



OAKLAND COMMUNITY COLLEGE®

Board of Trustees Regular Meeting

The Regular Meeting of the Board of Trustees of Oakland Community College will be held on Monday, October 20, 2025 6:00 p.m., at the Auburn Hills Campus, Room G240, 2900 Featherstone Road, Auburn Hills, Michigan.

Agenda

1. Call to Order

2. Attendance

3. Approval of Agenda

4. Approval of Minutes

4.1. September 27, 2025 Special Board Meeting Minutes

5. Communications

5.1. Community Comments

5.2. Academic Report

5.2.1. Academic Senate Report

5.2.2. Provost Update

5.3. Chancellor's Comments

5.4. Student Engagement Report

No report this month.

5.5. 2024-2025 Annual Audit

6. Action Items

6.1. Board of Trustees 2026 Regular Meeting and Conference Schedule

6.2. Fiscal Year 2024-2025 General Fund Appropriation Amendment

6.3. Proposed Amended and New Board Policies, Bylaws and Associated Committees - Second Reading

7. Information Items

CONSENT CALENDAR - INFORMATION ITEMS 7.1 to 7.5

Information Items are considered to be routine by the Board and will be enacted by one motion. There will be no separate discussion of these items unless a Board member or the Chancellor so requests, in which event the item will be removed from the general order of business and discussed separately.

7.1. Finance Quarterly Report

7.2. College Facilities Quarterly Report

7.3. Information Technology Quarterly Report

7.4. OCC Foundation Quarterly Report

7.5. Strategic Plan Update

End of Consent Calendar

8. Board Comments

9. Adjournment



September 27, 2025 Special Board of Trustees

Meeting Minutes

Oakland Community College
9/27/2025 9:00 AM EDT

@ A Special Meeting of the Board of Trustees of Oakland Community College will take place on Saturday, September 27, 2025, 9:00 am at 2900 Featherstone Road, M236, Auburn Hills, MI.

The purpose of this meeting is for the Board to perform a first reading of proposed Board policy and bylaw changes/updates, in addition to routine items.

1. Call to Order

Chair Bertolini called the meeting to order at 9:16 a.m.

2. Attendance

PRESENT: K. Bertolini, M. Burrus, P. Jackson, M. Lambert **ABSENT:** S. Bryant, E. Callaghan, P. Davis

3. Approval of Agenda

Motion:

Move to approve agenda.

Motion moved by Pamela Jackson and motion seconded by MiVida Burrus. Motion passed unanimously.

4. Approval of Minutes

4.1. August 19, 2025 Special Board Meeting Minutes

 [August 19, 2025 Special Board of Trustees Meeting Minutes.pdf](#)

Chair Bertolini asked the August 19, 2025 minutes be amended to remove the comments after the meeting vote.

Motion:

Move to approve the amended August 19, 2025 Special Meeting minutes.

Motion moved by Pamela Jackson and motion seconded by MiVida Burrus. Motion passed unanimously.

5. Communications

5.1. Community Comments

None

6. Action Items

6.1. State of Michigan Appropriation Local Strategic Value Resolution

 [6.1 Local Strategic Value Resolution.pdf](#)

Motion:

Move that the Board of Trustees of Oakland Community College approve the attached State of Michigan Appropriation Local Strategic Value Resolution.

Motion moved by Pamela Jackson and motion seconded by MiVida Burrus.
Motion passed unanimously.

6.2. ACCT Leadership Congress Delegate

 [6.2 ACCT Leadership Congress Delegate.pdf](#)

Motion:

Move to nominate Trustee Jackson to serve as Oakland Community College's voting delegate at the ACCT Leadership Congress in Seattle on October 22-25, 2025.

Motion moved by Meg Lambert and motion seconded by MiVida Burrus. Motion passed unanimously.

6.3. Proposed Amended and New Board Policies, Bylaws and Associated Committees - First Reading (Guests: Rose Mercier, The Governance Coach Inc.)

R. Mercier provided a review and overview of the entire policy review timeline and details.

 [6.3 Proposed Amended and New Board Policies, Bylaws and Associated Committees.pdf](#)

 [6.3 Proposed Amended and New Board Policies and Associated Committees.pdf](#)

 [6.3 Proposed Amended Bylaws.pdf](#)

Motion:

Move that the Board of Trustees approve the first reading of the amended and new Board policies with the modifications as indicated today, to be presented for a second reading at the October 20, 2025 board meeting. Once approved in October, the amended and new policies shall supersede any previously existing policies on the same subject matter. To the extent the language of the policies conflicts with any other previously existing policy, new language shall control.

Motion moved by Pamela Jackson and motion seconded by Meg Lambert. Roll Call Vote: AYES: K. Bertolini, M. Burrus, P. Jackson, M. Lambert NAYES: none

Motion:

Move that the Board of Trustees approve the first reading of the new bylaws to be presented for second reading at the October 20, 2025 board meeting. The new bylaws shall supersede any previously existing bylaws on the same subject matter. To the extent the language of the bylaws conflicts with any other previously existing bylaw, new language shall control.

Motion moved by Meg Lambert and motion seconded by MiVida Burrus. Roll Call Vote: AYES: K. Bertolini, M. Burrus, P. Jackson, M. Lambert NAYES: none

7. Information Items

None

8. Board Comments

Trustee Jackson passed out latest SEMCOG meeting information to the Trustees. She also mentioned the Art Prize event in Grand Rapids that she visited yesterday. Chair Bertolini asked the Trustees to remember that the October meeting is on Monday, October 20 instead of Tuesday, October 21. The date was adjusted to accommodate the Trustees attending ACCT Leadership Congress.

9. Adjournment

Motion:

Move to adjourn meeting.

Motion moved by MiVida Burrus and motion seconded by Pamela Jackson. Motion passed unanimously.

Meeting adjourned at 12:36 p.m.

INFORMATION

Board Agenda Item 5.2.1
October 20, 2025

Academic Senate Report

1. Overview and Context

The College Academic Senate concluded the 2024–2025 Academic Year with no outstanding motions, reflecting strong governance practices and timely decision-making. Several senate committees and task forces remained active throughout the summer, focusing on faculty engagement, governance structures, student support, and recognition of faculty contributions. The 2025–2026 Academic Year launched with a renewed focus on faculty engagement following a joint statement between the College Academic Senate and the Oakland Community College Faculty Association. That faculty senate motion reads:

JOINT STATEMENT ON SERVICE -

Approved by OCCFA June 5, 2025

Approved by CAS June 26, 2025

Subject: Joint Statement on Faculty Service and Shared Governance

Dear Colleagues,

The College Faculty Academic Senate and OCCFA are united in affirming the importance of faculty service in sustaining a healthy, faculty-driven institution.

As outlined in the Faculty Master Agreement, service is a contractual obligation and a core responsibility of every faculty member. This includes participation in, **but not limited to**, departmental work, college-wide coordination, and shared governance through Senate and committee service.

We recognize that meaningful faculty engagement is essential to ensuring that academic and institutional decisions reflect our expertise, values, and priorities. We encourage all faculty to actively participate in service opportunities that strengthen our shared voice and shape the future of our college.

Thank you for your continued commitment to the work we do together.

Sincerely,

Robert Andersen

Chair, Academic Senate

Dennis Quist

President, OCCFA

2. Shared Governance and Faculty Engagement

Over the summer, the Shared Governance Committee developed a strategic framework for advancing faculty involvement, introduced during the September Staff Development Day under the central theme of Engagement. Engagement was presented as a three-part model:

- Shared Governance – Expanding faculty involvement in institutional decision-making.
 - Other Leadership Opportunities (OLO) – Encouraging leadership beyond traditional committee structures.
 - Professional Growth and Recognition – Building visibility and pathways for faculty leadership.
- A college-wide engagement survey will be distributed this semester to identify barriers to participation and inform future strategies.

3. Addressing Support for ONLINE Instruction

A significant outcome of the efforts of the Distance Learning Committee is the development of the Community of Online Instructors (COI). Initially launched by the DLC as a series of informal Zoom sessions, COI has now grown into a fully branded, college wide initiative. It serves as a network for best-practice sharing in online pedagogy, peer support and mentorship, and a hub for innovation in emerging instructional technologies. This rapid evolution demonstrates the power of faculty-led innovation to scale into impactful institutional initiatives.

4. Emeritus Recognition Process

The Emeritus Procedures Committee submitted its final report in September, establishing a formal framework for emeritus recognition. The Emeritus Selection Committee should be formed on October 23, 2025, and will conduct a four-month review and selection process. Recommendations will be submitted to the Provost and Chancellor in March 2026.

