CUYAHOGA COMMUNITY COLLEGE

POPULAR ANNUAL FINANCIAL REPORT
FISCAL YEAR ENDED JUNE 30, 2017

Where futures begin™
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.
Table of Contents

Letters from the President and Treasurer .................................. 2 - 3
President and Board of Trustees ................................................... 4
Administrative Staff Organizational Chart ....................................... 5
History and Overview .................................................................... 6
Where futures begin” ................................................................. 7
Accomplishments ..................................................................... 8 - 9
2016-2018 Strategic Focus Areas ............................................... 10
Government Finance Officers Association Awards ......................... 11
Where Does the Money Come From? Sources of Funds .......... 15 - 17
What Is the Money Used For? Uses of Funds ........................ 18 - 19
Major Capital Projects ................................................................. 20 - 21
Key Statistical Information .......................................................... 22
Letter from the
PRESIDENT

For more than 50 years, the mission of Cuyahoga Community College has been to provide the residents of Northeast Ohio with high quality, accessible and affordable educational opportunities. With over 55,000 credit and non-credit students each year, Tri-C is Ohio’s largest community college, providing 200 degree and certificate options in nine program areas to students of all ages and backgrounds.

The College continues to recognize that in order to achieve its mission, it must go beyond merely opening its doors to students. It must proactively eliminate physical, financial and educational barriers to higher education, ensuring our students have access to the resources they need to succeed. In the 2016-2017 academic year, over 2,200 students received scholarships, and more than 7,000 students participated in programs that provided real-world work experience through the College’s network of over 1,100 employee partners. Access to resources like these are working to support more students in their educational journey than ever before. In the last four years alone, Tri-C has awarded more than 16,000 degrees and certificates, and during the same period, our IPEDS graduation rate has increased by nearly 160 percent.

Cuyahoga Community College is proud of our students’ accomplishments and is privileged and honored to serve our communities. We continue to be mindful that part of the funding we receive derives from our careful stewardship of the financial resources the public entrusts to us, both through local levy funding and through state financial support. I personally thank the community for its support over the last 54 years, and I look forward to what we will achieve together in the years to come.

Sincerely,

Alex Johnson, Ph.D.
President
I am pleased to present the Popular Annual Financial Report (PAFR) for fiscal year 2017 (FY 2017). Prepared annually by the Administration and Finance Division of Cuyahoga Community College, the PAFR contains a variety of information presented in a simplified and straightforward format. Using data compiled from the College’s Comprehensive Annual Financial Report (CAFR), the PAFR includes information on budget, finances, organizational structure, strategic plans and goals, capital projects, and statistics on students and employees.

The employees at Tri-C continue to work diligently to fulfill the College’s mission of providing high quality, accessible and affordable educational opportunities to the community. Our tuition remains the lowest in Northeast Ohio, and we remain steadfast in finding new ways to continue to reduce financial barriers to higher education - whether through innovative programs such as Just Take 30! or through our ongoing commitment to reducing the costs of textbooks and course materials for our students. The College also remains dedicated to ensuring that associate degrees, certificates, and job training remain attainable and achievable for all members of our community as we continue providing additional funding for programs and initiatives that ensure access, equity and success for all who attend Tri-C.

Our strong commitment to prudent financial management and fiscal stewardship continues to be recognized as best-in-class by the Government Finance Officers Association (GFOA), an organization dedicated to enhancing and promoting the professional management of governmental financial resources by identifying, developing, and advancing fiscal strategies, policies, and practices for the public benefit. Tri-C has once again been recognized as a leader in these areas through our receipt of the Distinguished Budget Presentation Award, the Certificate of Achievement for Excellence in Financial Reporting, and the Popular Annual Financial Reporting Award from the GFOA organization.

The College is proud of this report and is grateful for the support provided by our Board of Trustees in its creation. I hope the financial information presented in this PAFR further strengthens public confidence in Cuyahoga Community College and helps to educate our community about how its tax dollars are being used in support of the successes of our students and our communities. Electronic copies of the CAFR and PAFR are available on the College’s website at www.tri-c.edu. As you review this report, we invite you to share any questions, concerns or comments you may have by contacting my office at 216-987-4790 or david.kuntz@tri-c.edu.

Respectfully submitted,

David Kuntz, CPA  
Executive Vice President/Treasurer  
Administration & Finance
PRESIDENT and BOARD OF TRUSTEES

Alex Johnson, Ph.D.
President

Victor A. Ruiz
Chair
County Executive
Appointment
Term ends 01-17-22

Andrew E. Randall
Vice-Chair
County Executive
Appointment
Term ends 06-22-21

Michael Canty
Governor Appointment
Term ends 10-12-17

Rachel Von Hendrix
Governor Appointment
Term ends 10-12-18

Helen Forbes Fields
County Executive
Appointment
Term ends 01-16-20

Jerry L. Kelsheimer
County Executive
Appointment
Term ends 01-16-20

The Rev. Cory Jenkins
County Executive
Appointment
Term ends 06-22-21

Geralyn M. Presti
County Executive
Appointment
Term ends 06-22-21

J. David Heller
County Executive
Appointment
Term ends 09-26-22
The Cuyahoga Community College District Board of Trustees consists of nine trustees who, in collaboration with the College President, are charged with fulfilling the goals set forth in the College Mission Statement. The College President also serves as the Secretary of the Board. Six trustees are appointed by the Cuyahoga County Executive, subject to confirmation by the Cuyahoga County Council, and three trustees are appointed by the Governor. All appointments are for five year terms or the remainder of vacated terms. The administrative direction of Cuyahoga Community College has been delegated by the Board of Trustees to the President and administrative staff who are appointed by the President subject to Board approval.
History and Overview of CUYAHOGA COMMUNITY COLLEGE

The College opened in September 1963 as Ohio’s first community college and remains Ohio’s oldest and largest public community college. From initial enrollment of 3,000 students in its first academic term, over its 54-year history Cuyahoga Community College has served more than 900,000 members of our community.

