1960s

1961
The Ohio General Assembly passes legislation to create community colleges in Ohio, thanks to the advocacy of Tri-C’s first Board of Trustees and Ralph Besse.

1962
Cuyahoga Community College (is) chartered by the state of Ohio and Dr. Charles Chapman is appointed as the College’s first president.

1963
Cuyahoga Community College opens its doors to over 3,000 enthusiastic students at the Brownell Building in Downtown Cleveland.

1964
As the enrollment grows to 6,000 the College expands the Gallo Building at 1012 Sumner Ave., the Old IRS Building at 626 Huron, and their science and technology facilities at 2214 E. 14th St.

1966
The community celebrates the groundbreaking at the Metro Campus with a parade past their College facilities and downtown, ending at the campus’ future home in the St. Vincent Urban Renewal District.

1970s

1970
The Metropolitan Campus is completed and dedicated.

1971
The Eastern Campus opened in interim facilities in Warrensville Heights.

1973
District Administration Building is opened on Carnegie Ave. in Downtown Cleveland.

1974
Dr. Nolen M. Ellison is appointed the (second) president of Cuyahoga Community College.

1975
Construction completed on Western Campus in Parma.

1980s

1980
Tri-C JazzFest is introduced.

1981
The permanent Eastern Campus is opened in Warrensville Heights.

1986
Construction completed on Unified Technologies Center on the Metropolitan Campus.

1988
In its 25th anniversary year, Tri-C’s enrollment reaches 23,000 making it the fourth largest college in the state.

1990s

1991
Dr. Jerry Sue Thornton appointed Cuyahoga Community College’s third president.

1992
Presidential Scholarship Luncheon is introduced.

1995
The Technology Learning Center opens on the Eastern Campus.

1996
President Bill Clinton visits Tri-C’s Western Campus.

1997
College switches from quarters to semesters.
Metropolitan Campus introduces its Technology Learning Center.
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**

For more than half a century, the mission of Cuyahoga Community College (Tri-C) has been to provide the residents of Northeast Ohio with high-quality, accessible and affordable educational opportunities. Tri-C is Ohio’s largest community college, serving more than 55,000 credit and noncredit students each year and offering more than 1,600 credit and noncredit courses in 200 degree and certificate programs to students of all ages and backgrounds.

The College recognizes that, in order to achieve its mission, it must go beyond merely opening its doors to students. It must provide students with comprehensive access, beginning with meaningful points of contact with prospective students through to providing the support and services students need to attain their educational and career goals. We continue to ensure we are connecting with students in our high schools, helping more than 3,000 College Credit Plus students earn college credit at no cost in this last academic year.

In the last five years, Tri-C has awarded more than $7 million in scholarships to more than 8,500 students from all walks of life and across all program areas. Our enhanced focus on access has resulted in increased success and achievement for our students: The 2017-2018 academic year produced Tri-C’s largest-ever graduating class, with more than 4,400 degrees and credit certificates awarded.

Cuyahoga Community College is proud of its’ students’ accomplishments and privileged to have the opportunity to contribute to the region’s successes. We are mindful that part of the funding we receive derives from the financial resources the public entrusts to us, both through local levy funding and through state financial support. I extend my sincere thanks for this support, which has allowed Tri-C the honor of serving as the community’s college for the last 55 years.

Sincerely,

Alex Johnson, Ph.D.

*President*
Letter from the TREASURER

I am pleased to present the Cuyahoga Community College Popular Annual Financial Report (PAFR) for fiscal year 2018. Prepared annually by the College’s Administration and Finance Division, the PAFR contains a variety of financial and operational information presented in a simplified and streamlined 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.

Our employees are dedicated to the College’s mission of providing high-quality, accessible and affordable educational opportunities. Tri-C’s tuition is the lowest in the state of Ohio, and we remain committed to finding new ways to reduce financial barriers to higher education. Recent efforts include offering tuition incentive programs and implementing new tuition waivers; empowering every Tri-C employee to help students with unmet financial needs through the Care Team Cash program; and expanding efforts to provide students with affordable course materials through innovative initiatives such as the “First Day” textbook program. The College also remains committed to identifying new opportunities for College-wide efficiencies, allowing Tri-C to increase its investment in student-centered programs that provide critical services to support students throughout their educational journey.

For more than 50 years, the College has been committed to prudent financial management, and Tri-C 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. The GFOA has once again recognized Tri-C as a leader in these areas by awarding the institution its Certificate of Achievement for Excellence in Financial Reporting, Popular Annual Financial Reporting Award and Best Practices in Community College Budgeting Award.

The College is proud of this report and grateful for the support provided by its Board of Trustees through their commitment to strong fiscal stewardship of taxpayer resources. I hope the financial information presented in this PAFR further strengthens public confidence in Cuyahoga Community College and helps to inform our community of its vital role in our students’ success. 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

“Tri-C’s tuition is the lowest in the state of Ohio, and we remain committed to finding new ways to reduce financial barriers to higher education.”
Cuyahoga Community College **PRESIDENT and BOARD OF TRUSTEES**

A nine-member Board of Trustees governs the College in all policy matters requiring attention or action and is charged with fulfilling the goals set forth in the College’s Mission Statement. Six trustees are appointed by the county executive and are subject to confirmation by the Cuyahoga County Council, an 11-member body elected by residents of our neighborhoods as a link between government agencies and citizens. Three trustees are appointed by the governor. All appointments are for five-year terms or the remainder of vacated terms. The Board of Trustees delegates the College’s administrative direction to the president and administrative staff. Administrative staff are appointed by the president and subject to board approval.
History and Overview of CUYAHOGA COMMUNITY COLLEGE

The College opened its doors in September 1963 in Cleveland, Ohio making it Ohio’s first community college offering associate degrees. From initial enrollment of 3,000 students in its first academic term, today the College serves more than 55,000 credit and noncredit students annually and remains Ohio’s oldest and largest public community college.