5. Major Senate Actions and Motions

The following key motions were passed during the reporting period:

- Food Pantry Task Force – Accepted recommendations to establish food pantries at Auburn Hills, Orchard Ridge, and Royal Oak campuses, partner with a food bank for weekly supply distribution, and provide snack carts at all campuses.
- Curriculum Catalog Information – Approved a motion to send a proposal to campus senates for further discussion on including semester offerings in the course catalog.
- Study Space Access – Approved a motion requesting administrative action on inadequate study spaces at the Highland Lakes campus.

Additionally, a motion regarding bookstore operations was postponed indefinitely. Future discussion will occur as the current Bookstore contract approaches its RFP stage in November 2026. Faculty will provide input into future decisions related to Bookstore 3.0 in the upcoming months.

6. Committee and Task Force Updates

- Constitution Convention Committee – Formed in September with 10 members and consultants representing all campuses. The committee will conduct a comprehensive rewrite of the Senate Constitution throughout the AY.

- Curriculum and Instruction – Approved consent agenda; discussions continue on catalog transparency. Associate of Arts degree concentration revisions were tabled pending programming adjustments.
- Curriculum Review – Ongoing program and discipline reviews with process improvements to reduce end-of-year workload.
- Academic Standards – Focus areas include AI-related academic honesty policies and implications of Michigan’s one-party consent law on classroom recordings.
- Student Outcomes Assessment – Preparing for implementation of Achievement Plus assessment software. Assessment mentorship needs remain in several disciplines. GEO reviews will focus on quantitative literacy, scientific literacy, and aesthetic awareness.
- Technology Innovation – Addressing bookstore technology alignment, recommending dissemination of laptop requirements, and improving registration data tracking. Continuing discussions on AI and pedagogy.
- Shared Governance Ad Hoc Committee – Developed faculty-facing engagement materials and collaborated with Institutional Effectiveness to launch the engagement survey.

7. Looking Ahead

- Emeritus Selection Committee convenes October 23.
- Faculty Engagement Survey launches in Fall 2025.
- Constitution Convention Committee begins comprehensive review.
- Continued planning for Bookstore 3.0 and study space improvements.
- Expansion of the Community of Online Instructors as a strategic asset for online teaching and learning.
- Provost Search – Faculty input has emphasized the need for candidates with academic leadership experience, a strong commitment to shared governance, and a dedication to student success and faculty engagement.

INFORMATION

Board Agenda Item 5.2.2
October 20, 2025

PROVOST REPORT

The new academic year is off to a great start! I'm pleased to share that we hired 10 new full-time faculty members this fall across several disciplines and programs: English, Psychology, Construction Management, Photography, Biology, Art, Sign Language Interpreter, and Spanish. These new faculty members participated in the New Faculty Academy the week before classes started, and every new faculty member has a seasoned faculty mentor outside their discipline or program with whom they will work throughout their first year.

We had Staff Development Day shortly after the start of the semester where faculty engaged in professional development workshops hosted by other faculty members. Topics included AI, global competence, working with students who have accommodations, and favorite technology tips and tricks in D2L (our learning management system). Feedback from the format of Staff Development Day was overwhelmingly positive.

I know that many of you attended the ribbon cutting for our brand new, beautiful culinary building on Friday. Getting the building prepped and ready for the first day of classes was a Herculean effort that, I'm sure, left faculty, staff, and even students exhausted with the moving and cleaning and organizing. But there were never any complaints! I know that they are all very grateful for the new learning environment.

I'm happy to share that the Michigan College Access Network (MCAN) has selected OCC to participate in the inaugural Gateway Course Redesign Faculty Academy, an 18-month faculty-driven initiative focused on rethinking and restructuring high-impact gateway courses. OCC will receive a \$10,000 grant from MCAN to support faculty and staff participation in the academy and the implementation of the College's gateway course redesign efforts. Gateway courses include English, mathematics, biology and chemistry that are essential building blocks for students pursuing post-secondary credentials and high-value careers.

This aligns beautifully with my desire to focus on enhancing the quality and consistency of our online

offerings and ensuring consistency across Academic Affairs. In terms of quality, faculty are already engaged internally in what we're calling a Course Re-Development Institute where participants collaborate with peers, apply Quality Matters principles (which are best practices in online pedagogy), and develop exemplar courses to serve as models for colleagues and adjuncts to use. To date, 10 courses have been re-developed. I am aiming to have another 50 courses re-developed over the course of the next two years.

As far as consistency is concerned, when students enter our digital classrooms, they should experience intuitive navigation, clear expectations, engaging content, and ADA-compliant materials that reflect our commitment to educational excellence. Students should also know when, where, and how they will receive feedback. They should also know where they stand in terms of grades, so we are encouraging use of the gradebook in D2L. This is important work that is already being done by many of our faculty members; however, there is more work to be done.

I am now three months into this interim provost role and have enjoyed working with faculty and staff who are known to me and also meeting some faculty and staff members for the first time. I shared at Staff Development Day that while I've been engaged in community college work for nearly 25 years, I don't have all the answers. Instead, I practice what I call "confident humility," which means that I'm not afraid to say, "I don't know." I have asked faculty to have patience with me as I learn. I will stumble, I will say the wrong things, but I want to learn, and the best way to do that is to roll up my sleeves and work directly with faculty and staff to support them in our mission and enhance our students' experiences.

I'm happy to answer any questions that you may have about Academic Affairs.



OAKLAND COMMUNITY COLLEGE™
Excellence *Empowered.*™

INFORMATION

Board Agenda Item 5.5
October 20, 2025

FISCAL YEAR 2024-2025

ANNUAL AUDIT

The audit firm of Plante Moran will present to the Board of Trustees the results of the 2024–2025 annual financial audit, in conformity with Board policies, the requirements of the State of Michigan, and applicable federal regulations.

Related to the federal awards audit, Plante Moran is unable to provide a single audit report due to delays in receiving the final compliance supplement from the Office of Management and Budget (OMB). The American Institute of Certified Public Accountants (AICPA) has determined that audit firms cannot issue single audit reports without the final compliance supplement being released. The Compliance Supplement is expected to be released around Thanksgiving, however, this timing is subject to change. Plante Moran will be prepared to issue the single audit report in a timely manner after the release of the final Compliance Supplement.