There are four traditional campuses - Eastern Campus, Western Campus, Metropolitan Campus (Metro) and the Westshore Campus - Corporate College East and Corporate College West. Additional locations include the Manufacturing Technology Center (MTC) for economic and workforce development, the Brunswick University Center in nearby Medina County, the Hospitality Management Center at Public Square, the Jerry Sue Thornton Center, the Advanced Technology Training Center (ATTC), the District Administrative Offices in downtown Cleveland, the Gill and Tommy LiPuma Center for Creative Arts, the Truck Driving Academy, the new Mobile Training Unit and numerous off-campus sites strategically located throughout the county. College operations include over 3.1 million square feet of building space and over 550 acres of grounds. The campuses in Parma, Highland Hills, Westlake, and downtown Cleveland, and the two Corporate College locations provide state of the art facilities and equipment.

Cuyahoga Community College provides a high quality and affordable education and flexible learning options at the lowest tuition in Northeast Ohio, and among the lowest of all colleges in the state of Ohio. Efforts to provide accessible and affordable education include student financial aid, work study, scholarships and a multitude of grant-funded programs. The College serves more than 55,000 credit and non-credit students annually and offers day, evening and weekend classes.

The College’s vision and strategies remain focused on student success and completion along with reframing the student experience to include first and second year experience programs designed to reduce the time students invest in finishing their degree. Many of these initiatives showcase a strong partnership among our extraordinary faculty and staff to assist our students to achieve their educational and technical skill objectives.

Cuyahoga Community College offers more than 30 health career programs leading to associate degrees or certificates, and associate of arts and associate of science transfer degrees, as well as occupational career programs in humanities and communications; science and mathematics; social and behavioral sciences; agriculture and natural resources; business; engineering; public services and information technology. Students can choose from more than 1,000 credit courses and 200 career and technical programs designed to prepare students to thrive in a dynamic global economy.

Tri-C also grants Short-Term Certificates, Certificates of Proficiency and Post-Degree Professional Certificates designed to meet the needs of a diverse student body and the community at large.

The College is fully accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools which permits the College to award degrees. In addition, a number of the College’s career programs are accredited or approved by appropriate specialized associations or agencies.
Cuyahoga Community College
WHERE FUTURES BEGIN℠

Cuyahoga Community College continually strives for innovation, excellence and improvement in academics and administration in support of student success. Over the past year, the College celebrated a number of achievements furthering the College’s mission of providing high quality, accessible and affordable education opportunities to Northeast Ohio, while keeping a focus on helping our students succeed in their chosen educational path and beyond.

The College is among 26 statewide colleges and universities expanding its relationship with Banner by Ellucian Company – the College’s student and financial reporting enterprise software – to create a collaboration of public and private institutions. The Ohio Banner Users Group (OBUG) Collaboration focuses on shared services as an opportunity to produce more efficient results in areas such as student access and success, accountability and increased performance standards.

The administration continues to work with the Greater Cleveland Regional Transit Authority (RTA) to provide students with easy access to low cost public transportation; improve access to campuses; lower traffic volume and air pollution; and reduce on-campus parking demands. RTA’s Universal Pass (U-Pass) program allows registered Tri-C students to ride free of charge on RTA buses and rapid trains during all academic semesters/sessions.

Barnes & Noble (BN) is the official Tri-C bookstore and offers campus-specific selections of textbooks in a wide variety of formats – new, used, rental, eBooks, loose-leaf or custom books – to help our students save on the cost of textbooks and higher quality merchandise and apparel. Tri-C BN bookstores now price match with Amazon.com and BN.com for new, used and rental books in order to offer students convenient and quick access to resources for the same or lower prices than those offered on other sites. Expanding textbook options in fiscal year 2017 has increased satisfaction, service and savings that meet the needs of our students.

Dual Admission Partnerships are special transfer agreements Tri-C has with four-year colleges and universities. Through Dual Admissions, students complete their associate degree at Tri-C with the intent to complete their bachelor degree at the partner school. Currently, Tri-C has Dual Admission Partnerships with Baldwin Wallace University, Cleveland State University, Hiram College, Kent State University, Notre Dame College, University of Akron, and Ursuline College.

In addition to Dual Admission Partnerships, Tri-C also has transfer agreements with many of Ohio’s public colleges and universities as well as a number of private institutions across the country. These program specific articulation agreements offer transfer opportunities for our students enabling them to continue their education and earn a bachelor degree. Currently, the College has 39 university transfer partnerships in effect.

The College is a true partner in the local community, continually working to create and offer high quality job training and educational programs that meet the needs of local employers. The metropolitan area is served by over 50 hospitals; many of which are affiliated with medical schools such as Case Western Reserve University School of Medicine. One of the College’s distinctive features is its wide array of health careers programs to address the employment needs of the community. In Ohio, the College ranks first in the State in conferring associate degrees in nursing, health professions and related disciplines.
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.

- The dedication of the KeyBank Public Safety Training Center highlighted a 20-year association with KeyBank, an organization from which the College has received more than $5 million to support career development, scholarships and workforce development. Public safety training is the most recent program to benefit from KeyBank’s support in the amount of $1.4 million.

- Tri-C’s The Voice newspaper was named one of the top student newspapers in the state by the Society of Professional Journalists. The Voice placed second in the category of non-daily newspapers, competing with two- and four-year colleges with accredited journalism programs.

- The College was awarded a STEM Bridge Mentoring grant from the Ohio Space Grant Consortium. The grant provides funding for program development, student mentoring and recognition events, and professional development for counselors.

- Governor Kasich signed two bills to provide additional funding for private and home-schooled students participating in College Credit Plus (CCP). The bills enable the Ohio Department of Education to fund more of the credits requested by families who properly submit College Credit Plus funding applications, thereby allowing students the opportunity to take more classes at Tri-C through the CCP program for the upcoming school year.

- The College’s Educational Talent Search program was awarded a grant in the amount of $616,454 per year for five years from the U.S. Department of Education. This important program provides academic, career and financial counseling to Cleveland Municipal School District students with the potential to succeed in college. The goal of the Educational Talent Search project, a federal TRIO program, is to increase the number of students from disadvantaged backgrounds who complete high school and pursue college degrees. This initiative aligns with the College’s work on the Higher Education Compact of Greater Cleveland, a community-wide effort to fuel student success.

