, the statistical, economic and demographic data is taken from various sources and is unaudited. The financial information for the College's Foundation is not included within this PAFR.

THE CAFR AND PAFR ARE BOTH AVAILABLE AT THE COLLEGE'S WEBSITE AT www.tri-c.edu.

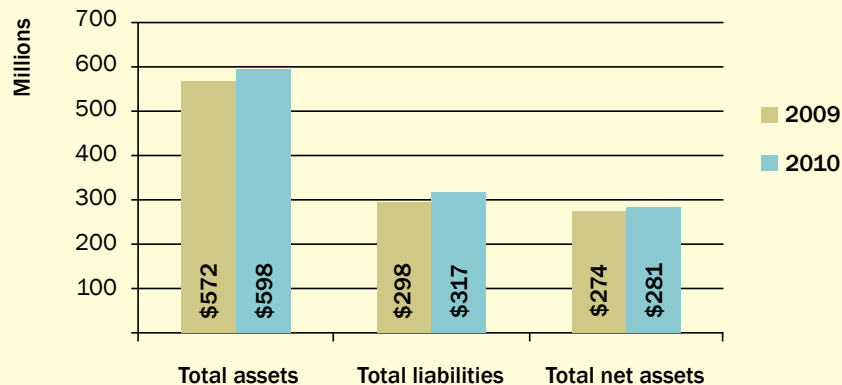
Financial Highlights

Assets, Liabilities and Net Assets

The College's financial position in FY 2010 continues to remain strong with total assets of \$598.8 million, total liabilities of \$317.4 million and total net assets of \$281.4 million. The following condensed information from the College's Statement of Net Assets includes all assets and liabilities of the College:

	June 30		INCREASE (DECREASE) FROM 2009	PERCENT INCREASE (DECREASE) FROM 2009
	2010	2009		
	(IN THOUSANDS)			
Current assets	\$ 212,552	\$ 212,804	\$ (252)	-0.1%
Non current assets:				
Capital assets, net of depreciation	295,355	260,452	34,903	13.4%
Other	90,871	98,268	(7,397)	-7.5%
Total assets	598,778	571,524	27,254	4.8%
Current liabilities	140,009	121,342	18,667	15.4%
Non-current liabilities	177,371	176,407	964	0.5%
Total liabilities	317,380	297,749	19,631	6.6%
Net assets:				
Invested in capital assets, net of related debt	186,530	162,435	24,095	14.8%
Restricted - expendable	2,528	2,598	(70)	-2.7%
Unrestricted	92,340	108,742	(16,402)	-15.1%
Total net assets	\$ 281,398	\$ 273,775	\$ 7,623	2.8%

Net Assets



Assets

Total 2010 assets increased \$27.3 million (4.8%) from 2009 principally due to the following factors:

- Capital assets, net of accumulated depreciation, increased by \$34.9 million due to the addition of \$55.2 million in buildings, building improvements and improvements other than buildings; and \$18.5 million in other non-building related capital assets, net; these additions were offset by a capitalization related decrease of \$18.6 million of construction in progress, net; and \$20.2 million in depreciation expense, net.
- Other assets decreased \$7.4 million (-7.5%) primarily from:
 - Restricted cash and cash equivalents increased by \$24.3 million due to the \$18.5 million reinvestment of maturing restricted investments; establishment of a \$9.1 million holding account for the Certificates of Participation (COPs) proceeds; offset by the spending of the proceeds of various escrowed capital leases.
 - Restricted investments decreased by \$33.6 million due to reinvesting matured investments into cash equivalents or short term investments. These investments represent unspent proceeds associated with the issuance of \$121,090,000 of Cuyahoga Community College District, Ohio General Receipts Bonds, Series C that occurred in June 2009.

Liabilities

Total 2010 liabilities increased \$19.6 million (6.6%) from 2009 principally due to the following factors:

- Current liabilities increased \$18.7 million (15.4%) primarily from:
 - Deferred revenue increased \$4.5 million due to an increase in student enrollment during the summer and fall semesters. Tuition revenue is recognized during each respective term.
 - Accounts payable and accrued liabilities increased by \$8.8 million primarily due to payables associated with construction projects, \$5.4 million of which is related to the Westshore Campus.