ANNUAL COMPREHENSIVE FINANCIAL REPORT

FISCAL YEARS ENDED JUNE 30, 2025 AND JUNE 30, 2024



Pictured: Royal Oak Campus

CHANCELLOR
PETER PROVENZANO
CPA, CGMA

VICE CHANCELLOR FOR
ADMINISTRATIVE SERVICES
CHRISTINA KOSTIUK
CPA

EXECUTIVE DIRECTOR
SHARON CONVERSE
MBA



**OAKLAND
COMMUNITY
COLLEGE**

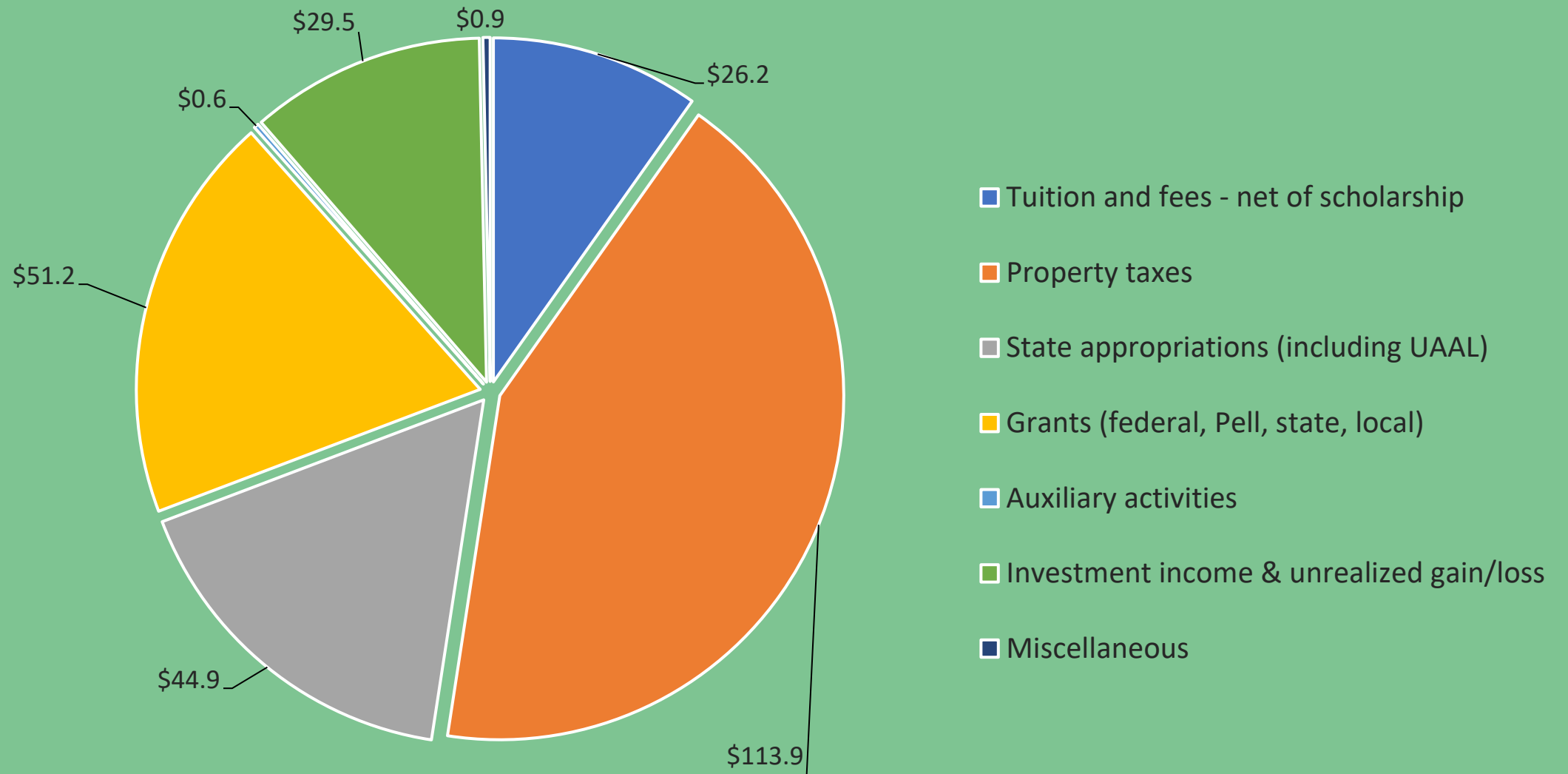
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Oakland Community College

2900 Featherstone Rd. Auburn Hills, MI 48326

ANNUAL FINANCIAL REPORT

FISCAL YEAR ENDING
JUNE 30, 2025

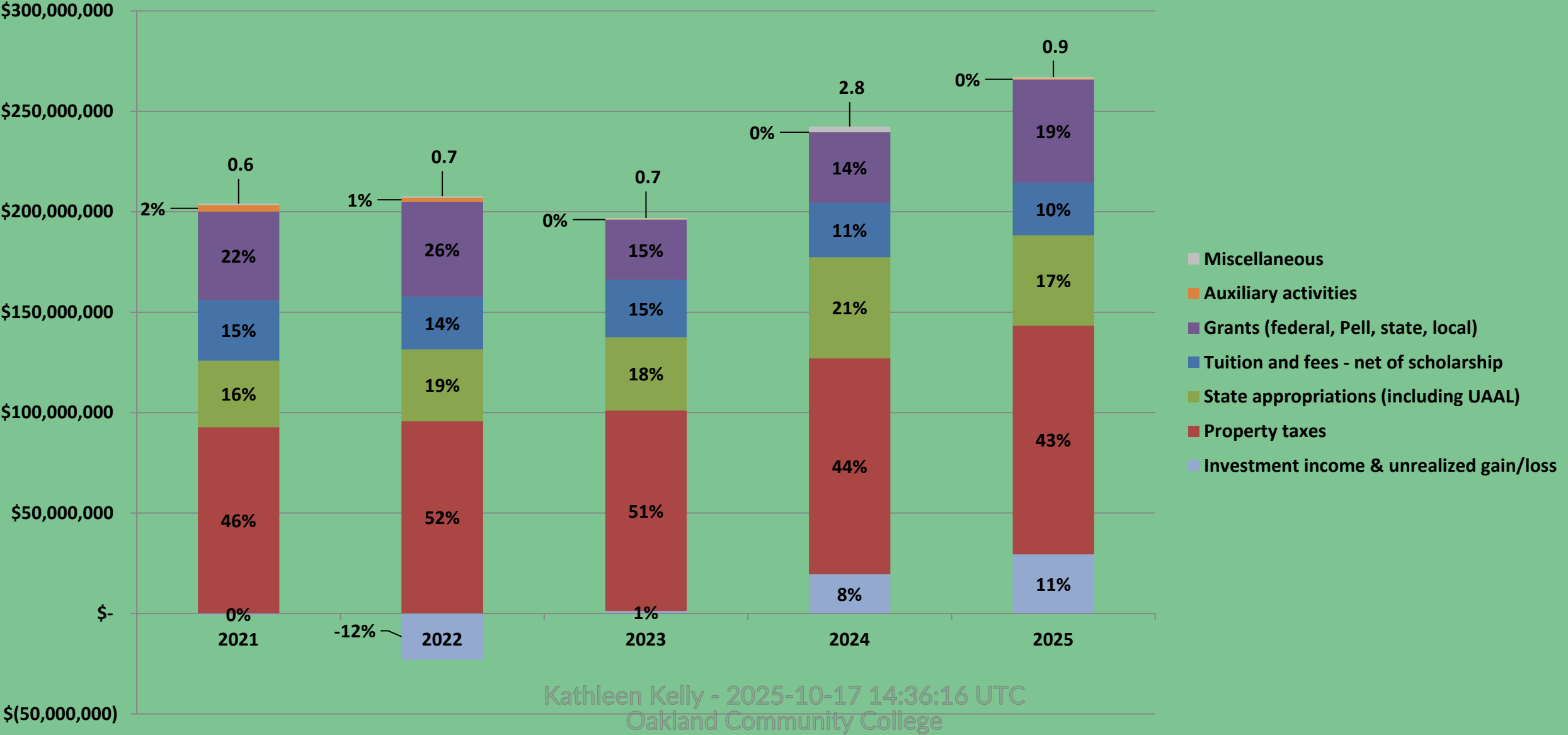
REVENUES FY2025



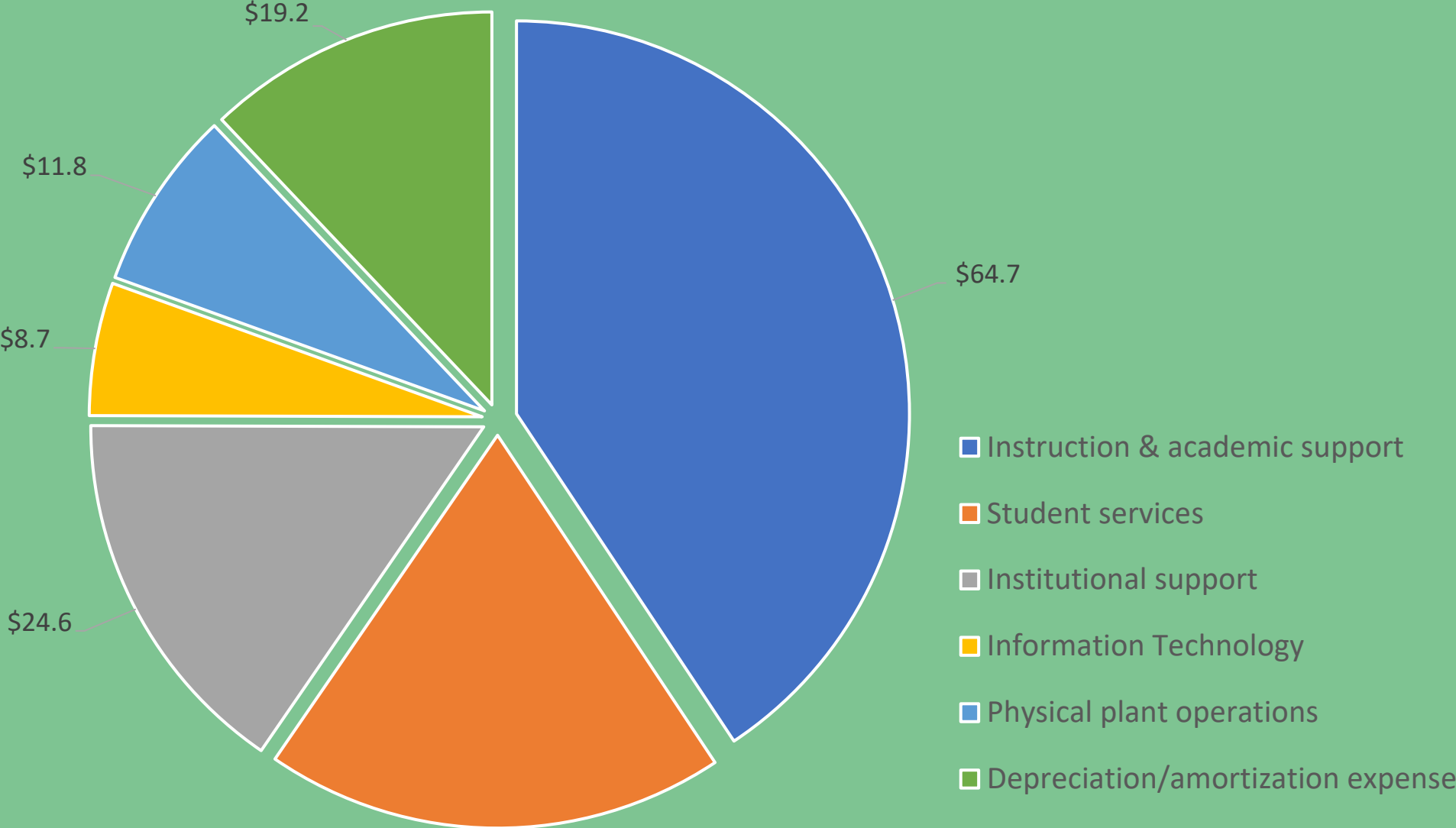
Kathleen Kelly - 2025-10-17 14:36:16 UTC
Oakland Community College