The College encompasses four traditional campuses — Eastern Campus, Western Campus, Metropolitan (Metro) Campus and Westshore Campus — as well as Corporate College® East and Corporate College® West; the Manufacturing Technology Center, which houses many workforce, community and economic development programs; the Brunswick University Center; the Hospitality Management Center at Public Square; the Jerry Sue Thornton Center; the Advanced Technology Training Center; the District Administrative Services office; the Gill and Tommy LiPuma Center for Creative Arts; the Transportation Innovation Center; the KeyBank Public Safety Training Center; the Mobile Training Unit; and numerous off-campus sites. College operations include more than 3.2 million square feet of building space and more than 550 acres of grounds. The campuses are strategically placed throughout the county to be convenient and accessible for our students and the community. Over its 55-year history, Cuyahoga Community College has served more than 900,000 members of our community.

Cuyahoga Community College provides top-quality education and flexible learning options at the lowest tuition in the state of Ohio. Financial resources available at Tri-C to provide accessible and affordable education include student loans, work-study, scholarships, grants and public benefits.

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 the strong partnership among our extraordinary faculty and staff to assist our students in achieving their educational and technical skill objectives. The College’s federally tracked graduation rate has quadrupled since 2013.
The College has seven formal Dual Admission Partnerships with local colleges and universities. Through Dual Admissions, students complete their associate degree at Tri-C with the intent to complete their bachelor’s degree at the partner school. The College also has 125 formal articulation and transfer agreements with both public and private four-year institutions. The statewide articulation and transfer policy facilitates movement of students and credits from one Ohio public college or university to another. The policy avoids duplication of course requirements and enhances a student’s mobility throughout Ohio’s higher education system. The policy also establishes a “Transfer Module,” a specific subset of an institution’s general education requirement. Students who successfully complete the Transfer Module at one institution will have met the Transfer Module requirements of the receiving institution.

In addition to providing educational and training opportunities, the College partners with local organizations and groups to host and sponsor civic, sporting and cultural events including the annual Tri-C JazzFest Cleveland, the nation’s premier jazz festival that celebrated its 39th year in 2018. The Gill and Tommy LiPuma Center for Creative Arts provides a unique learning environment for students pursuing studies across a wide spectrum of disciplines including media arts, recording arts, performing arts, animation laboratories and other programs. Other community programs offered include arts and entertainment, senior adult education programs, youth programs, safety courses and a variety of health and wellness events.

The College is committed to offering students a high-quality, affordable education. Innovation in administrative areas such as participating in consortium buying, implementing process efficiencies, using technology to reduce costs, and aggressively pursuing energy savings through sustainable methods means that the College continues to do more with less — without compromising on the quality of its education and learning programs for students.

Ninety-five percent of Tri-C students are seeking an associate degree or taking courses to transfer to a four-year institution. Approximately 68 percent of students are enrolled part time; 38 percent are enrolled in evening or weekend classes; and 62 percent are enrolled in technical job training courses. A military-friendly institution, the College serves more than 650 veterans. Through the College Credit Plus program, more than 3,000 high school students enrolled in classes for spring 2017, a 24 percent increase from Spring 2016. Students range in age from 15 to over 75. Fifty-nine percent of students are under the age of 25, and 14 percent are over 40. Females account for 61 percent of the student population. Thirty-seven percent of our students are from minority groups. Students from more than forty countries have attended Tri-C. More than 8,500 Tri-C students have benefited from more than $7 million in scholarship funding in the last five years.
Fiscal Year 2018 ACCOMPLISHMENTS

Cuyahoga Community College is committed to creating environments that generate positive, nurturing and learning-focused experiences that support innovation, teamwork and successful outcomes. Tri-C 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 that further its mission to provide 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 had a $227.5 million capital bond levy on the November ballot, and voters overwhelmingly approved it (68 percent to 32 percent). The levy is for the repair, improvement and construction of facilities vital for college completion and workforce education. Collection of the money begins in 2018 and runs 25 years.

• Tri-C earned its ninth consecutive Military Friendly School designation in recognition of its commitment to serving veterans and active military students as well as their families. The College works with thousands of military families through its veteran services centers, which offer a full array of support services to help veterans reach their educational and career goals as they transition from soldiers to civilians.

• Cuyahoga Community College was named a Bellwether Award finalist in recognition of the Adult Diploma Program, which connects undereducated Ohio residents with the education and training needed to secure employment in growth industries. Tri-C won its first Bellwether Award in 2017 in recognition of workforce development programs at the College’s Manufacturing Technology Center of Excellence. Only three community colleges in Ohio have won the award since it debuted in 1995.

• 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 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. The 10,000 Small Businesses alumni list at Tri-C now exceeds 600 since the program debuted at the College in 2012.

• Our fall 2017 commencement ceremony marked the largest fall graduating class in the College’s history. The 1,929 students who petitioned to graduate represented an 18 percent increase over last year and more than doubled the number from five years ago.

• The Division of Nursing held their annual pinning ceremony for more than 140 students who completed Associate of Applied Science degrees. The National Council Licensure Exam pass rate for the prior class was announced at 94 percent, a percentage that continues to outpace other local and national programs.

• The College’s campus police force conducts ALICE training to share best practices in the event of an active shooter situation. ALICE is an acronym for alert, lockdown, inform, counter, evacuate. Faculty, staff, students and community members are encouraged to participate in this training program.