Liabilities – continued

- Non-current liabilities increased \$1.0 million (.5%) primarily from:
 - Certificates of Participation increased \$10.0 million to fund the construction and development of the Brunswick College Center.
 - Capital lease obligations decreased \$2.8 million due to the College entering into four new capital leases in 2010 totaling \$3.7 million, offset by \$6.5 million of principal payments in the ordinary course of business. New leases were for desktop computers, telecommunications, and IT equipment for the backup and recovery system.

Net Assets

Net assets represent the difference between assets and liabilities. **Invested in capital assets-net of related debt**, consist of capital assets, net of accumulated depreciation, reduced by the outstanding balance of any borrowing used for the acquisition, construction or improvement of those assets. Net assets are reported as **restricted** when there are limitations imposed on their use by grantors or by laws or regulations. **Unrestricted net assets** may be used to meet the College's ongoing obligations. When reviewed over time, net assets may serve as a useful indicator of the College's financial position.

For FY 2010, total net assets increased by \$7.6 million. Invested in capital assets were \$186.5 million, restricted net assets were \$2.5 million and unrestricted net assets were \$92.3 million.

Financial Metrics

The College's Financial Ratios: The College's financial performance metrics are captured and illustrated in financial ratios. For a complete explanation of each ratio, please refer to Cuyahoga Community College's FY 2010 Comprehensive Annual Financial Report.