- All Tri-C Barnes & Noble bookstores now price match with Amazon.com and BN.com for books offered for less on those sites. This price matching initiative includes used and rental books as well. This new commitment by the College’s strategic partner, Barnes & Noble, will decrease the cost of many textbooks students need, further reducing costs for our students.

- The College entered into nine new College Credit Plus off-campus partnerships (courses taught at the high school) for the 2016-2017 academic year. This brings the total number of College Credit Plus off-campus partnerships to 17.

- Tri-C received two awards for diversity in higher education. INSIGHT Into Diversity named Tri-C for its 2016 Higher Education Excellence in Diversity (HEED) Award. The HEED Award is the only national recognition honoring colleges and universities that exhibit outstanding efforts and success in the area of diversity and inclusion throughout their campuses. This is the College’s fifth consecutive year achieving this honor. In addition, Minority Access honored Tri-C as an Exemplary College or University Committed to Diversity for Year 2016, making Tri-C a recipient of this award for the sixth consecutive year.

- The National Institutes of Health provided funding for Tri-C’s Bridges to Success in the Sciences program, which provides academic support and activities, including research experiences, designed to increase the success of students studying in biomedical and behavioral science fields. The continuing goal of this program is to increase the number of underrepresented students, disabled students and students from disadvantaged backgrounds who complete their science education at the community college level, transfer to and complete their science education at a four-year institution.
• Medical Mutual of Ohio awarded a $1 million gift to increase the number of scholarships to nursing and health career students at Cuyahoga Community College. The donation expands the existing Medical Mutual Nursing and Health Careers Endowed Scholarship Fund.

• Cuyahoga Community College earned its eighth consecutive Military Friendly School designation in recognition of its commitment to serving veterans and active military students, as well as their families.

• Cuyahoga Community College won its first national Bellwether Award for the workforce development programs in place at its Manufacturing Technology Center of Excellence. The honor recognizes College job-training initiatives designed to produce graduates in high-demand fields. The programs provide the skilled workforce needed to build the regional economy.

• The Ohio Department of Higher Education has funded the Choose Ohio First project for the next fiscal year. The project provides scholarship support to attract first-year Tri-C students pursuing credentials in STEM fields (Science, Technology, Engineering, Mathematics and Medicine).

• Goldman Sachs 10,000 Small Businesses is a $500 million initiative to unlock the growth and job creation potential of small businesses across the United States by providing them with greater access to business education, financial capital and business support services. Thirty-six entrepreneurs from Northeast Ohio and beyond recently took a step toward greater business success by completing the Goldman Sachs 10,000 Small Businesses program at Cuyahoga Community College. With the most recent graduating class, the 10,000 Small Businesses alumni list at Tri-C is now approaching 500 since the program debuted at the College in 2012.

• The Jack, Joseph and Morton Mandel Foundation awarded nearly $3.5 million to Cuyahoga Community College and Cleveland State University to create a scholars program connecting high-achieving Tri-C students with CSU’s Jack, Joseph and Morton Mandel Honors College. The program forges a new partnership between the academic institutions in a collaboration that aims to be a national model for honors student transfers between two-year and four-year schools.

• Cuyahoga Community College President Alex Johnson joined the board of directors at Achieving the Dream to help guide a national reform movement for student success in higher education. The Achieving the Dream network includes more than 200 community colleges, 100 coaches and advisors, 15 state policy teams and numerous investors and partners.

• Cuyahoga Community College celebrated the academic achievements of nearly 3,100 petitioning graduates during its 2017 Spring Commencement, making this the second-largest class in Tri-C history.

• The College was awarded the Phase Two Component of the Kohlberg Prize for the Tri-C Veterans Initiative. The $75,000 award will assist the Veterans Initiative with programming efforts and the operation of the new West Campus Veterans Center.
Strategic FOCUS AREAS

The Strategic Plan represents the formalization and consolidation of College-wide priorities and projects and was created in collaboration with faculty and staff across the College. The plan began in FY 2016 and extends through FY 2018. The strategic focus areas affect every aspect of the College.

The initiatives underway at the College align around six major strategic focus areas:

1. **Student Completion** – The urgent need to substantially increase the number of students graduating from community colleges is a national, state and local priority. Cuyahoga Community College will increase the three-year graduation rate for first-time, full-time entering fall students and increase the overall number of certificates and degrees granted annually.

2. **Student Experience** – National and local research demonstrates that decreasing time to completion while engaging students in the learning process is essential. The College will provide structured educational pathways and individualized support to track progress and reduce time to college completion for all students.

3. **Equity in Outcomes** – Closing the achievement gap in student success outcomes requires an intentional focus on the re-allocation of resources to make higher education credentials attainable for all students, regardless of age, race or economic standing.

4. **Workforce Impact** – A skilled workforce is critical to the economic development and competitive vitality of Northeast Ohio. The College must increase its organizational capability and footprint to provide quality training, products and services for all citizens in the region by ensuring that its workforce training programs are closely aligned with high-demand, rapidly changing industry sectors.

5. **Transparency, Accountability & Communication** – Tri-C must hold itself accountable as an organization and remain transparent when communicating outcomes and achievements both internally and externally. By doing so, the College will promote good stewardship of resources and showcase student success.

6. **Commitment, Continuity & Community Outreach** - Northeast Ohio has depended on Tri-C for affordable and accessible educational opportunities for more than half a century. The College commits to maintaining its institutional mission, vision, culture and service in the face of social, economic and political change in order to remain accessible and affordable to the students and community who rely upon us.
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, 2016. The Award for Outstanding Achievement in Popular Annual Financial Reporting is a prestigious 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. Cuyahoga Community College has received a Popular Award for the last nine consecutive years. 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 Reporting to Cuyahoga Community College for its Comprehensive Annual Financial Report for the fiscal year ended June 30, 2016. This was the ninth consecutive 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 whose contents conform to program standards. Such a CAFR 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 our current CAFR continues to conform to the Certificate of Achievement program requirements and we are submitting it to 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, 2017. This was the ninth consecutive 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. We believe our current annual budget document continues to conform to program requirements, and we have submitted it to the GFOA to determine its eligibility for another award.
Financial REVIEW

The following is an overview of the College’s financial operations for the fiscal year ended June 30, 2017. Most of the information contained within this Popular Annual Financial Report is extracted from the financial information contained within the Comprehensive Annual Financial Report for fiscal years ended June 30, 2017 and 2016. 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

STATEMENT OF NET POSITION

The College’s financial position in FY 2017 continues to remain strong with total assets of $608.0 million, total liabilities of $479.0 million and total net position of $114.2 million.