*amounts in millions

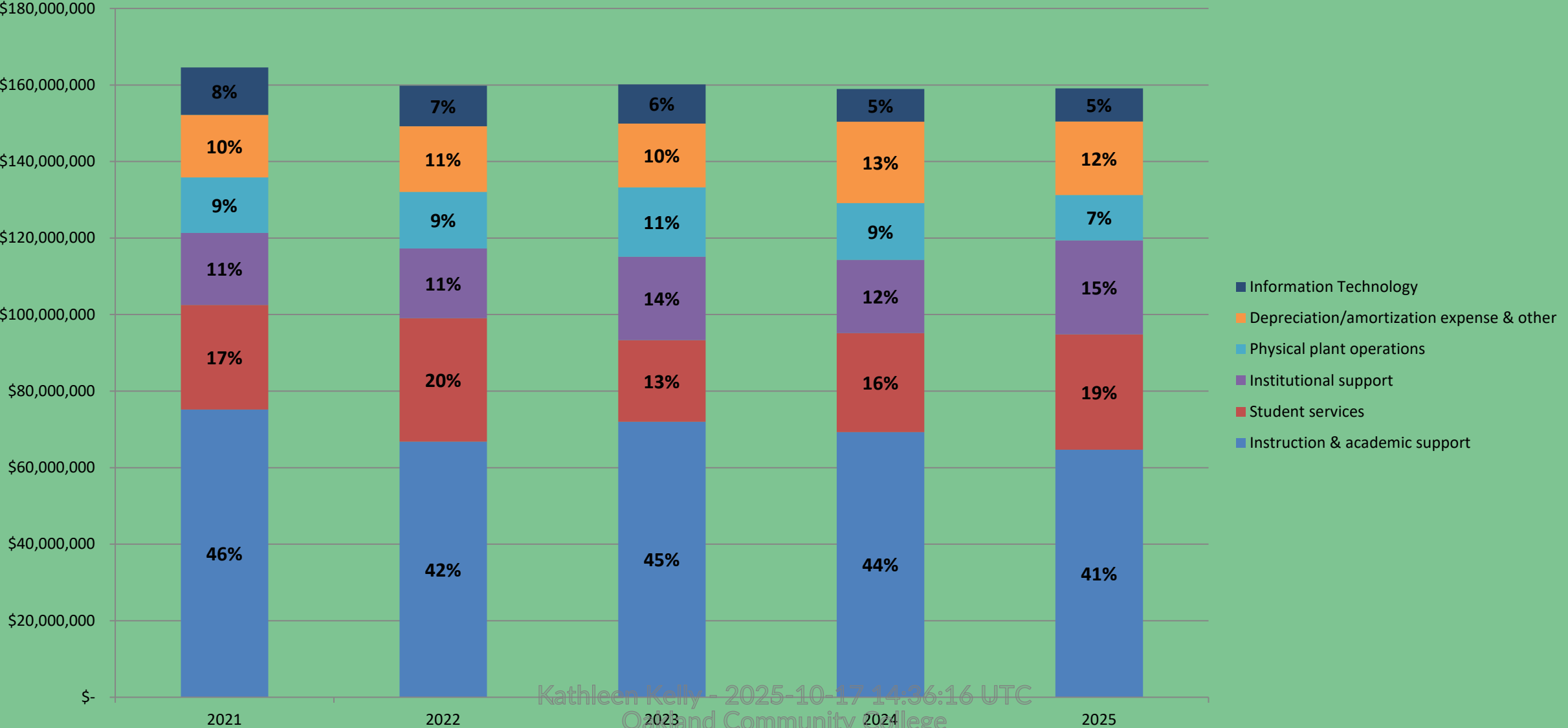
REVENUES



EXPENSES FY2025

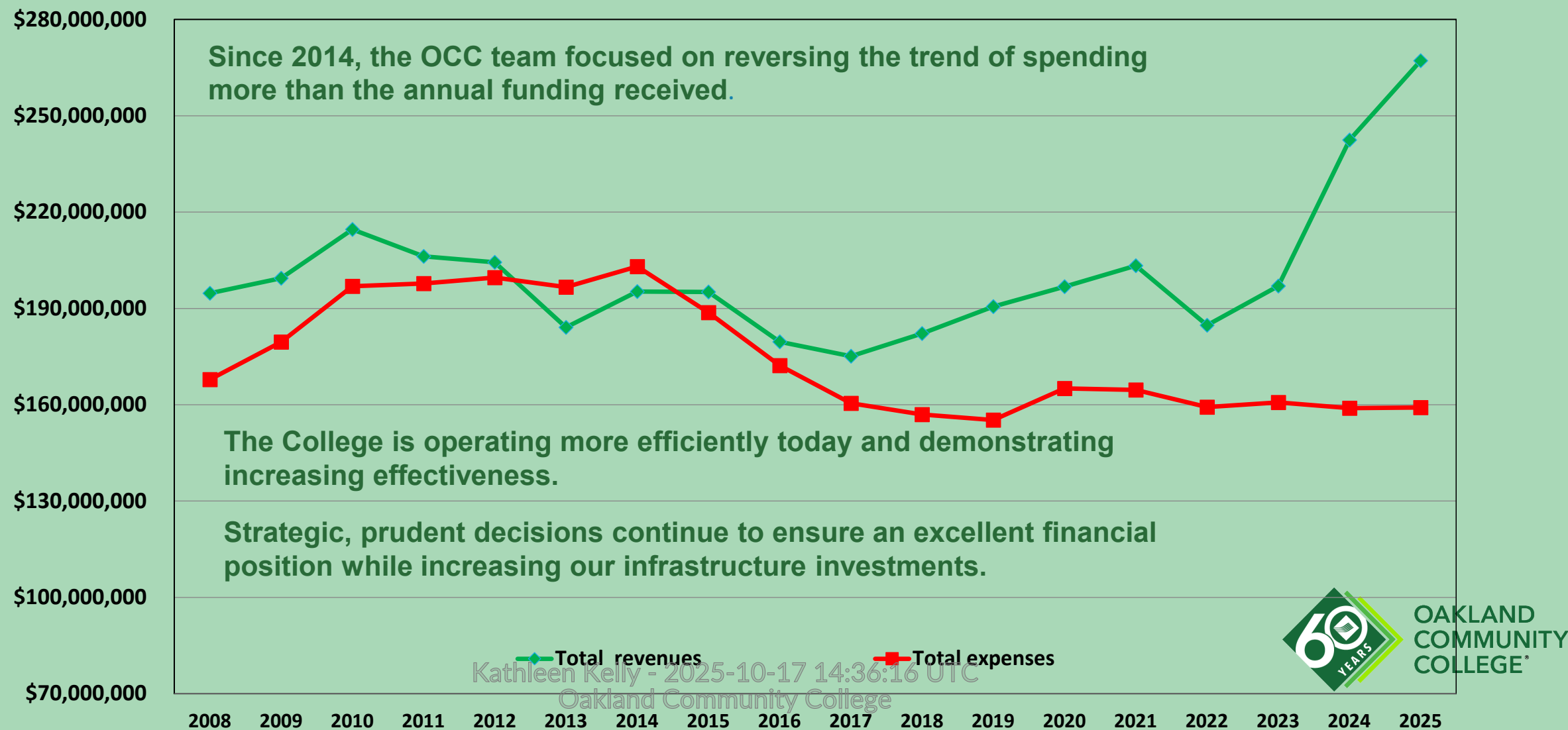


EXPENSES

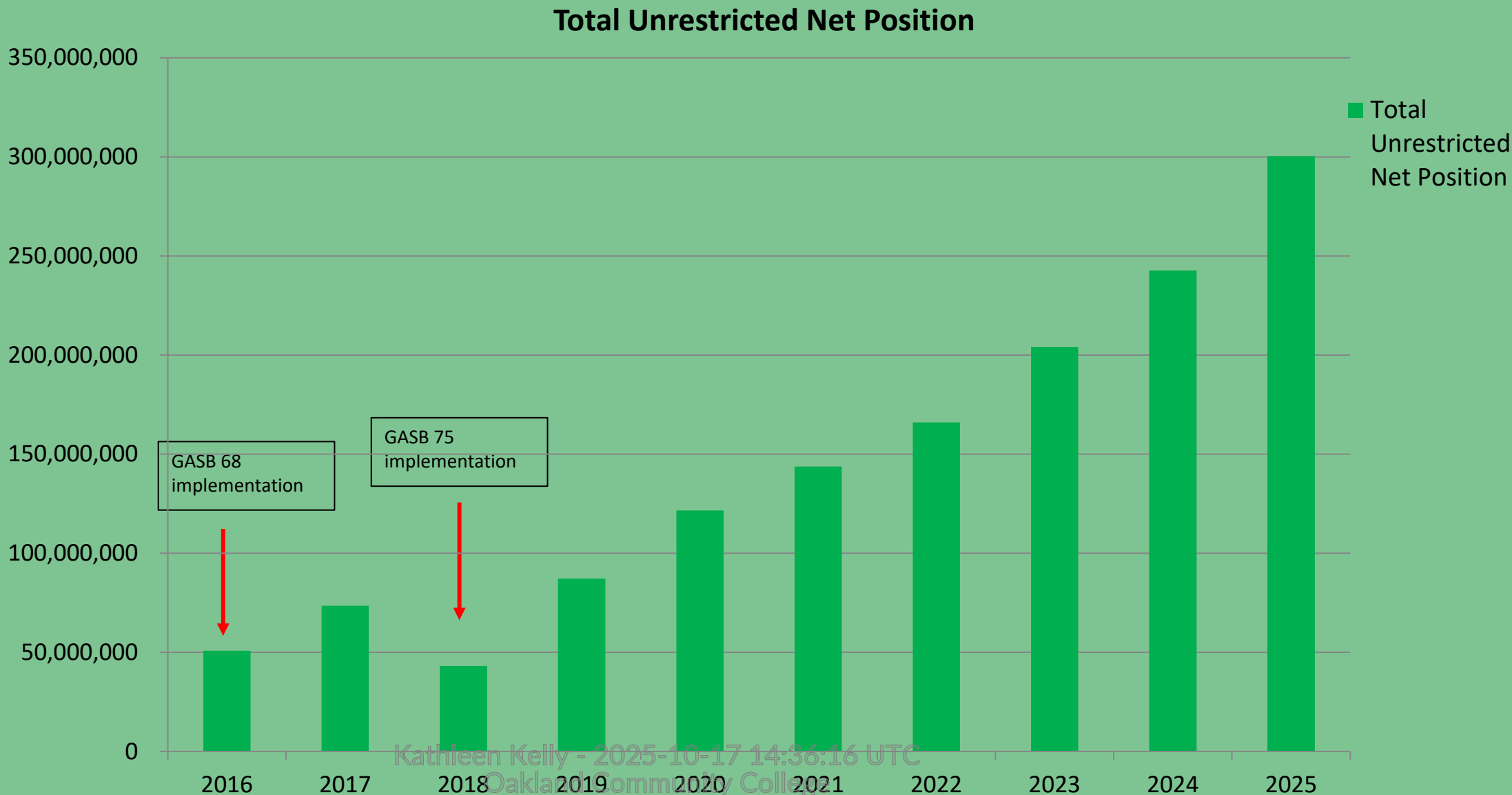


HISTORY OF OCC AUDITED REVENUES & EXPENSES

FISCAL YEARS ENDED JUNE 30, 2008 THROUGH JUNE 30, 2024



UNRESTRICTED NET POSITION



OCC CAPITAL PLANNING

Infrastructure changes we are making reinvest in our existing facilities to transform them as we reduce our campus footprint and provide a sense of place and belonging for all.



OAKLAND COMMUNITY COLLEGE™
Excellence *Empowered.*™



Five Year Capital Outlay Plan
2026-2030

5 YEAR CAPITAL PLAN

GUIDED BY OUR MISSION:

OCC is committed to empowering our students to succeed and advancing our community

- We are committed to continuous improvement. Over the next few years, we will continue to enhance academic programs, support services, and educational spaces to elevate the student experience, drive student success, and meet the evolving needs of our community.
- Our planning approach includes:
 - Annual budgeting for the next fiscal year
 - Forecasting for the following four years
- Key considerations:
 - Student needs
 - Community needs
 - Employee needs
 - Budget and financial resources



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COLLEGE®

Kathleen Kelly - 2025-10-17 14:36:16 UTC
Oakland Community College

CAPITAL PROJECT UPDATES



Patricia Kelly - 2025-10-17 14:36:16 UTC
Oakland Community College