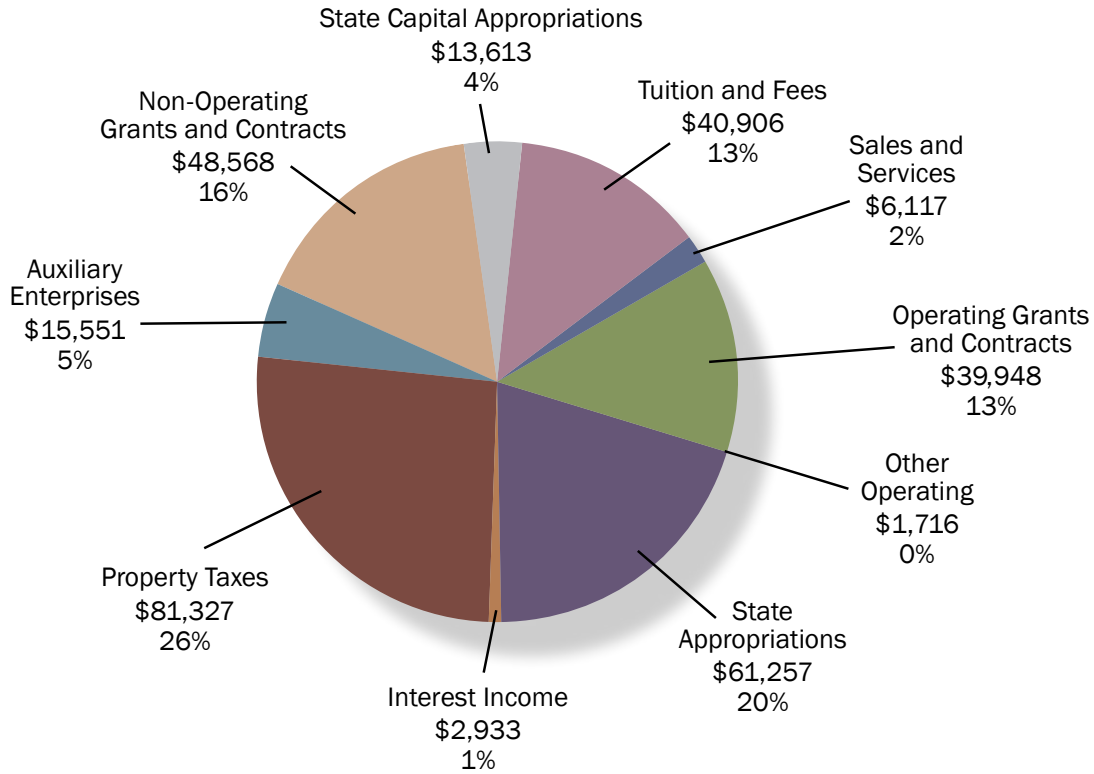
Performance Metrics

	Target	2010	2009
Senate Bill 6 Ratio:			
Primary Reserve Ratio	>40%	31.2%	40.4%
Viability Ratio	>60%	52.8%	62.5%
Net Income Ratio	3.0%	2.4%	.4%
Moody's Ratios:			
Debt Burden Ratio	<7%	5.4%	4.0%
Debt Service Coverage Ratio	>3.13x	1.94x	1.86x
Return on Net Assets Ratio	>4.43%	2.7%	.4%



Where Does the Money Come From?

Sources of Funds for Fiscal Year 2010 Total Operating and Non-Operating Revenue \$311,936,000



Sources of Funds for FY 2010 and 2009

	2010	2009	INCREASE (DECREASE) FROM 2009	PERCENT INCREASE (DECREASE) FROM 2009
	(IN THOUSANDS)			
Tuition and Fees	\$ 40,906	\$ 36,859	\$ 4,047	11.0%
Operating Grants and Contracts	39,948	29,844	10,104	33.9%
Sales and Services	6,117	5,989	128	2.1%
Auxiliary Enterprises	15,551	13,349	2,202	16.5%
Other Operating	1,716	1,989	(273)	-13.7%
State Appropriations	61,257	63,465	(2,208)	-3.5%
Property Taxes	81,327	81,012	315	0.4%
Non-Operating Grants and Contracts	48,568	41,100	7,468	18.2%
Interest Income	2,933	(1,516)	4,449	293.5%
State Capital Appropriations	13,613	4,592	9,021	196.5%
	<u>\$ 311,936</u>	<u>\$ 276,683</u>	<u>\$ 35,253</u>	<u>12.7%</u>

Total College revenues include County Levies (Property Taxes), State Share of Instruction (State Appropriations), student Tuition and Fees, Restricted Grant and Contracts, Sales and Services, Auxiliary Enterprises and Other. The majority of the revenues for the College come from State Appropriations, Property Taxes, and Grants and Contracts. This allows the College to keep student Tuition and Fees low and only a small part of the “revenue pie.”



Revenues

Total 2010 revenues increased \$35.2 million (12.7%) from 2009.

Factors that contributed to this increase include the following:

- Student tuition and fees increased \$4.0 million (11.0%) as a result of increased enrollment.
- Operating contracts and grants increased \$10.1 million (33.9%) primarily as a result of the increase in direct loans associated with the increased enrollment.
- Auxiliary enterprises, consisting of book centers, parking facilities, and food service, increased \$2.2 million (16.5%) as a result of increased enrollment and utilization of the services; \$1.9 million of this increase is related to book centers.
- State appropriations decreased \$2.2 million (-3.5%) due to allotment trends which reduced regular and special state subsidy amounts by almost \$11.0 million.
- Non-operating contracts and grants increased \$7.5 million. Federal contracts and grants increased \$16.3 million (50.5%) as a result of increased enrollment, increased eligibility due to current economic conditions, and more students receiving federal aid due to the closeout of state programs. State contracts and grants decreased \$8.8 million, almost entirely from the closing of the Ohio College Opportunity Grant/Ohio Instruction Grant programs.
- Investment income, net classified as non-operating revenue, increased by \$4.4 million due to the transfer of funds to high-yield savings for better returns and the recovery of market value on certain College investments.
- Total 2010 capital appropriations from the State of Ohio increased \$9.0 million from 2009. The College receives capital dollars from the State of Ohio for joint projects that are approved as a part of the State's biennial budget process. During 2010, there were more State funded projects than in 2009.