The College maintains an excellent overall bond rating of Aa1/Stable from Moody’s Investors Service and AA-/Stable from Standard and Poor’s.

The following condensed information from the College’s Statements of Net Position includes all assets, deferred outflows of resources, liabilities, and deferred inflows of resources of the College.

### NET POSITION
(Dollars in thousands)

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td>$227,836</td>
<td>$219,235</td>
<td>$210,291</td>
</tr>
<tr>
<td>Non-current assets:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>338,448</td>
<td>334,358</td>
<td>336,061</td>
</tr>
<tr>
<td>Other</td>
<td>41,746</td>
<td>45,815</td>
<td>48,762</td>
</tr>
<tr>
<td>Total Non-current assets</td>
<td>380,194</td>
<td>380,173</td>
<td>384,823</td>
</tr>
<tr>
<td>TOTAL ASSETS</td>
<td>608,030</td>
<td>599,408</td>
<td>595,114</td>
</tr>
<tr>
<td>Deferred Outflows of Resources</td>
<td>77,973</td>
<td>52,921</td>
<td>16,533</td>
</tr>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities</td>
<td>54,810</td>
<td>54,337</td>
<td>42,619</td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td>424,187</td>
<td>379,703</td>
<td>339,470</td>
</tr>
<tr>
<td>TOTAL LIABILITIES</td>
<td>478,997</td>
<td>434,040</td>
<td>382,089</td>
</tr>
<tr>
<td>Deferred Inflows of Resources</td>
<td>92,781</td>
<td>87,198</td>
<td>107,247</td>
</tr>
<tr>
<td>Net Position</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net investment in capital assets</td>
<td>209,165</td>
<td>193,448</td>
<td>185,116</td>
</tr>
<tr>
<td>Restricted for other purposes - expendable</td>
<td>5,114</td>
<td>4,026</td>
<td>4,443</td>
</tr>
<tr>
<td>Unrestricted (Deficit)</td>
<td>(100,053)</td>
<td>(66,382)</td>
<td>(67,248)</td>
</tr>
<tr>
<td>TOTAL NET POSITION</td>
<td><strong>$114,226</strong></td>
<td><strong>$131,092</strong></td>
<td><strong>$122,311</strong></td>
</tr>
</tbody>
</table>
Statement of NET POSITION

ASSETS AND DEFERRED OUTFLOW OF RESOURCES

At June 30, 2017, total assets, excluding deferred outflows, were $608.0 million, 1.4 percent higher than $599.4 million at June 30, 2016.

- Cash and cash equivalents, including restricted amounts, decreased $2.8 million or 10.7 percent from prior year. This decrease was more than offset by the $3.7 million increase in the College’s investment portfolio recorded at fair value and net asset values as required by GASB Statement No. 31, Accounting and Financial Reporting for Certain Investments and for External Investment Pools.

- June 30, 2017 net account and restricted receivables of $23.6 million remained relatively flat with less than $0.5 million, or 2.0 percent decrease from June 30, 2016 receivables. Receivables are driven by student enrollment, financial aid subsidies, student payment plans and grant receivables. Outstanding receivables included restricted receivables of $5.0 million at June 30, 2017 and $4.2 million at June 30, 2016, primarily grant related.

- Property tax receivable increased $4.2 million, a 4.0 percent increase over the prior year. The June 30, 2017 property tax receivable of $107.9 million was $4.2 million higher than June 30, 2016 property tax receivable of $103.7 million due to an expected increase in the percentage of collectable taxes. Property taxes received from the County are based on actual collections when paid which is one year in arrears. Receivables are established using schedules received by the College from the County and are reported net of any estimated uncollectable or delinquent property taxes.

- Other assets at June 30, 2017 included prepaid student tuition of $0.4 million, $3.2 million prepaid payroll costs associated with 2017 summer enrollment and $0.5 million other prepaid items whereas other assets at June 30, 2016 included $0.3 million of prepaid student tuition, $2.7 million of prepaid payroll costs for summer 2016 term and $0.8 million of other prepaid items.

- With significant construction projects underway, capital assets, not being depreciated, at June 30, 2017 totaled $40.9 million, $11.6 million higher than June 30, 2016. Construction in progress during the year included $24.9 million of additions. The College placed $13.3 million in service in the current year. Other capital asset additions included $2.3 million in building and other improvements and $0.2 million in library books. Depreciation expenses were $23.2 million and net book value of asset retirements was $0.1 million. Depreciable assets, net of additions and disposals decreased $7.5 million, a 2.4 percent decrease.

LIABILITIES AND DEFERRED INFLOW OF RESOURCES

Total liabilities before deferred inflows at June 30, 2017 were $479.0 million, 10.4 percent higher than $434.0 million at June 30, 2016. Deferred inflow of resources increased $5.6 million (6.4 percent) from $87.2 million at June 30, 2016. Factors that attributed to the changes in liability and deferred inflows include the following:

- The 2017 increase in net pension liability associated with GASB 68 pension recognition requirements was $56.7 million compared to an increase in 2016 of $42.0 million and $191.5 million being reported in 2015, the year of implementation. This increase represents the College’s proportion of the unfunded pension liabilities as of the measurement dates of each pension plan, though there is no legal means to enforce the unfunded liability against the College. The College has a legal obligation to fund the contractually required contribution of covered employee payroll.

- Deferred inflows in 2017 include $90.8 million in property tax receivables expected to be collected in future periods, an increase of $17.0 million over fiscal year 2016. The County advances the College property tax revenues collected on its behalf in July, September, February, and April. Deferred inflows associated with pension liabilities include $2.0 million and $13.4 million as of June 30, 2017 and June 30, 2016 respectively. The components of the $11.4 million decrease include changes in expected versus actual experience, changes in assumptions, changes in investment performance and changes in the College’s proportionate share.
NET POSITION

The Statement of Net Position presents information on all of the College’s assets and deferred outflow of resources, and liabilities and deferred inflow of resources, with the difference reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the College is improving or deteriorating, when considered along with non-financial indicators such as enrollment levels and the conditions of the facilities.