• The College has been granted a chapter of Lambda Nu, the national honor society for the radiologic and imaging sciences. The official name is the Ohio Eta Chi Chapter. This is an exciting achievement because it enables radiography, nuclear medicine and sonography students who meet standards of academic excellence to be inducted into the honor society, receive recognition for their achievement and become eligible for Lambda Nu scholarships.
A group of Plant Science students participated in the National Collegiate Landscape Competition, which brings together more than 700 students from 62 colleges and universities to demonstrate their skills and knowledge. Defending their #1 ranking among two-year programs, Tri-C students retained their top spot. Ranking fourth overall, Tri-C students demonstrated once again that our program is competitive, even among the most prestigious four-year institutions.

Tri-C’s new online catalog went live in August of 2017 and is mobile-friendly and accessible from anywhere. The new way to search for classes is easy to navigate, provides course information at your fingertips, organizes academic information and features both credit and noncredit courses in one place.

The Administration and Finance Division set a goal of 12.9 percent in student textbook savings for fiscal year 2017; that goal was exceeded, with a student savings of 13.8 percent (or $1,435,590).

In Ohio, Tri-C ranks first in the number of associate degrees conferred in registered nursing, nursing administration, nursing research and/or clinical nursing, health professions and related programs.

In September 2017, Cuyahoga County and Tri-C announced a Workforce Development Alliance partnership that provides free training for in-demand jobs. The initiative offers scholarships to income-eligible residents for enrollment in fast-track training programs. The College will award 200 student scholarships during the project’s pilot phase, which targets training programs for careers as a state tested nurse aide, patient access specialist or truck driver.

Nine public colleges and universities in Northeast Ohio have teamed up to create a consortium agreement to improve efficiency and effectiveness, strengthen educational offerings, provide collaborative pathways to degrees and support the region’s workforce. The Northeast Ohio Regional Higher Education Compact aims to create strong pathways from K-12 to higher education while lowering the overall cost of pursuing a degree in the Northeast Ohio region through high-quality educational offerings.
In 2018, the College completed a comprehensive College-wide strategic planning process that resulted in a new long-range strategic plan that extends through 2022. The strategic plan for fiscal years 2019 through 2022 represents the formalization and consolidation of College-wide priorities and projects and was created in collaboration with more than 1,800 staff, students, faculty and community members providing input and feedback. The new four-year plan is rooted in the foundational principles of access, equity and success.

College initiatives for 2018 to 2022 align with five strategic focus areas, each with accompanying goals and metrics that sharpen the focus and clarify the path to success.

### Strategic Focus AREAS

#### Student Experience

In order for all students to access a quality education and succeed in their goals, Tri-C will provide a comprehensive student experience within a welcoming and safe learning environment.

- Remove barriers for all students from point of entry to completion — including using technology to support improved processes, academic monitoring of students and enhanced faculty engagement — to close the equity gap and improve success outcomes for all students.
- Maintain high academic quality, rigor and integrity and support academic innovation and excellence in instruction in alignment with accreditation standards, College policies and procedures and the continual improvement processes of a self-regarding institution.
- Improve flexibility of schedules and holistic service and support with expanded programs and offerings, both online and in person, as part of a framework of educational pathways.
- Provide facilities, technology and equipment that improve accessibility, enhance safety and security and support state-of-the-art learning environments that enrich the student experience.

#### Brand/Image

Tri-C will continue to increase communication and engagement with its internal and external communities by promoting a culture of transparency, accountability and inclusion.

- Build upon an institutional culture committed to shared governance, collaboration, inclusive excellence and genuine care and concern for students and the community.
- Communicate progress toward strategic goals and stewardship of community resources to increase transparency and accountability.
- Expand opportunities for student, alumni, employee and community identification with the College and the Tri-C brand.
Community
Tri-C will build upon its external community partnerships — including alumni, employers, educational institutions, organizations and governments — to meet student needs and improve the quality of life throughout the region.

- Strengthen community outreach through strategic external partnerships in an effort to ensure a social and economic return on investment for Northeast Ohio.
- Develop new opportunities for alumni to volunteer, reconnect and foster lifetime engagement with the College, including encouraging philanthropic support for the next generation of alumni.
- Increase fundraising to support student success and College priorities.

Workforce
Tri-C will strengthen internal pathways and ensure that programs, degrees and credentials align with employer needs so that residents are prepared to participate in the skilled workforce and growing economy of Northeast Ohio.

- Increase opportunities for students to earn degrees and industry credentials that closely align with employer requirements and strengthen the economy in Northeast Ohio.
- Improve internal and community awareness of Tri-C’s Centers of Excellence and the opportunities available to students through innovative pathways that integrate credit and noncredit programming.
- Market all workforce programs internally and externally to increase awareness of available training and resulting career opportunities that provide sustainable/livable wages.

Affordability
Tri-C will maintain its longstanding commitment to providing affordable educational opportunities and services, removing barriers to educational access, exercising good stewardship of taxpayer resources and ensuring institutional integrity.

- Provide expanded resources that minimize student debt, lower the cost of attendance and provide affordable educational and training opportunities by reducing financial barriers to student access, equity and success.
- Maximize institutional efficiencies and reduce operational expenses to reinvest in programs that support student success and completion.
- Develop a College-wide budget that ensures continued fiscal integrity and long-term financial stability.

We believe that these focus areas will allow us to serve our students while achieving the goals set forth by the governor and the Ohio Department of Higher Education.
The 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, 2017. The Award for Outstanding Achievement in Popular Annual Financial Reporting is a prestigious national award that recognizes 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, the contents of which 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, Cuyahoga Community College’s comprehensive annual financial report for the fiscal years ended June 30, 2017 and 2016, was awarded the **Certificate of Achievement for Excellence in Financial Reporting** by Government Finance Officers Association of the United States and Canada. The Certificate of Achievement is the highest form of recognition for excellence in state and local government financial reporting.