ROYAL OAK CAMPUS

STATE-OF-THE-ART CULINARY FACILITIES

- Explore a stunning third-floor space complete with a restaurant, bar, banquet hall, wine room, and 360-degree views of downtown Royal Oak. The banquet facility will be open to the public for event rental.
- Innovative Learning Spaces where our chefs utilize instructional video technology that will be live-streamed in our state-of-the-art demonstration and teaching kitchens.
- Our flexible teaching and learning spaces have remote access to diverse kitchens around the world and space for academic conferences and national culinary competitions.
- Enjoy everyday dining on fresh, daily food at our first-floor café and retail shop.
- Utilize our cutting-edge meat fabrication kitchen with a Fierio Forni pizza oven and dry-age cooler.
- Our facility is designed to be environmentally friendly and adaptable to future trends, including a food waste recycling program.

Kathleen Kelly, 2025-10-17 14:06:16 UTC
Oakland Community College

ROYAL OAK CAMPUS

CULINARY STUDIES, CONTINUED



Kathleen Kelly - 2025-10-17 14:36:16 UTC
Oakland Community College

DRIVING PAD AND FUTURE PUBLIC SERVICES



- Kathleen Kelly 2025-10-17 14:36:16 UTC
Oakland Community College

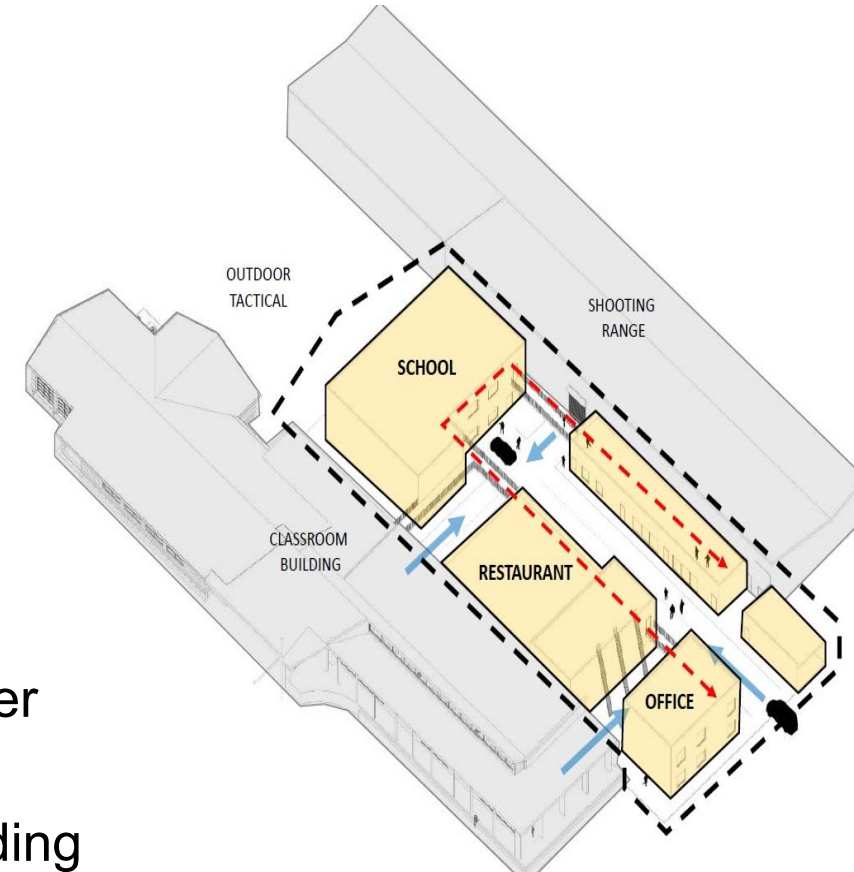


AUBURN HILLS CAMPUS

CREST EXPANSION



- New gun range with added rifle lanes
- Indoor tactical village
- Additional classrooms & offices
- Renovated locker rooms
- Site work, including added parking