Net position decreased 12.9 percent from $131.1 million at June 30, 2016 to $114.2 million at June 30, 2017 largely due to the $19.6 million adjustment to operating activities to reflect the College’s proportionate share of the increase in the State’s retirement system pension plans.

Financial Metrics for CUYAHOGA COMMUNITY COLLEGE

The College’s Financial Ratios: The College uses performance metrics to monitor fiscal health and to determine financial policies for future periods. Senate Bill 6 requires the College to submit quarterly financial statements to the Ohio Department of Higher Education (ODHE) which are used to calculate primary reserve, viability, and net income ratios. These ratios are assigned scores that are combined into a composite score which helps ODHE determine if the College should be placed in fiscal watch and be subject to state oversight.

For a complete explanation of each ratio, please refer to Cuyahoga Community College’s Comprehensive Annual Financial Report for fiscal years ended June 30, 2017 and 2016 which is available on the College’s website at www.tri-c.edu.

### COLLEGE PERFORMANCE METRICS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Reserve Ratio</td>
<td>&gt; 40.0%</td>
<td>-29.6%</td>
<td>42.5%</td>
<td>-20.5%</td>
<td>46.8%</td>
<td>-21.3%</td>
</tr>
<tr>
<td>Viability Ratio</td>
<td>&gt; 60.0%</td>
<td>-74.9%</td>
<td>101.0%</td>
<td>-41.5%</td>
<td>102.3%</td>
<td>-41.5%</td>
</tr>
<tr>
<td>Net Income Ratio</td>
<td>2%-4%</td>
<td>-5.5%</td>
<td>0.9%</td>
<td>2.8%</td>
<td>3.6%</td>
<td>6.8%</td>
</tr>
<tr>
<td>Debt Burden Ratio</td>
<td>&lt; 7.0%</td>
<td>5.7%</td>
<td>6.1%</td>
<td>6.2%</td>
<td>6.3%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Debt Service Coverage Ratio</td>
<td>&gt; 2.6x</td>
<td>0.6x</td>
<td>1.8x</td>
<td>2.1x</td>
<td>2.2x</td>
<td>2.9x</td>
</tr>
<tr>
<td>Return on Net Position Ratio</td>
<td>&gt; 4.4%</td>
<td>-12.9%</td>
<td>0.8%</td>
<td>7.2%</td>
<td>3.4%</td>
<td>21.2%</td>
</tr>
</tbody>
</table>
Where does the Money **COME FROM?**

**SOURCES OF FUNDS FOR FISCAL YEAR 2017**

Total Operating and Non-Operating Revenues

$304,393,000

(Dollars in Thousands)

- **State Appropriations**
  - $71,092
  - 24%

- **Non-Operating Grants and Contracts**
  - $36,800
  - 12%

- **State Capital Appropriations**
  - $9,219
  - 3%

- **Investment Income**
  - $8,919
  - 3%

- **Sales and Services**
  - $7,391
  - 2%

- **Tuition and Fees**
  - $43,107
  - 14%

- **Property Taxes**
  - $94,495
  - 31%

- **Auxiliary Enterprises**
  - $14,135
  - 5%

- **Operating Grants and Contracts**
  - $16,043
  - 5%

- **Other Operating**
  - $3,192
  - 1%

- **Other**
  - $16,043
  - 5%

**MORE THAN 560 VETERANS enrolled in classes at Tri-C in Fall 2016 and Spring 2017**
### Sources of Funds for Fiscal Years 2017 - 2016 - 2015

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
<th>DOLLAR INCREASE (DECREASE) FROM 2016 TO 2017</th>
<th>PERCENT INCREASE (DECREASE) FROM 2016 TO 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tuition and Fees</strong></td>
<td>$43,107</td>
<td>$44,035</td>
<td>$46,498</td>
<td>$(928)</td>
<td>(2.1%)</td>
</tr>
<tr>
<td><strong>Sales and Services</strong></td>
<td>7,391</td>
<td>7,333</td>
<td>7,221</td>
<td>58</td>
<td>0.8</td>
</tr>
<tr>
<td><strong>Operating Grants and Contracts</strong></td>
<td>16,043</td>
<td>15,503</td>
<td>16,814</td>
<td>540</td>
<td>3.5</td>
</tr>
<tr>
<td><strong>Auxiliary Enterprises</strong></td>
<td>14,135</td>
<td>15,555</td>
<td>16,507</td>
<td>(1,420)</td>
<td>(9.1)</td>
</tr>
<tr>
<td><strong>Other Operating</strong></td>
<td>3,192</td>
<td>3,469</td>
<td>3,759</td>
<td>(277)</td>
<td>(8.0)</td>
</tr>
<tr>
<td><strong>Total Operating Revenues:</strong></td>
<td>83,868</td>
<td>85,895</td>
<td>90,799</td>
<td>(2,027)</td>
<td>(2.4)</td>
</tr>
<tr>
<td><strong>Non-Operating Revenues:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Property Taxes</strong></td>
<td>94,495</td>
<td>111,972</td>
<td>101,588</td>
<td>(17,477)</td>
<td>(15.6)</td>
</tr>
<tr>
<td><strong>State Appropriations</strong></td>
<td>71,092</td>
<td>67,814</td>
<td>63,828</td>
<td>3,278</td>
<td>4.8</td>
</tr>
<tr>
<td><strong>Non-Operating Grants and Contracts</strong></td>
<td>36,800</td>
<td>43,413</td>
<td>49,477</td>
<td>(6,613)</td>
<td>(15.2)</td>
</tr>
<tr>
<td><strong>State Capital Appropriations</strong></td>
<td>9,219</td>
<td>3,614</td>
<td>7,314</td>
<td>5,605</td>
<td>155.1</td>
</tr>
<tr>
<td><strong>Investment Income</strong></td>
<td>8,919</td>
<td>(441)</td>
<td>2,561</td>
<td>9,360</td>
<td>(212.4)</td>
</tr>
<tr>
<td><strong>Other Non-Operating Revenue</strong></td>
<td>0</td>
<td>108</td>
<td>62</td>
<td>(108)</td>
<td>(100.0)</td>
</tr>
<tr>
<td><strong>Total Operating Revenues:</strong></td>
<td>220,525</td>
<td>226,480</td>
<td>224,830</td>
<td>(5,955)</td>
<td>(2.6)</td>
</tr>
<tr>
<td><strong>TOTAL SOURCES OF FUNDS</strong></td>
<td>$304,393</td>
<td>$312,375</td>
<td>$315,629</td>
<td>$(7,982)</td>
<td>(2.6%)</td>
</tr>
</tbody>
</table>