In order to receive a Certificate of Achievement, a government unit must publish an easily readable and efficiently organized CAFR, the contents of which conform to program standards. Such a CAFR must satisfy both generally accepted accounting principles and applicable legal requirements.

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’s requirements, and we are submitting it to GFOA to determine its eligibility for another certificate.

Finally, the College received the GFOA **Distinguished Budget Presentation Award** for its annual budgets for the fiscal years beginning July 1, 2008, through July 1, 2016. The Distinguished Budget Presentation Award was replaced with the **Award for Best Practices in Community College Budgeting** for fiscal year beginning July 1, 2017. The College received the Award for Best Practices in Community College Budgeting for fiscal years beginning July 1, 2017 and July 1, 2018. The budgeting process advocated for by the best practices in community college budgeting focuses on optimizing student achievement within available resources.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Cuyahoga Community College is an asset to the community it serves and touches countless lives in significant ways. Cuyahoga Community College is where futures begin.
Cuyahoga Community College (Tri-C®) opened in 1963 as Ohio’s first community college and remains Ohio’s largest public community college. In fact, over the past 54 years, nearly 1 million members of our community have come to Tri-C for high-quality, affordable education and programs.

Tri-C serves more than 55,000 students in 200 certificate and degree programs annually.

Tri-C also grants Short-Term Certificates, Certificates of Proficiency and Post Degree Professional Certificates.

More than 600 noncredit workforce and professional development courses are offered each year.

More than 85% of Tri-C graduates continue to work and live in our region.

Our four campuses offer class schedules to meet a variety of student needs.

- **68%** Enrolled Part Time
- **24%** Focusing in areas related to health careers
- **62%** Enrolled in technical job training courses
- **16%** Enrolled in business programs
- **22%** Students from outside the region

More than 30,000 students in the past five years have begun their college experience at Tri-C and then transferred to a four-year university, saving thousands of dollars.

For every $1 invested in Tri-C, the college provides $11.80 in economic benefit to the community.
The following is an overview of the College’s financial operations for the fiscal year ended June 30, 2018 (FY 2018). Most of the information contained within this Popular Annual Financial Report is extracted from financial information contained within the Comprehensive Annual Financial Report for fiscal years ended June 30, 2018 and 2017. 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 unmodified opinion. An unmodified 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. Financial information for the Cuyahoga Community College Foundation is not included within this PAFR. The CAFR and PAFR are both available at www.tri-c.edu.

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

**FINANCIAL HIGHLIGHTS**

**STATEMENT OF NET POSITION**

The College’s financial position in FY 2018 continues to remain strong, with total assets of $873.7 million, total liabilities of $708.4 million and total net position of $97.4 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.

<table>
<thead>
<tr>
<th>NET POSITION</th>
<th>2018 $</th>
<th>2017 $</th>
<th>2016 $</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td>$232,842</td>
<td>$227,836</td>
<td>$219,235</td>
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<tr>
<td>Non-current assets:</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Capital assets, net</td>
<td>366,150</td>
<td>338,448</td>
<td>334,358</td>
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<tr>
<td>Other</td>
<td>274,757</td>
<td>41,746</td>
<td>45,815</td>
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<tr>
<td><strong>Total Non-current assets</strong></td>
<td>640,907</td>
<td>380,194</td>
<td>380,173</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>873,749</td>
<td>608,030</td>
<td>599,408</td>
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<tr>
<td><strong>Deferred Outflows of Resources</strong></td>
<td>73,492</td>
<td>77,973</td>
<td>52,921</td>
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<tr>
<td><strong>Liabilities</strong></td>
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<tr>
<td>Current liabilities</td>
<td>71,126</td>
<td>54,810</td>
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<tr>
<td>Non-current liabilities</td>
<td>637,281</td>
<td>424,187</td>
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<td><strong>TOTAL LIABILITIES</strong></td>
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<td>478,997</td>
<td>434,040</td>
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<td><strong>Deferred Inflows of Resources</strong></td>
<td>141,427</td>
<td>92,781</td>
<td>87,197</td>
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<tr>
<td><strong>Net Position</strong></td>
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<tr>
<td>Net investment in capital assets</td>
<td>230,094</td>
<td>209,165</td>
<td>193,448</td>
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<td>Restricted for other purposes - expendable</td>
<td>3,499</td>
<td>5,114</td>
<td>4,026</td>
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<td>Unrestricted (Deficit)</td>
<td>(136,186)</td>
<td>(100,053)</td>
<td>(66,382)</td>
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<td><strong>TOTAL NET POSITION</strong></td>
<td>$97,407</td>
<td>$114,226</td>
<td>$131,092</td>
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</table>
STATEMENT OF NET POSITION

ASSETS AND DEFERRED OUTFLOW OF RESOURCES

At June 30, 2018, total assets, excluding deferred outflows, were $873.7 million – 43.7 percent higher than $608.0 million at June 30, 2017.

Together, cash and investments at June 30, 2018, totaled $357.2 million, or 167.1 percent higher than cash and investments of $133.7 million at June 30, 2017. The significant increase in 2018 was sourced from the general obligation bond proceeds, a $227.5 million levy passed in November of 2017 by voters in the community. Cash and investment increases over prior year financial statements were due to unspent proceeds from the 2018 general obligation bond issue.

College receivables include property tax, student receivables on account, restricted receivables and receivables from the College’s Foundation, a component unit. Property taxes available for operations increased $15.3 million to $123.2 million in fiscal year 2018 over the $107.9 million in fiscal year 2017. Accounts receivables are driven by student enrollment, financial aid subsidies and student payment plans. Accounts receivables were $17.8 million, versus the prior year $18.3 million. The decrease is associated with slightly lower enrollments as well as student delays in registering for summer and fall terms. Restricted receivables of $3.4 million, together with component unit receivables of $1.4 million, approximate the total restricted and component unit receivables from prior year of $5.2 million. Restricted receivables include monies due from federal, state or private grants.