Kathleen Kelly - 2025-10-17 14:36:16 UTC
Oakland Community College

AUBURN HILLS CAMPUS

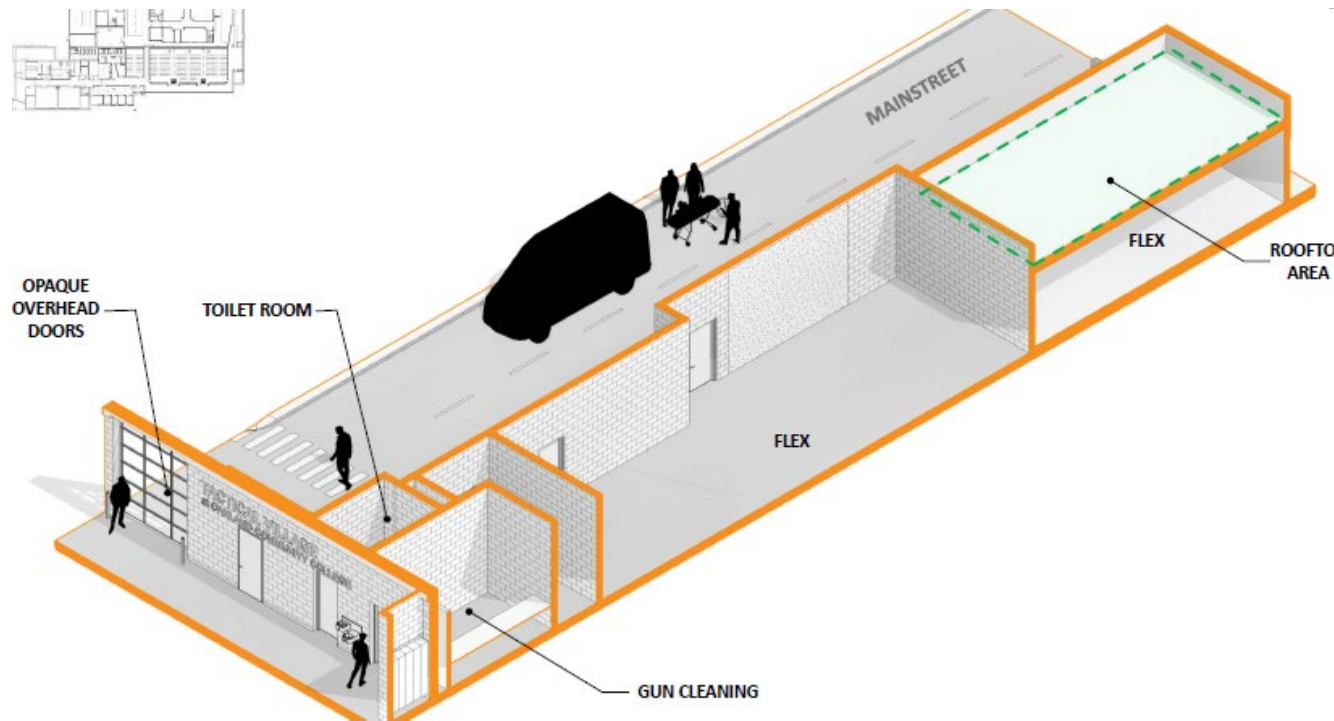
CREST EXPANSION, CONTINUED



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Oakland Community College

AUBURN HILLS CAMPUS

CREST EXPANSION, CONTINUED

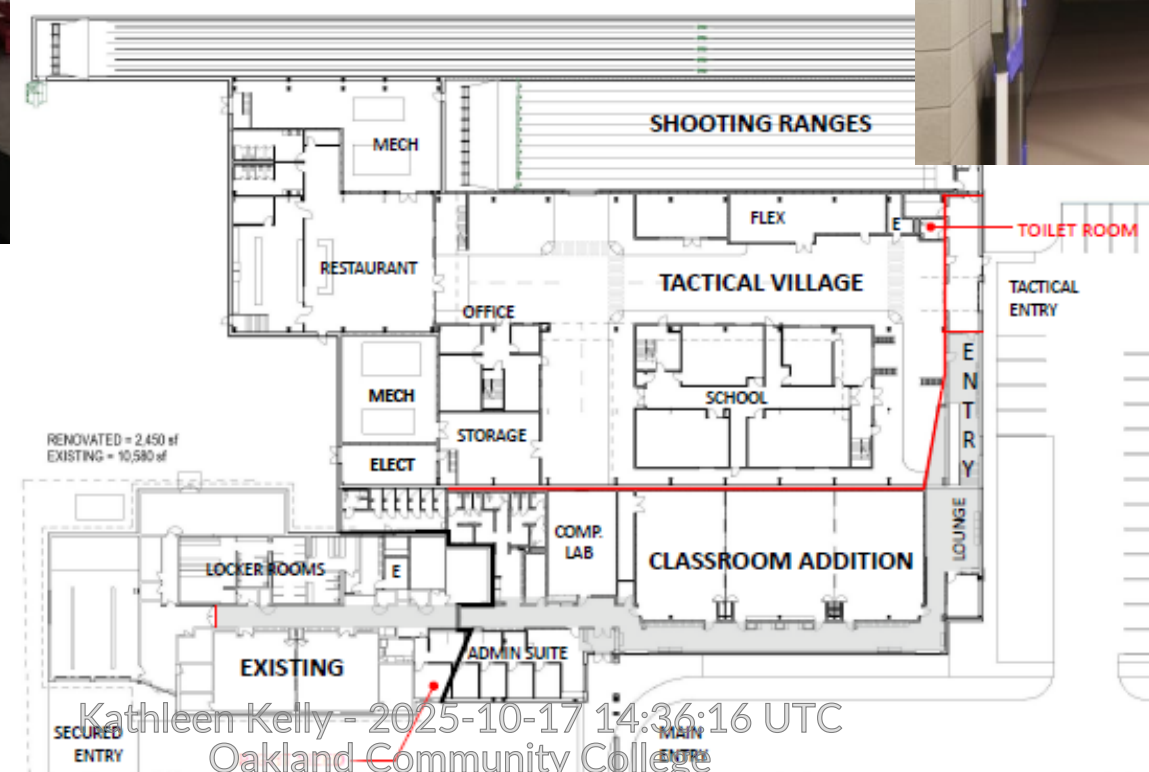


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Oakland Community College



AUBURN HILLS CAMPUS

CREST EXPANSION, CONTINUED



AUBURN HILLS CAMPUS

CREST EXPANSION, CONTINUED



Kathleen Kelly - 2025-10-17 14:36:16 UTC
TRAINING ZONE A1 – SCHOOL SCENE



ORCHARD RIDGE CAMPUS BUILDING H

PROJECT MISSION STATEMENT

The goal of the new OCC **Health & Sciences Building** is to create a dynamic and diverse learning environment that

- promotes academic excellence,
- cross discipline collaboration,
- fosters innovation,
- and promotes community engagement.

By using advanced technologies and teaching methods, we aim to prepare our students for success in their careers and inspire them to make positive impacts in their communities.

DOUBLE GRADUATION RATE



OAKLAND
COMMUNITY
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Independent Auditor's Report

To the Board of Trustees
Oakland Community College

Report on the Audits of the Financial Statements

Opinions

We have audited the financial statements of the business-type activities and the discretely presented component unit of Oakland Community College (the "College") as of and for the years ended June 30, 2025 and 2024 and the related notes to the financial statements, which collectively comprise the College's basic financial statements, as listed in the table of contents.