The majority of the College’s revenue sources are state appropriations, property taxes, federal grants and contracts, as well as student tuition and fees which are kept low since that comprises only a small part of the revenue pie. The College’s management utilizes performance metrics which are indicators of financial strength that enable the College to balance fiduciary responsibility and achieve the mission, vision and values.
Sources of FUNDS

OPERATING REVENUES
Operating revenues in fiscal year 2017 were $83.9 million, a 2.4 percent decrease from the prior year $85.9 million, a reflection of slightly lower enrollment in 2017 over 2016. Other components of operating revenue include federal, state and local grants and contracts, auxiliary enterprises which include bookstore, food services and parking operations, and sales and service revenue which includes revenues from partner and customized training, non-credit course fees, special event fees and fieldhouse/facility revenues. Other operating revenues are primarily facility rentals through Tri-C’s Corporate College.

- Tuition and fees represent 51.4 percent of 2017 total operating revenue, whereas tuition and fees were 51.3 percent in the prior year. Tuition, net of scholarship was $43.1 million in 2017 and $44.0 million in 2016.
- Revenues from federal and state resources of $9.8 million were $0.7 million lower in fiscal year 2017 than prior year. Grants and contracts from private institutions totaling $6.2 million offset this shortfall and surpassed the prior year private institution grants by $1.2 million.
- Revenues associated with auxiliary enterprises and sales and service were 6.0 percent lower at $21.5 million in 2017 compared to $22.9 million in 2016. The decrease is associated with lower enrollments.
- 2017 other operating revenue of $3.2 million included facility rentals primarily through Corporate College which were $2.8 million in fiscal year 2017 compared to $2.7 million in 2016.

NON-OPERATING REVENUES
Total 2017 non-operating revenues (expense) decreased $11.3 million (5.2 percent) from 2016 revenues of $217.4 million primarily due to the following factors:

- 2017 property tax revenues of $94.5 million were $17.5 million (15.6 percent) lower than the prior year revenues of $112.0 million. Tax abatements and delinquency rates have a negative effect on the College’s resources.
- State appropriations of $71.1 million based on the State Share of Instruction funding model represents an increase of $3.3 million (4.8 percent) over the prior year share of $67.8 million. State appropriations provided to the College increase as student success outcomes outlined in the funding model improved.
- In fiscal year 2017, federal grants and contracts decreased $7.0 million from last year’s $43.2 million. All but $60,000 of the reduction in revenues is associated with reduced Pell grant awards due to slightly lower enrollments in spring and summer terms which is consistent with the prior year.
- 2017 net investment income, restricted and unrestricted together, was $8.9 million compared to net investment losses in 2016 just under $0.5 million. Improvements are reflective of improvements in general markets and include recapture of unrealized losses previously recorded. Investments are adjusted to fair values or net asset values to reflect changes in investment valuation.
PROPERTY TAXES: WHERE DOES YOUR DOLLAR GO?

The Cuyahoga County Budget Commission is responsible for the distribution of property tax revenue to 38 cities, 19 villages, two townships, 33 school districts, nine library systems, and four county taxing authorities - County Executive, Port Authority, Tri-C, and Cleveland Metroparks. Over $2.4 billion of tax revenues are distributed annually.

Property taxes support your city, school, library and county with approximately 60 percent of your tax bill distributed to your school system. The following illustrates the distribution of Cuyahoga County residential property tax dollars by government entity. For every dollar of property tax, Cuyahoga Community College receives $.03.

USES OF FUNDS FOR FISCAL YEAR 2017

Total Operating and Non-Operating Expenses $321,260,000

(Dollars in Thousands)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>K-12 Schools</td>
<td>$0.66</td>
</tr>
<tr>
<td>City</td>
<td>$0.11</td>
</tr>
<tr>
<td>County</td>
<td>$0.14</td>
</tr>
<tr>
<td>Library</td>
<td>$0.06</td>
</tr>
<tr>
<td>Tri-C</td>
<td>$0.03</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$1.00</strong></td>
</tr>
</tbody>
</table>
OPERATING EXPENSES

Operating expenses include educational and general operation costs, depreciation expense and costs associated with auxiliary enterprises. Operating expense in fiscal year 2017 was $316.0 million, a 6.0 percent increase over the $298.1 million in fiscal year 2016. Under GASB 68, pension expense represents additional amounts earned based on a proportionate share of the pension fund liability adjusted by a corresponding proportionate share of deferred inflows and outflows. Under GASB 68, the College’s 2017 statements report pension expense of $32.3 million compared to $18.2 million and $11.5 million in fiscal years 2016 and 2015 respectively. The increase corresponds to changes in proportionate share of the pension liability at the pension fund level, which is controlled by the State. The collective net pension liability for the STRS and OPERS plans (which the College participates in) at the fund level increased $11.2 billion based on the 2016 measurement period as compared with an $8.5 billion increase in total net pension liability based on the 2015 measurement period. The magnitude of the under-funded positions in the State retirement plans has a profound impact to the overall net position and results of operations of the College.