In 2018, many construction and renovation projects are underway as reflected in the $27.7 million increase in capital assets as of June 30, 2018, over the prior year $338.4 million in assets – an 8.2 percent increase. The largest of these projects includes the Metropolitan Campus Center Renovation, also partially funded through state capital authorized funding. Additional funding to expand the College’s investments in its buildings and technology was provided through voter-approved unlimited tax general obligation bonds issued in March of 2018.

With regard to capitalized assets in fiscal year 2018, $49.0 million of cost has been incurred, of which $20.9 million was placed in service and was subject to depreciation in fiscal year 2018.

At June 30, 2018, other noncapital assets included prepaid items such as payroll costs associated with the 2018 summer term of $3.2 million (applying the matching concept to summer tuition revenues captured as part of fiscal year 2019), net pension assets of $651,943, an Ohio Public Employee Retirement System (OPERS) combined plan contra-liability whereby the plan is overfunded, and other miscellaneous prepaid items of lesser significance.

As of June 30, 2018, deferred outflow of resources included the unamortized $8.2 million balance related to loss on refunding of long-term debt, deferred outflows on pensions of $58.1 million and the newly recognized deferred outflow of $7.2 million resulting from recording the College’s proportionate share of other postemployment benefits (OPEB) related liabilities, outflows, inflows and expense (GASB 75). In total, the deferred outflow of resources decreased $4.4 million, or 5.7 percent, from the previous year. Amortization will continue to reduce the loss on refunding, but the pension and OPEB outflows are subject to many variables beyond the College’s control, as these outflows are part of the state pension system postemployment benefits. Additional detail on the components of deferred pension and OPEB outflows are presented in Notes 10 and 11 of the financial statements.
LIABILITIES AND DEFERRED INFLOW OF RESOURCES

At June 30, 2018, total current liabilities were $71.1 million, versus the prior year $54.8 million. The 29.8 percent increase of $16.3 million is largely attributable to the current portion of the general bond obligation ($15.2 million), a new debt acquired in 2018 to finance numerous investments in College buildings, infrastructure and technology. Other variations include an increase in Accounts Payable of $3.8 million, also largely related to contractor invoices on these capital projects offset by decreases in capital lease obligations and unearned revenues of $1.9 million each.

As of June 30, 2018, the College’s noncurrent debt increased $213.1 million to $637.3 million compared to June 30, 2017, noncurrent debt of $424.2 million — a 50.2 percent increase. The noncurrent portion of the newly issued general obligation bond debt, the Facilities Construction and Improvement Bonds, Series 2018, at June 30 was $227.6 million, which reflects a portion of the premium received on the issue. GASB 75’s requirement to record $78.8 million of OPEB proportionate liability also negatively impacted College debt, while market recovery, change in assumptions and lower than expected actual activity within the pension funds reduced long-term obligations by $83.4 million, bringing the future actuarially calculated and College proportionate share of the liability to $206.8 million at June 30, 2018. Paying down existing debt on the College’s noncurrent portion of general receipt bonds reduced the overall increase to long-term liabilities by an additional $7.7 million.

At June 30, 2018, deferred inflows of resources were attributable to property taxes of $107.5 million, as compared to $90.8 million at June 30, 2017, and pension and OPEB inflows of $26.9 million and $6.7 million respectively as compared to the prior year pension inflow of $2.0 million. The change in pension inflows is attributed to the change in the pension systems experience, assumptions and investment performance, as well as the College’s proportionate share. Though taxed in the current period, property owners do not remit taxes to the county for collection and distribution until the College’s subsequent fiscal period; thus, tax is recorded as unearned even though an obligation for payment on the part of the property owner exists. The regulation within the Tax Cuts and Jobs Act of 2017 inspired home and business owners to prepay their taxes by calendar year end in 2017 to take advantage of tax deductions.

NET POSITION

In 2018, the most significant change in net position is the restatement of prior year ending balance for the cumulative effect of a change in accounting principle as a result of implementing GASB Statement No. 75 — Accounting and Reporting for Other Postemployment Benefits Other Than Pensions. The restatement reduced beginning net position from $114.2 million to $35.5 million, a reduction of $78.7 million or 68.9 percent. Net position on June 30, 2018, rose to $97.4 million, largely as a result of favorable performance of the state pension plans and its funding status as of the 2017 fiscal and year-end measurement periods.

The pension adjustments, based on new actuarial data for the 2017 measurement year for State Teachers Retirement System (STRS) and OPERS, resulted in a net decrease in expense of $48.0 million and an additional credit to expense of $1.1 million as a result of current year changes in GASB 75 OPEB obligations. This would account for a large part of the $61.9 million change, after restatement, in net position for the fiscal year.

Net investment in capital assets was $230.1 million; assets restricted for other purposes-expendable were $3.5 million; and unrestricted assets were ($136.2) million.
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, which are used to calculate primary reserve, viability and net income ratios. These ratios are assigned scores that, when combined into a composite score, help the Ohio Department of Higher Education determine if the College should be placed on fiscal watch and be subject to state oversight.