In our opinion, the accompanying financial statements present fairly, in all material respects, the respective financial position of the business-type activities and the discretely presented component unit of Oakland Community College as of June 30, 2025 and 2024 and the respective changes in its financial position and, where applicable, its cash flows thereof for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinions

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are required to be independent of the College and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion. The financial statements of the discretely presented component unit were not audited under Government Auditing Standards.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the College's ability to continue as a going concern for 12 months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audits of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and, therefore, is not a guarantee that audits conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

To the Board of Trustees
Oakland Community College

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the College's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the College's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, the schedule of College's proportionate share of net pension liability, the schedule of College's pension contributions, the schedule of College's proportionate share of net OPEB liability, and the schedule of College's OPEB contributions be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, which considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audits of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Supplementary Information

Our audits were conducted for the purpose of forming opinions on the financial statements that collectively comprise Oakland Community College's basic financial statements. The combining statements of net position and combining statements of revenues, expenses, transfers and changes in net position are presented for the purpose of additional analysis and are not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audits of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the other supplementary information is fairly stated in all material respects in relation to the basic financial statements as a whole.

To the Board of Trustees
Oakland Community College

Other Information

Management is responsible for the other information in the accompanying Annual Comprehensive Financial Report. The other information comprises the introductory section and statistical section schedules but does not include the basic financial statements and our auditor's report thereon. Our opinions on the basic financial statements do not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audit of the basic financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the basic financial statements or whether the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated October 13, 2025 on our consideration of Oakland Community College's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Oakland Community College's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Oakland Community College's internal control over financial reporting and compliance.

October 13, 2025

Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of
Financial Statements Performed in Accordance with *Government Auditing Standards*

Independent Auditor's Report

To Management and the Board of Directors
Oakland Community College

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States (*Government Auditing Standards*), the financial statements of the business-type activities and the discretely presented component unit of Oakland Community College (the "College"), which comprise the statement of net position as of June 30, 2025 and the related statements of revenue, expenses, and changes in net position and cash flows for the year then ended, and the related notes to the financial statements and have issued our report thereon dated October 13, 2025.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the College's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control. Accordingly, we do not express an opinion on the effectiveness of the College's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the College's financial statements will not be prevented, or detected and corrected, on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that have not been identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the College's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the College's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the College's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

October 13, 2025

Kathleen Kelly - 2025-10-17 14:36:16 UTC
Oakland Community College

ANNUAL COMPREHENSIVE FINANCIAL REPORT

FISCAL YEARS ENDED JUNE 30, 2025 AND JUNE 30, 2024



Pictured: Royal Oak Campus

CHANCELLOR
PETER PROVENZANO
CPA, CGMA

VICE CHANCELLOR FOR
ADMINISTRATIVE SERVICES
CHRISTINA KOSTIUK
CPA

EXECUTIVE DIRECTOR
SHARON CONVERSE
MBA



**OAKLAND
COMMUNITY
COLLEGE®**

Kathleen Kelly - 2025-10-17 14:36:16 UTC
Oakland Community College

2900 Featherstone Rd. Auburn Hills, MI 48326

Oakland Community College

Auburn Hills, Michigan

Annual Comprehensive Financial Report **Fiscal Years Ended June 30, 2025 and June 30, 2024**

Prepared by:

Department of Financial Services

OAKLAND COMMUNITY COLLEGE
ANNUAL COMPREHENSIVE FINANCIAL REPORT
FISCAL YEARS ENDED JUNE 30, 2025 AND JUNE 30, 2024

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Introductory Section



OAKLAND COMMUNITY COLLEGE
Excellence *Empowered.*



October 13, 2025

Members of the Board of Trustees, and
Citizens of Oakland Community College District

The Annual Comprehensive Financial Report of Oakland Community College for the fiscal years ended June 30, 2025, and June 30, 2024, is hereby submitted. Responsibility for the accuracy of the data and the completeness and fairness of the presentation, including all disclosures, rests with the College. To the best of our knowledge and belief, the enclosed data is accurate in all material respects and is presented in a manner that fairly reflects the net position and changes in net position of the College. All necessary disclosures have been included to provide a clear understanding of the College's financial activities in alignment with its mission.

Plante & Moran, Certified Public Accountants, have issued an unmodified opinion on Oakland Community College's financial statements for the years ended June 30, 2025, and 2024. Their independent auditor's report appears at the beginning of the financial section of this document.

Immediately following the auditor's report is the Management Discussion and Analysis (MD&A), which offers a narrative overview and analysis of the basic financial statements. The MD&A includes a detailed discussion of fiscal year 2025 financial performance and comparative data from fiscal years 2024 and 2023. It complements this letter of transmittal and should be read in conjunction with it.

OCC continues to demonstrate strong financial health, supported by a growing enrollment base and a sound fiscal strategy. As a community college located in Oakland County—an economically strong region with a robust property tax base—OCC benefits from stable local funding. The College has developed and implemented a five-year financial forecast and budget that aligns with its academic and strategic priorities, ensuring both operational and capital sustainability. While our financial position is solid, we remain mindful of the challenges unique to community colleges, including fluctuating state funding, rising operational costs, and the critical need to support a diverse and evolving student population.

Through initiatives like Oakland80, which aims to have 80% of Oakland County adults attain a post-secondary degree or credential by 2030, OCC plays a central role in shaping the region's future workforce. This vision requires not only academic excellence, but also comprehensive student support services. OCC remains committed to providing the financial assistance, academic resources, and wraparound services that our students need to thrive. Our faculty and staff continue to innovate in instruction and student engagement to ensure all learners have access to meaningful educational experiences.

We remain dedicated to careful stewardship of the resources entrusted to us. Our financial management practices—including internal controls and a robust financial reserve policy—are designed to ensure accountability and long-term viability. The College proactively plans for designated reserves, capital investments, and future obligations, reinforcing our commitment to sustainable operations.

As we celebrate nearly six decades of service and over one million students educated, we are proud of our continued growth and community impact. Oakland Community College remains a leading institution of higher learning in Oakland County, guided by strategic foresight, financial integrity, and an unwavering focus on student success.

Kathleen Kelly
2025-10-17 14:36:16 UTC
Oakland Community College

Profile of the College and Campuses

The Oakland Community College District (“the College” or “OCC”) was established by the electorate of Oakland County, Michigan, on June 8, 1964. The area served encompasses approximately 900 square miles and has an assessed valuation of over \$25 billion. The county contains 28 public school districts with 45 public high schools. In addition, there are 37 non-public high schools in the district. With an estimated population of 1.24 million people, Oakland County is home to a mix of urban and rural communities, encompassing 62 cities, villages and townships, including 32 downtown areas and many scenic natural settings.

The College opened in September 1965, with a record community college initial enrollment of 3,860 students on two campuses - Highland Lakes, a renovated hospital in what was Union Lake, and Auburn Hills, a former Army Nike missile site in what was Auburn Heights.

The Orchard Ridge Campus, with its award-winning architectural design, opened in Farmington Hills in September 1967. First housed in leased facilities in Oak Park, the Southeast Campus System expanded through the purchase and remodeling of buildings at a second site in Royal Oak. In 1980, the Oak Park facilities were replaced by a new campus in Southfield. The Royal Oak buildings were replaced by a new campus complex which opened in the fall of 1982.

In 1999, the State of Michigan awarded OCC \$5 million grant to begin construction of Michigan Technical Education Center (M-TEC) at the Auburn Hills Campus. In 2004 construction was completed on the Combined Regional Emergency Service Training (CREST) facility at the Auburn Hills Campus. CREST is a national model for emergency services and anti-terrorist training. In the late 2010s, a new "virtual campus" was launched with online programs, courses and full range of services found on "brick-and-mortar" campuses.

In 2023, OCC broke ground on the new Culinary Arts Institute building on Royal Oak campus, to relocate its renowned culinary program from the Orchard Campus. The three-story expansion features demonstration kitchens and a restaurant and opens in Fall 2025.

Serving Students and Strengthening Communities Since 1965

Since opening its doors in 1965, more than one million students have enrolled at Oakland Community College. Today OCC awards nearly 100 certificates and degrees in high-demand fields such as information technology, healthcare, advanced manufacturing, emergency services, culinary arts, and more. Students at OCC benefit from flexible and affordable academic options—including fully online programs, evening and accelerated schedules—while enjoying unique academic, cultural, and social experiences across the College’s multiple campuses.

As one of Michigan’s largest multi-campus community colleges and a top transfer institution, OCC is also deeply embedded in community development and engagement. OCC remains committed to maintaining access and quality for all, especially in response to the evolving landscape of higher education—shifts in enrollment trends, job market demands, and student needs.