USES OF FUNDS FOR FISCAL YEARS 2017 - 2016 - 2015

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
<th>DOLLAR INCREASE (DECREASE) FROM 2016 TO 2017</th>
<th>PERCENT INCREASE (DECREASE) FROM 2016 TO 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational and General:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction &amp; Dept Research</td>
<td>$ 96,972</td>
<td>$ 91,430</td>
<td>$ 89,337</td>
<td>$ 5,542</td>
<td>6.1%</td>
</tr>
<tr>
<td>Public Service</td>
<td>14,292</td>
<td>13,453</td>
<td>11,502</td>
<td>839</td>
<td>6.2</td>
</tr>
<tr>
<td>Academic Support</td>
<td>29,035</td>
<td>24,394</td>
<td>23,056</td>
<td>4,641</td>
<td>19.0</td>
</tr>
<tr>
<td>Student Services</td>
<td>26,375</td>
<td>24,582</td>
<td>22,825</td>
<td>1,793</td>
<td>7.3</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>54,386</td>
<td>47,665</td>
<td>42,173</td>
<td>6,721</td>
<td>14.1</td>
</tr>
<tr>
<td>Operation and Maintenance of Plant</td>
<td>32,340</td>
<td>27,976</td>
<td>26,427</td>
<td>4,364</td>
<td>15.6</td>
</tr>
<tr>
<td>Student Aid</td>
<td>26,972</td>
<td>31,173</td>
<td>34,842</td>
<td>(4,201)</td>
<td>(13.5)</td>
</tr>
<tr>
<td>Depreciation, Interest and Other</td>
<td>28,472</td>
<td>29,404</td>
<td>29,857</td>
<td>(432)</td>
<td>(3.2)</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>12,416</td>
<td>13,517</td>
<td>14,249</td>
<td>(1,101)</td>
<td>(8.1)</td>
</tr>
<tr>
<td>TOTAL USES OF FUNDS</td>
<td>$ 321,260</td>
<td>$ 303,594</td>
<td>$ 294,268</td>
<td>$ 17,666</td>
<td>5.8%</td>
</tr>
</tbody>
</table>
Major CAPITAL PROJECTS

CAMPUSS CENTER RENOVATIONS

This $38 million project will demolish existing building components (leaving only the concrete structural frame and floors) and then will provide all new interior construction as well as an energy-efficient new exterior wall system that will provide both views out of and the liberal infusion of daylight into the building.

The Campus Center Groundbreaking Ceremony was held on September 27, 2016. The demolition stage began in October 2016 and was completed in June 2016. Bid packages were released in the spring and construction began during the summer.

Overall, construction is scheduled to take approximately 20 months, with the new Campus Center slated to be open for student use by fall of 2018.

PLAZA RENOVATIONS - NORTHEAST QUADRANT

The Tri-C Metropolitan Campus is the College’s oldest campus, with the original facilities dating back to 1963. This urban campus has an extensive underground parking structure below all the original buildings and the Plaza that provides pedestrian linkage for students, staff, and community members to all entries. Over the last 52 years, this concrete structure has experienced significant deterioration despite our rigorous attempts to address repairs of specific problems as they arose.

In 2008, an extensive engineering inspection and analysis was completed on the structure and significant renovation needs were identified. The College identified costs of approximately $25–$28 million to remove, structurally repair and replace the main campus Plaza level deck including major exterior pedestrian circulation paths, outdoor educational features, student activity areas and landscaping. This project was also included in the Cuyahoga Community College 2008 10-Year Facility & Academic Master Plan.

The State has provided funding for the second quadrant, the northeast corner of the Plaza. Construction began in May 2017 and will span a two-year period. The northeast Plaza will be completed during fall 2018. The last two quadrants, southeast and northwest, will be planned during FY 2019, FY 2020, and FY 2021. This work includes removal and renovation/replacement of the existing walkway surfaces, expansion joints and waterproofing, planter renovations and renovation of the underlying concrete structure that supports the Plaza and forms the roof of the underground parking garage. This project will provide new outdoor gathering space, enhance pedestrian movement and provide a more welcoming and open environment, inviting the community, employees, and students onto our Metropolitan Campus.

WORKFORCE (WCED) RENOVATIONS

Five million dollars in combined state and local funding has been provided to perform a complete renovation of the Unified Technologies Center (UTC), which has not been significantly renovated since its opening in the mid-1980’s. Phase II renovated the remainder of the first floor classrooms and hallways during the first half of FY 2017. The final phase, Phase III, renovated the second floor classrooms and hallways during the second half of FY 2017. During July 2017, the UTC building was renamed as the Manufacturing Technology Center.
INFRASTRUCTURE MAINTENANCE

FY 2017 saw the implementation of design and construction of over $2 million of locally-funded infrastructure maintenance projects at seven of the College’s nine owned locations. The major work projects included parking, roadways and walkways repairs and maintenance, HVAC equipment replacement, entry door replacements, digital sign upgrades, and a swimming pool renovation.

As part of our planning process, FY 2017 was the time for the intensive budgeting, planning and prioritizing process for FY 2018 infrastructure maintenance projects (budgeted at $2.5 million of local funding). That work will include another tier of parking and roadways work including completion of the comprehensive parking lot repairs/replacement at Corporate College East, extensive HVAC equipment replacement, Metro MTC skylight replacement, and other priority infrastructure projects that will address continuing infrastructure restoration needs.

SUSTAINABILITY

FY 2017 saw our sustainability initiative continue to move forward. Key performance indicators measuring greenhouse gas emissions generated by College activities and waste diversion continue to trend toward their respective long-term goals. Engagement of Tri-C in the Cuyahoga County sustainability community, support for infusion of sustainability into Tri-C curricula, and continued operational efficiency improvements are three main areas of focus and progress has been made on those fronts.