COLLEGE PERFORMANCE METRICS

<table>
<thead>
<tr>
<th>TARGET</th>
<th>2018*</th>
<th>2017*</th>
<th>2016*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Reserve Ratio</td>
<td>&gt; 40.0%</td>
<td>39.7%</td>
<td>42.5%</td>
</tr>
<tr>
<td>Viability Ratio</td>
<td>&gt; 60.0%</td>
<td>35.1%</td>
<td>101.0%</td>
</tr>
<tr>
<td>Net Income Ratio</td>
<td>2% - 4%</td>
<td>4.0%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Debt Burden Ratio</td>
<td>&lt; 7.0%</td>
<td>6.8%</td>
<td>6.1%</td>
</tr>
<tr>
<td>Debt Service Coverage Ratio</td>
<td>&gt; 2.6x</td>
<td>2.0x</td>
<td>1.8x</td>
</tr>
<tr>
<td>Return on Net Position Ratio</td>
<td>&gt; 4.4%</td>
<td>3.8%</td>
<td>0.8%</td>
</tr>
</tbody>
</table>

*Ratios adjusted to be prior to the effect of GASB pronouncements numbers 68 and 75

For a complete explanation of each ratio, please refer to Cuyahoga Community College’s Comprehensive Annual Financial Report for fiscal years ended June 30, 2018 and 2017, available at www.tri-c.edu, or visit www.ohiohighered.org/campus accountability.
WHERE DOES THE MONEY COME FROM?

SOURCES OF FUNDS FOR FISCAL YEAR 2018

Total Operating and Non-Operating Revenues
$317,212,000

- Property Taxes
  $117,641
  31%
- State Appropriations
  $72,105
  24%
- Non-Operating Grants and Contracts
  $33,144
  12%
- State Capital Appropriations
  $10,678
  3%
- Tuition and Fees
  $40,141
  14%
- Sales and Services
  $6,941
  2%
- Operating Grants and Contracts
  $13,740
  5%
- Investment Income and Other Non-Operating Revenue
  $6,901
  3%
- Auxiliary Enterprises
  $12,751
  5%
- Other Operating
  $3,170
  1%

(Dollars in Thousands)
### SOURCES OF FUNDS FOR FISCAL YEARS 2018 - 2017 - 2016

<table>
<thead>
<tr>
<th>Operating Revenues:</th>
<th>2018 (Dollars in thousands)</th>
<th>2017</th>
<th>2016</th>
<th>DOLLAR INCREASE (DECREASE) FROM 2017 TO 2018</th>
<th>PERCENT INCREASE (DECREASE) FROM 2017 TO 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and Fees</td>
<td>$ 40,141</td>
<td>$ 43,107</td>
<td>$ 44,035</td>
<td>(2,966)</td>
<td>-6.9%</td>
</tr>
<tr>
<td>Sales and Services</td>
<td>6,941</td>
<td>7,391</td>
<td>7,333</td>
<td>(450)</td>
<td>-6.1%</td>
</tr>
<tr>
<td>Operating Grants and Contracts</td>
<td>13,740</td>
<td>16,043</td>
<td>15,503</td>
<td>(2,303)</td>
<td>-14.4%</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>12,751</td>
<td>14,135</td>
<td>15,555</td>
<td>(1,384)</td>
<td>-9.8%</td>
</tr>
<tr>
<td>Other Operating</td>
<td>3,170</td>
<td>3,192</td>
<td>3,469</td>
<td>(22)</td>
<td>-0.7%</td>
</tr>
<tr>
<td><strong>Total Operating Revenues:</strong></td>
<td>76,743</td>
<td>83,868</td>
<td>85,895</td>
<td>(7,125)</td>
<td>-8.5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Non-Operating Revenues:</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Taxes</td>
<td>117,641</td>
<td>94,495</td>
<td>111,972</td>
<td>(23,146)</td>
<td>24.5%</td>
</tr>
<tr>
<td>State Appropriations</td>
<td>72,105</td>
<td>71,092</td>
<td>67,814</td>
<td>1,013</td>
<td>1.4%</td>
</tr>
<tr>
<td>Non-Operating Grants and Contracts</td>
<td>33,144</td>
<td>36,800</td>
<td>43,413</td>
<td>(6,656)</td>
<td>-9.9%</td>
</tr>
<tr>
<td>State Capital Appropriations</td>
<td>10,678</td>
<td>9,219</td>
<td>3,614</td>
<td>1,459</td>
<td>15.8%</td>
</tr>
<tr>
<td>Investment Income</td>
<td>6,822</td>
<td>8,919</td>
<td>(441)</td>
<td>(2,097)</td>
<td>-23.5%</td>
</tr>
<tr>
<td>Other Non-Operating Revenue</td>
<td>79</td>
<td>0</td>
<td>108</td>
<td>79</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Non-Operating Revenues:</strong></td>
<td>240,469</td>
<td>220,525</td>
<td>224,830</td>
<td>19,944</td>
<td>9.0%</td>
</tr>
</tbody>
</table>

**TOTAL SOURCES OF FUNDS**  
$317,212  $304,393  $312,375  $12,819  4.2%

### 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. More than $2.4 billion of tax revenues are distributed annually.

Property taxes support your city, school, library and county, with just over 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 each dollar of property tax, Cuyahoga Community College receives $.05.
OPERATING REVENUES

For fiscal year 2018, operating revenues were at $76.7 million — 8.6 percent lower than the prior year $83.9 million. Student tuition and fees net of scholarship allowances was down $2.9 million; likewise, revenues from private grants and contracts decreased $1.9 million and bookstore-related operations likewise decreased $1.4 million compared to fiscal year ended June 30, 2017. In addition to student tuition and fees, 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, noncredit course fees, special event fees and fieldhouse/facility revenues. Other operating revenues are primarily facility rentals through Tri-C’s Corporate College.

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 they comprise only a small part of the revenue pie. The College's management utilizes performance metrics — indicators of financial strength that enable the College to balance fiduciary responsibility and achieve the mission, vision and values.

NON-OPERATING REVENUES

Non-operating revenues include state appropriations, property tax receipts, federal, state and private grants and contracts that apply to future periods, investment income and state capital appropriations. Non-operating expense includes interest on capital debt and other miscellaneous expenses.