State Appropriations

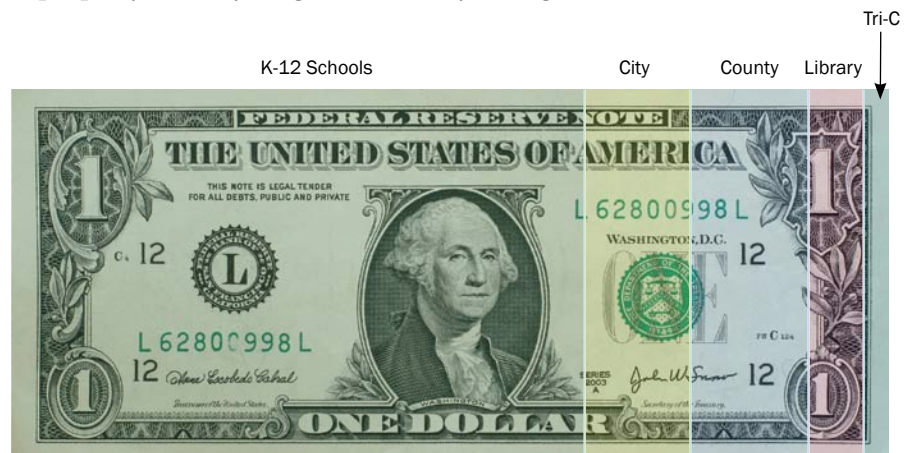
State Share of Instruction

2010	\$61,257,000
2009	\$63,465,000
2008	\$61,611,000

Property Taxes: Where Does Your Dollar Go?

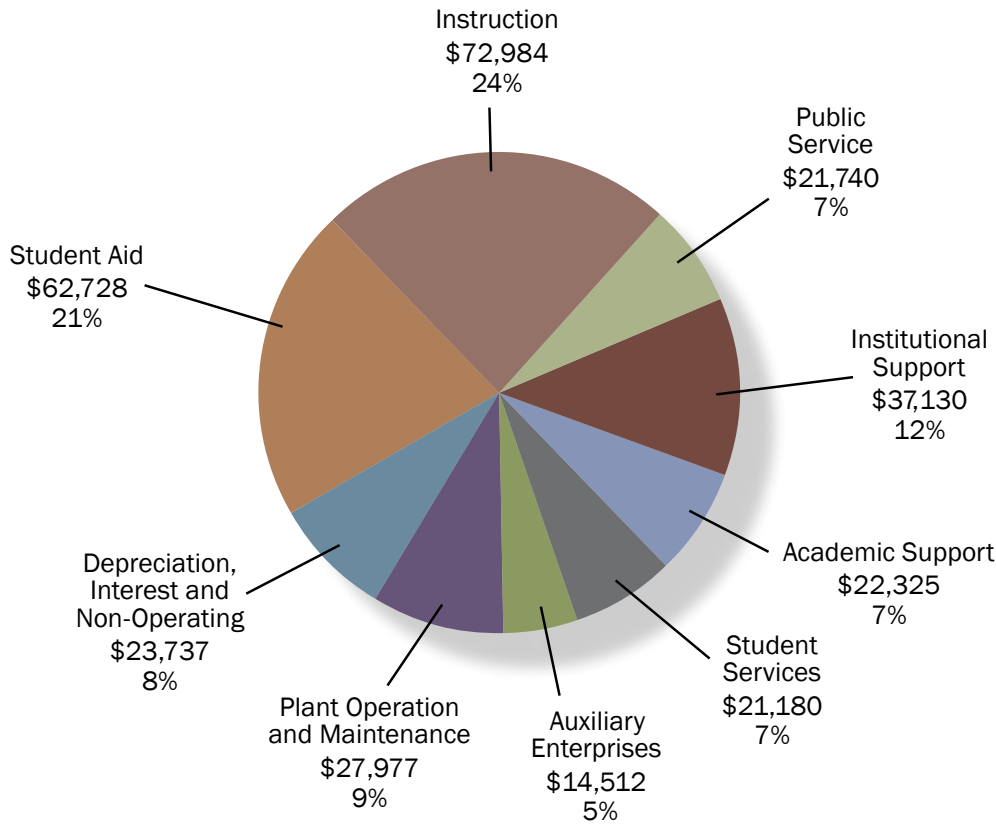
The following illustrates the distribution of Cuyahoga County residents' property tax dollars by government entity. For every dollar of property tax, Cuyahoga Community College receives \$.03.