Highlights of FY 2017 sustainability activities include:

- Awarded the second annual Faculty Leadership in Sustainability Award for teaching done in the 2016-2017 academic year.
- Presented sustainability information or participated in sustainability learning activities with 17 classes, and offered five professional development sessions for faculty focused on sustainability and resources available.
- Actively supported the planning and execution of Earth Day events at multiple campuses in April 2017.
- Effected a 40 percent waste diversion rate, meaning 40 percent of the College’s waste was kept from going to a landfill due to reuse, recycling, and composting.
- Strengthened the College’s partnership with a local business collecting food waste for composting by adding an additional pickup location and increased the weight of food waste composted to over six tons.
- Effected a 56 percent reduction in the volume of cleaning products used (compared to FY 2014) as the result of the installation of ionized water cleaning systems on campuses.
- Documented details of the renovation of the Metropolitan Campus Center in an effort to achieve a LEED Silver certification.
- Actively participated in the Sustainable Cleveland 2019 initiative, the Cleveland 2030 District, and supported numerous other sustainability events around Cleveland and Cuyahoga County.
## Employee Statistics

**Last Ten Fiscal Years**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Part-time</td>
<td>1,045</td>
<td>1,131</td>
<td>1,093</td>
<td>1,100</td>
<td>1,116</td>
<td>1,217</td>
<td>1,062</td>
<td>1,007</td>
<td>940</td>
<td></td>
</tr>
<tr>
<td>Faculty Full-time</td>
<td>409</td>
<td>409</td>
<td>407</td>
<td>404</td>
<td>401</td>
<td>393</td>
<td>395</td>
<td>379</td>
<td>386</td>
<td>384</td>
</tr>
<tr>
<td>Total Faculty</td>
<td>1,454</td>
<td>1,540</td>
<td>1,500</td>
<td>1,504</td>
<td>1,517</td>
<td>1,612</td>
<td>1,441</td>
<td>1,393</td>
<td>1,324</td>
<td></td>
</tr>
<tr>
<td>Administrative and Support Staff</td>
<td>2,090</td>
<td>2,127</td>
<td>2,314</td>
<td>2,397</td>
<td>2,274</td>
<td>2,225</td>
<td>2,268</td>
<td>2,161</td>
<td>2,054</td>
<td>1,836</td>
</tr>
<tr>
<td>Students per Faculty Member</td>
<td>16</td>
<td>16</td>
<td>17</td>
<td>18</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>19</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Students per Staff Member</td>
<td>11</td>
<td>11</td>
<td>11</td>
<td>11</td>
<td>13</td>
<td>14</td>
<td>14</td>
<td>13</td>
<td>13</td>
<td></td>
</tr>
</tbody>
</table>

## Tuition

<table>
<thead>
<tr>
<th>YEAR</th>
<th>TUITION PER CREDIT HOUR</th>
<th>ANNUAL COST PER FULL-TIME STUDENT</th>
<th>INCREASE DOLLARS</th>
<th>(DECREASE) PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>$104.54</td>
<td>$3,136.20</td>
<td>$0.00</td>
<td>0.00%</td>
</tr>
<tr>
<td>2016</td>
<td>104.54</td>
<td>3,136.20</td>
<td>0.00</td>
<td>0.00%</td>
</tr>
<tr>
<td>2015</td>
<td>104.54</td>
<td>3,136.20</td>
<td>99.90</td>
<td>3.29%</td>
</tr>
<tr>
<td>2014</td>
<td>101.21</td>
<td>3,036.30</td>
<td>99.90</td>
<td>3.40%</td>
</tr>
<tr>
<td>2013</td>
<td>97.88</td>
<td>2,936.40</td>
<td>99.90</td>
<td>3.29%</td>
</tr>
<tr>
<td>2012</td>
<td>91.22</td>
<td>2,736.60</td>
<td>199.80</td>
<td>7.30%</td>
</tr>
<tr>
<td>2011</td>
<td>84.56</td>
<td>2,536.80</td>
<td>199.80</td>
<td>7.30%</td>
</tr>
<tr>
<td>2010</td>
<td>80.54</td>
<td>2,416.20</td>
<td>0.00</td>
<td>0.00%</td>
</tr>
<tr>
<td>2009</td>
<td>80.54</td>
<td>2,416.20</td>
<td>0.00</td>
<td>0.00%</td>
</tr>
<tr>
<td>2008</td>
<td>80.54</td>
<td>2,416.20</td>
<td>0.00</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

## Enrollment by Major/Program

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing</td>
<td>2,956</td>
<td>2,979</td>
<td>3,124</td>
<td>3,420</td>
<td>4,363</td>
<td>4,706</td>
<td>4,708</td>
<td>3,823</td>
<td>3,298</td>
<td>2,817</td>
</tr>
<tr>
<td>Engineering</td>
<td>691</td>
<td>777</td>
<td>823</td>
<td>908</td>
<td>1,223</td>
<td>1,151</td>
<td>1,303</td>
<td>1,296</td>
<td>1,633</td>
<td>1,379</td>
</tr>
<tr>
<td>Public Service</td>
<td>1,419</td>
<td>1,571</td>
<td>1,719</td>
<td>1,510</td>
<td>2,249</td>
<td>2,308</td>
<td>2,318</td>
<td>2,076</td>
<td>2,023</td>
<td>1,634</td>
</tr>
<tr>
<td>Applied Industrial Technology/</td>
<td>738</td>
<td>411</td>
<td>830</td>
<td>838</td>
<td>525</td>
<td>740</td>
<td>376</td>
<td>812</td>
<td>381</td>
<td>708</td>
</tr>
<tr>
<td>Associate of Technical Study/</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Associate of Arts/</td>
<td>9,350</td>
<td>9,171</td>
<td>8,998</td>
<td>8,737</td>
<td>8,230</td>
<td>7,419</td>
<td>6,858</td>
<td>9,349</td>
<td>8,244</td>
<td>8,236</td>
</tr>
<tr>
<td>Associate of Science</td>
<td>761</td>
<td>760</td>
<td>864</td>
<td>999</td>
<td>1,329</td>
<td>1,528</td>
<td>1,679</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Creative Arts</td>
<td>1,184</td>
<td>1,096</td>
<td>1,073</td>
<td>993</td>
<td>1,575</td>
<td>1,080</td>
<td>1,194</td>
<td>1,406</td>
<td>1,096</td>
<td>878</td>
</tr>
<tr>
<td>Certificate Programs</td>
<td>456</td>
<td>515</td>
<td>546</td>
<td>616</td>
<td>1,194</td>
<td>2,090</td>
<td>3,053</td>
<td>2,163</td>
<td>1,551</td>
<td>1,616</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>23,900</td>
<td>23,987</td>
<td>25,449</td>
<td>27,104</td>
<td>30,322</td>
<td>31,459</td>
<td>31,699</td>
<td>29,892</td>
<td>26,048</td>
<td>24,187</td>
</tr>
</tbody>
</table>