State share of instruction (SSI), the funding method developed by the state of Ohio in determining allocations of funds to school districts, saw a marginal increase in appropriations (1.5 percent) during fiscal year 2018. SSI increased to $72.1 million from fiscal year 2017 revenues of $71.0 million.

Property tax revenues were up 24.4 percent for the year ended June 30, 2018, at $117.6 million over $94.5 million for the year ended June 30, 2017. A decrease in the delinquency rate was one factor contributing to the increase, as well as earlier than expected taxpayer payments of first half taxes — presumably a result of the Tax Cuts and Jobs Act and the imposed cap on itemized deductions.

Investment income was $3.4 million lower than the prior year, but still producing additional income. Interest on capital related debt increased 51.0 percent to $7.4 million from prior year’s $4.9 million as expected, because of the new debt issued in March of 2018.

State appropriations of $71.1 million, based on the state share of instruction funding model, represented an increase of $3.3 million (4.9 percent) over the prior year share of $67.8 million. State appropriations provided to the College increased as student success outcomes outlined in the funding model improved.
WHAT IS THE MONEY USED FOR?

USE OF FUNDS FOR FISCAL YEAR 2018

Total Operating and Non-Operating Expenses
$255,342,000

- Institutional Support: $57,245 (17%)
- Operation and Maintenance of Plant: $32,808 (10%)
- Student Aid: $22,994 (8%)
- Depreciation and Interest: $28,631 (10%)
- Auxiliary Enterprises: $11,509 (4%)
- Instruction and Department Research: $47,281 (30%)
- Academic Support: $13,729 (9%)
- Public Service: $14,485 (4%)
- Student Services: $26,660 (8%)

(Dollars in Thousands)
OPERATING EXPENSES

In fiscal year ended June 30, 2018, total operating expenses of $248.0 million were significantly lower as a result of the $49.1 million reduction spread across operating lines to account for the net decrease in expense related to changes in the College’s proportionate share of pension and OPEB funding positions in the state retirement systems. Operating expenses were $297.3 million before reducing for $49.1 million favorable effect of GASB 68 and GASB 75 adjustments. For comparability, total operating expenses for fiscal year 2017 were $296.3 million, excluding the $19.7 million unfavorable increase in GASB 68 pension expense. Total operating expenses inclusive of the unfavorable effect of GASB 68, as reflected in the Statement of Changes in Net Position in fiscal year 2017, was $316.0 million.

Aside from pension and OPEB adjustments, other reductions included $4.0 million less in student aid, $1.9 million less depreciation and a $1.0 million decrease in offsetting bookstore expense. Operating expenses include academic and general administrative operation costs, depreciation expenses and costs associated with auxiliary enterprises.

USES OF FUNDS FOR FISCAL YEARS 2018 - 2017 - 2016

<table>
<thead>
<tr>
<th>Educational and General:</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
<th>DOLLAR INCREASE (DECREASE) FROM 2017 TO 2018</th>
<th>PERCENT INCREASE (DECREASE) FROM 2017 TO 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction &amp; Dept Research</td>
<td>$47,281</td>
<td>$96,972</td>
<td>$91,430</td>
<td>$(49,691)</td>
<td>-51.2%</td>
</tr>
<tr>
<td>Public Service</td>
<td>14,485</td>
<td>14,292</td>
<td>13,453</td>
<td>193</td>
<td>1.4%</td>
</tr>
<tr>
<td>Academic Support</td>
<td>13,729</td>
<td>29,035</td>
<td>24,394</td>
<td>(15,306)</td>
<td>-52.7%</td>
</tr>
<tr>
<td>Student Services</td>
<td>26,660</td>
<td>26,375</td>
<td>24,582</td>
<td>285</td>
<td>1.1%</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>57,245</td>
<td>54,386</td>
<td>47,665</td>
<td>2,859</td>
<td>5.3%</td>
</tr>
<tr>
<td>Operation and Maintenance of Plant</td>
<td>32,808</td>
<td>32,340</td>
<td>27,976</td>
<td>468</td>
<td>1.4%</td>
</tr>
<tr>
<td>Student Aid</td>
<td>22,994</td>
<td>26,972</td>
<td>31,173</td>
<td>(3,978)</td>
<td>-14.7%</td>
</tr>
<tr>
<td>Depreciation, Interest and Other</td>
<td>28,631</td>
<td>28,472</td>
<td>29,404</td>
<td>159</td>
<td>0.6%</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>11,509</td>
<td>12,416</td>
<td>13,517</td>
<td>(907)</td>
<td>-7.3%</td>
</tr>
<tr>
<td>TOTAL USES OF FUNDS</td>
<td>$255,342</td>
<td>$321,260</td>
<td>$303,594</td>
<td>$(65,918)</td>
<td>-20.52%</td>
</tr>
</tbody>
</table>
MAJOR CAPITAL PROJECTS

METRO CAMPUS CENTER RENOVATIONS
Construction on this $40 million project continued into FY 2018. Existing building components will be demolished, leaving only the concrete structural frame and floors, and all new interiors will be constructed. A new, energy-efficient exterior wall system will provide a liberal infusion of daylight into the building. The new Campus Center is scheduled to open for student use in spring 2019.

WESTERN CAMPUS STEM CENTER
Tri-C has observed the increasing need for STEM (science, technology, engineering and math) curriculum to increase student learning, success and completion of Associate of Science or Associate of Applied Science degrees. This $35 million project will create a new 60,000-square-foot building to provide learning spaces for science and IT labs and will include a new, collaborative student study space that will provide additional student-centered resources such as mobile furniture and convenient access to electrical power and data services to foster both innovative and collaborative learning opportunities. The STEM Center groundbreaking ceremony took place Jan. 24, 2018. Overall, construction is scheduled to take approximately 18 months, with the new STEM Center slated to open by fall 2019.