K-12 Schools	\$0.63
City	\$0.12
County	\$0.15
Library	\$0.07
Tri-C	\$0.03
Total	\$1.00



What is the Money Used For?

Uses of Funds for Fiscal Year 2010 Total Operating and Non-Operating Expenses \$304,313,000



Use of Funds for FY 2010 and 2009

	(IN THOUSANDS)		INCREASE (DECREASE) FROM 2009	PERCENT INCREASE (DECREASE) FROM 2009
	2010	2009		
Educational and General:				
Instruction	\$ 72,984	\$ 67,470	\$ 5,514	8.2%
Public Service	21,740	19,999	1,741	8.7%
Academic Support	22,325	21,694	631	2.9%
Student Services	21,180	19,950	1,230	6.2%
Institutional Support	37,130	37,759	(629)	-1.7%
Plant Operations & Maintenance	27,977	28,207	(230)	-0.8%
Student Aid	62,728	48,703	14,025	28.8%
Depreciation and Interest	23,540	18,923	4,617	24.4%
Auxiliary Enterprises	14,512	12,966	1,546	11.9%
Other Non-Operating Expenses	197	27	170	629.6%
	\$ 304,313	\$ 275,698	\$ 28,615	10.38%

During FY2010, the College spent \$216.3 million or 71% of its total expenses on direct instruction, academic and institutional support, student services, and student aid.

Operating Expenses

Total 2010 expenses increased \$28.6 million (10.4%) from 2009. Factors that contributed to this increase include the following:

- Public service expenses increased \$1.7 million (8.7%) mostly from expanded Federal programs to address student success and healthcare worker shortages.
- Student aid expenses increased approximately \$14.0 million (28.8%) due to increased PELL and Direct Loan scholarship revenues and increased need within a growing student base.
- Auxiliary enterprises increased \$1.5 million (11.9%) due to an increased bookstore management fee that resulted from increased revenue.
- Depreciation expense and interest increased \$4.6 million (24.4%) primarily related to projects being completed and placed into service, namely the Center for Creative Arts, Mechanical Equipment Replacement, Dental Area Renovations, East One-Stop Shop, Healthcare, and various Roof Replacements.



Capital Programs

Cuyahoga Community College continues to implement a very aggressive capital improvement program on all of its campuses. The College's Ten-Year Academic and Facilities Master Plan is geared to enhance the success, learning and experiences of our students. Over the next ten years, this Plan will keep the College as one of the top learning environments in the nation. The capital program includes several strategic initiatives to expand the College's capacity in response to increasing enrollments, adding facilities that specifically respond to new workforce job demands, and new facilities in geographic areas that are currently underserved by the State's higher education system.

The new departmental website, www.tri-c.edu/administrative/facilities/pages/capitalconstruction.aspx contains pictures, information, and webcams that document progress for each project.

The current capital program includes over 100 identified projects, 50 of which are active. There are nine Phase I Master Plan projects in process which are being funded by state, local and bond funding. However, funding is still needed for essential equipment and program enhancements for these new facilities as well as future Master Plan projects in Phase II and Phase III.

Projects that were in process during FY10 include:



HEALTH CAREERS AND TECHNOLOGY CENTER

Health Careers and Technology Center

In response to the growing demand for health career jobs, as well as the specific development of new hospital providers on the east side of Cuyahoga County, the College is building a new 61,500 square foot facility on the Eastern Campus, which will allow the College to expand its health care programming. The facility includes general classroom and laboratory space as well as specialized areas for Massotherapy, Pharmacy Technology, Nursing, Medical Assisting, Occupational Healthcare, and Physical Therapy. The Center will open in January 2011.