WESTSHORE CAMPUS PHASE II
This $41.2 million project includes a new 89,000-square-foot building that will provide space on the Westshore Campus to conduct the classes currently held at Corporate College West. This building will include offices, student spaces, facilities operations and classrooms. Approximately 15,000 square feet of space in the existing Health Careers and Sciences building will be renovated as part of this project. The Westshore Phase II Groundbreaking Ceremony took place on March 27, 2018. Construction is scheduled to take approximately 18 months, with the new building scheduled to open in fall 2019.

METRO CAMPUS PLAZA RENOVATIONS
The College identified costs of approximately $25 million to $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 will provide new outdoor gathering space, enhance pedestrian movement and provide a more welcoming and open environment, inviting the community, employees and students to our Metropolitan Campus.
TRANSPORTATION INNOVATION CENTER
The College purchased property at 24881 Rockwell Drive in Euclid, Ohio, to allow for the expansion of its Truck Driving Academy. The newly acquired facility, purchased in spring 2018, is known as the Transportation Innovation Center. The facility is undergoing renovations to 8,500 square feet of administrative and academic space. The 19,000-square-foot warehouse space will have newly painted walls and ceilings, and new LED high-bay lighting will be installed. The Transportation Innovation Center will be recognized across the region as a premier provider of logistics, supply chain and warehouse training. The building is scheduled to open in late fall 2018.

FY 2018 was a time for intensive budgeting, planning and prioritizing for Capital Bond Levy Infrastructure Maintenance projects.

INFRASTRUCTURE MAINTENANCE
Fiscal year 2018 saw the implementation of design and construction of more than $2 million in locally funded infrastructure maintenance projects at most of the College’s nine owned locations. These major work projects included parking, roadway and walkway repairs and maintenance, HVAC equipment replacement, building envelope repairs, and building automation system upgrades.

As part of our planning process, FY 2018 was a time for intensive budgeting, planning and prioritizing for Capital Bond Levy Infrastructure Maintenance projects, budgeted at $42 million in local funding. This work will include 180 individual projects that fall into five categories — civil, architectural, electrical, HVAC and fire/safety — and will continue the College’s concentrated efforts to restore its infrastructure to a high level of reliability.

SUSTAINABILITY
Fiscal year 2018 saw the College’s sustainability initiative continue moving 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 all fronts.

Highlights of FY 2018 sustainability activities include:

- Awarded the third annual Faculty Leadership in Sustainability Award for instruction delivered in the 2017-2018 academic year.
- Presented sustainability information or participated in sustainability learning activities with 20 classes.
- Actively supported the planning and execution of Earth Day events at multiple campuses in April 2018.
- Effected a 41 percent waste diversion rate, meaning that 41 percent of the College’s waste was kept out of a landfill due to reuse, recycling and composting.
- Completed a detailed waste flow analysis to identify opportunities for improvement in waste reduction and recycling.
- Recognized for the highest and third highest energy use reductions from 2016 to 2017 at the District Office and Jerry Sue Thornton Center as part of the Cleveland 2030 District’s Green Building Challenge.
- Planned and documented details of numerous LEED projects resulting from the successful passage of Issue 61.
- Actively participated in the Sustainable Cleveland 2019 initiative, the Cleveland 2030 District and in support of numerous other sustainability events around Cleveland and Cuyahoga County.
### EMPLOYEE STATISTICS: LAST TEN FISCAL YEARS

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>1,110</td>
<td>1,045</td>
<td>1,131</td>
<td>1,093</td>
<td>1,100</td>
<td>1,116</td>
<td>1,197</td>
<td>1,217</td>
<td>1,062</td>
<td>1,007</td>
</tr>
<tr>
<td>Faculty Part-time</td>
<td>409</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>
</tr>
<tr>
<td>Faculty Full-time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Total Faculty</td>
<td>1,519</td>
<td>1,454</td>
<td>1,540</td>
<td>1,500</td>
<td>1,504</td>
<td>1,517</td>
<td>1,590</td>
<td>1,612</td>
<td>1,441</td>
<td>1,393</td>
</tr>
<tr>
<td>Administrative and Support Staff</td>
<td>1,068</td>
<td>1,056</td>
<td>1,007</td>
<td>1,120</td>
<td>1,120</td>
<td>1,120</td>
<td>1,120</td>
<td>1,120</td>
<td>1,120</td>
<td>1,120</td>
</tr>
<tr>
<td>Part-time</td>
<td>1,068</td>
<td>1,056</td>
<td>1,007</td>
<td>1,120</td>
<td>1,120</td>
<td>1,120</td>
<td>1,120</td>
<td>1,120</td>
<td>1,120</td>
<td>1,120</td>
</tr>
<tr>
<td>Full-time</td>
<td>944</td>
<td>1,034</td>
<td>1,120</td>
<td>1,120</td>
<td>1,120</td>
<td>1,120</td>
<td>1,120</td>
<td>1,120</td>
<td>1,120</td>
<td>1,120</td>
</tr>
<tr>
<td>Total Administrative and Support Staff</td>
<td>2,012</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>
</tr>
<tr>
<td>Students per Faculty Member</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>21</td>
<td>19</td>
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<td></td>
<td>12</td>
<td>11</td>
<td>11</td>
<td>11</td>
<td>11</td>
<td>13</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>13</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>2018</td>
<td>$ 104.54</td>
<td>$ 3,136.20</td>
<td>$ 0.00</td>
<td>0.00%</td>
</tr>
<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>
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### ENROLLMENT BY MAJOR/PROGRAM

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