WESTSHORE CAMPUS HEALTH CAREERS AND SCIENCES

Westshore Campus Health Careers and Sciences

In order to provide better service to students in the underserved Western Campus area, the College is constructing the first 65,000 square foot building on the new Westshore Campus in Westlake. This first of three buildings will include learning spaces for Nursing, Emergency Medical Treatment, Polysomnography, and Medical Assisting. The Campus will open in January 2011.



BRUNSWICK COLLEGE CENTER

Brunswick College Center

The Brunswick College Center is a new 30,000 square foot facility located in Brunswick within the campus of existing civic and educational buildings which include the Brunswick Community Center, Brunswick High School and Brunswick Public Library. The facility will provide an opportunity for students transitioning between secondary and post secondary education, creating a unique amenity for the residents of Brunswick. The building includes general classrooms, science labs and workforce training. The Center will open in January 2011.



HOSPITALITY MANAGEMENT CENTER AT PUBLIC SQUARE, CLEVELAND

Hospitality Management Center at Public Square, Cleveland

The College has built a new 25,000 square foot culinary learning center in the core of downtown Cleveland as a “front door” that affords the program the visibility of a high-traffic location, as well as partnership opportunities that come from close proximity to restaurant and hospitality employers. This new facility includes state of the art demonstration kitchens, teaching kitchens, a beverage lab, and general classroom space. The Center opened in October 2010.



HOSPITALITY MANAGEMENT CENTER AT PUBLIC SQUARE, CLEVELAND

Through these and other capital improvements, the College will continue to provide affordable access to higher education and advanced skills training for a wide spectrum of students.

Key Statistical Information

TUITION

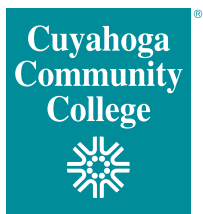
Year	Tuition Per Credit Hour	Annual Cost Per Full-time Student	Increase (Decrease)	
			Dollars	Percent
2010	\$80.54	\$2,416.20	\$0.00	0.00%
2009	80.54	2,416.20	0.00	0.00
2008	80.54	2,416.20	115.2	5.01
2007	76.70	2,301.00	109.5	5.00
2006	73.05	2,191.50	N/A	N/A

EMPLOYEE STATISTICS

	2010	2009	2008	2007	2006
Faculty					
Part-time	1,062	1,007	940	948	1,069
Full-time	379	386	384	383	373
Total Faculty	<u>1,441</u>	<u>1,393</u>	<u>1,324</u>	<u>1,331</u>	<u>1,442</u>
Administrative & support staff	<u>2,161</u>	<u>2,054</u>	<u>1,836</u>	<u>1,901</u>	<u>2,001</u>
Total employees	<u>3,602</u>	<u>3,447</u>	<u>3,160</u>	<u>3,232</u>	<u>3,443</u>
Students per faculty member	21	19	18	19	18
Students per staff member	14	13	13	13	13

ENROLLMENT BY MAJOR/PROGRAM

Major/Program	2010	2009	2008	2007	2006
Health Careers	4,381	3,649	3,234	3,117	3,173
Nursing	3,823	3,298	2,817	2,908	3,064
Business	4,586	4,173	3,685	3,844	4,080
Engineering	1,729	1,633	1,379	1,323	1,182
Public Service	2,076	2,023	1,634	1,605	1,736
Applied Industrial Technology/ Associate of Technical Study	812	381	708	627	153
Associate of Arts/Associate of Science	9,349	8,244	8,236	8,531	9,014
Certificate Programs	1,406	1,096	878	1,070	1,198
Other	2,163	1,551	1,616	1,771	1,758
Total	<u>30,325</u>	<u>26,048</u>	<u>24,187</u>	<u>24,796</u>	<u>25,358</u>



Where futures beginSM

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