OCC's faculty, staff, and administrators are dedicated to delivering strong student outcomes through innovation, wraparound supports, and professional services. The College prioritizes student success by providing financial aid, advising, academic enrichment, and other essential services to ensure that each student can realize their full potential. With affordability, quality, and inclusivity at its core, OCC continues to be a place where dreams are nurtured, prepared for meaningful careers, further academic pursuits, and lifelong learning.

In 1966, the Community Colleges Act helped institutions such as OCC define their mission. In the fall 2018 OCC redefined its mission statement to be succinct and focused.

Mission

"OCC is committed to empowering students to succeed and advancing our community."

The College's current Mission, Values, Vision, Strategic Directions, and Strategic Objectives are focused on achieving excellence in everything we do. Oakland Community College is committed to empowering our students to succeed and advancing our community. Our Strategic Plan provides a roadmap for advancing the College and recognizes that our students, our staff, and our community are all essential partners in our collective success. In alignment with the College's Mission, Values, and Vision, the Strategic Plan advances Strategic Directions and Strategic Objectives to create an inclusive and action-oriented model of college advancement.

The following summary illustrates the current hierarchy of language.



Strategic Planning and Stewardship

Strategic planning at Oakland Community College (OCC) is an inclusive model that actively engages volunteers from across the institution. The College recognizes that meaningful, high-impact, and pragmatic strategies can only be created through the direct engagement and contributions of those closest to our core functions.

OCC understands that one of the biggest threats to a strategic planning process is a lack of accountability. Too often, the creation of the plan becomes the primary output. To ensure a plan focused on creating and sustaining action, OCC's Executive Council (EC), consisting of the Chief College Officers, serves as the Strategic Plan Steering Committee. In this role, the team provides direction, coaching, support, and counsel to the teams creating and deploying actions across the College.

Within the strategic plan process, the Steering Committee ensures that the College follows a cyclical and intentional process of planning, deployment, and evaluation. The Steering Committee views the strategic plan as a living document, rather than one that sits on a shelf. It ensures that the College models a regular, intentional, and cyclical process of continuous quality improvement.

Strategic Planning Process

Strategic planning at Oakland Community College is an ongoing endeavor involving a continuously evolving set of stakeholders, actions, and plans. Throughout the year, committees are assigned to each of the College's strategic objectives, working on two fronts simultaneously but with distinct focal points. At any given time, these committees are actively implementing actions defined in the previous year's planning while also preparing for the upcoming fiscal year's actions. They meet consistently throughout the year, managing their scope of work according to the process calendar outlined on the next page.

Supporting each strategic objective committee are strategic action teams, which include a broader set of subject matter and process experts. These teams are responsible for executing the strategic actions defined at the objective level.

Each year, OCC's strategic plan engages in an independent external audit with Strategic In/Sight Partners (formerly Six Disciplines) (www.strategicinsightpartners.com), focused on continual growth in strategic processes, advancement, and inclusivity. A strategic planning survey was also implemented to gauge the awareness and engagement of stakeholders across every functional area of the College.

Oakland Community College's Strategic Plan

The College's current Mission, Values, Vision, Strategic Directions, and Strategic Objectives are focused on achieving excellence in everything we do.

Mission

OCC is committed to empowering our students to succeed and advancing our community.

Values

ACCESSIBLE – We welcome people of diverse backgrounds and abilities.

EXCELLENT – We offer high quality and relevant educational experiences, and celebrate the accomplishments of our people.

ETHICAL – We act with respect, integrity, and kindness, and carefully steward the resources entrusted to us.

Vision

Excellence in all we do...

- Become the college of choice.
- Become the partner of choice.
- Become the employer of choice.



Primary Institutional Goal

In 2023, OCC set a primary institutional goal to double graduation rates. This key objective helps the organization align activities and resources to significantly improve this critical success indicator, thereby advancing OCC's mission. This focus also aids in evaluating progress across strategic directions and objectives related to student completion. Community college completion remains a complex and mission-focused goal, to help fit higher education advancement and earned credentials into the lives of students who are working, caring for families, and facing economic challenges throughout their college pursuits.

The College remains a central partner in helping to achieve the County and State goals for postsecondary credential attainment via Oakland80 and Michigan Sixty by 30. OCC is committed in its mission to empower students and advance the community in higher education awareness, aspirations, access, and success. The College will continue to evolve to meet the needs of its

students, to create innovative opportunities and pathways toward higher education credential attainment.

Monitoring Progress

OCC's monitoring reports offer the Board a comprehensive and consistent framework for evaluating overall institutional effectiveness. Delivered each semester (in fall, winter, and spring), these reports track continuous process improvements related to strategic key performance indicators, culminating in an annual report each August.

Financial Planning and Fiscal Integrity

Oakland Community College continues to fulfill its mission through strong fiscal stewardship, long-term planning, and a deep commitment to financial transparency. As a publicly funded institution, OCC recognizes its responsibility to manage resources efficiently while ensuring that students receive high-quality, affordable education. The College's financial practices reflect a proactive approach to sustaining academic excellence while honoring our fiduciary obligations to taxpayers and the broader community.

In fiscal year 2025, OCC once again received an unmodified audit opinion from independent auditors, reaffirming the integrity and accuracy of the College's financial statements. This continued affirmation underscores OCC's strong internal controls, compliance with accounting standards, and transparency in financial reporting.

The College's commitment to prudent financial management is reflected in its comprehensive five-year Budget and Financial Forecast, updated annually to evaluate revenue trends, expenditure needs, and long-range capital priorities. This forward-looking planning tool enables OCC to adapt to fiscal challenges—including enrollment fluctuations, inflationary pressures, and changes in state funding—while maintaining financial stability and institutional resilience.

OCC operates under a Board-approved financial reserve policy, which requires the College to maintain a reserve equivalent to at least three months of operating expenses. This policy ensures adequate liquidity, protects against economic volatility, and supports long-term sustainability. In FY 2025, OCC met and exceeded these reserve targets, providing a solid financial foundation to support ongoing operations, capital improvements, and future institutional priorities.

The College continues to responsibly manage costs while prioritizing student success. Tuition rates are kept affordable, with only modest, inflation-aligned increases. OCC charges by billable contact hour, reflecting the true cost of instruction—particularly in high-contact programs such as health professions, science labs, and skilled trades. Despite rising costs, OCC remains among the most affordable community colleges in Michigan, with in-district tuition and fee structures consistently ranking among the lowest of the state's 28 community colleges.

While gross tuition and fees account for roughly one-third of OCC's total revenue—alongside property taxes and state appropriations—the College continues to adapt to the financial pressures of a changing higher education landscape. Through operational efficiencies, careful resource allocation, and targeted investments in academic programs and student services, OCC consistently balances its budget without compromising educational quality.

Looking ahead, Oakland Community College remains focused on financial accountability, sustainability, and strategic investment in programs that support student achievement, community impact, and workforce development. The College's leadership and Board of Trustees are united in their commitment to maintaining affordability, managing taxpayer resources responsibly, and advancing OCC's mission for generations to come.

LOCAL ECONOMY

Oakland County is one of the most populous and prosperous counties in Michigan. According to the most recent data published by the U.S. Bureau of Economic Analysis (BEA) on December 4, 2024, Oakland County's real Gross Domestic Product (GDP) ranked the highest among Michigan's 83 counties and accounted for nearly 21% of the state's GDP.¹ Oakland County's 2023 per capita personal income (PCPI) of \$90,781 was also ranked the highest among Michigan counties according to the latest data released by the BEA on November 14, 2024.²

Early on in the COVID-19 pandemic, unemployment was a major concern for the county. During May 2020, unemployment in Oakland County reached a pandemic high of 19.6%.³ With the introduction of effective vaccines and the help of federal, state and local stimulus funding, unemployment rates dropped significantly. By February 2022, the rate of unemployment dropped to 3.8%, and the most recent unemployment rate was 3.7% as of June 2025.⁴ Local economists project that job growth in Oakland County will be moderate between 2025 and 2027, averaging about 0.5% per year.⁵

As addressed in Oakland County Executive Dave Coulter's recent 2025 State of the County, several new and revived initiatives are driving prosperity and continued growth across the county. Business Forward, launched in 2022, evolved into the nonprofit Oakland Thrive, embedding consultants directly in communities to support small businesses. Since its inception, it has engaged more than 15,000 local businesses, offering coaching and networking opportunities that helped them recover and expand after the pandemic. In health services, Oakland Connects broadened the reach of Health360 by integrating social supports such as housing, food, and workforce services with medical care. Its partnership with the new Integrated Care Clinic in Pontiac has already served over 1,600 patients, with crucial support from the Penske Family Foundation.⁶ The county also expanded Project DIAMOND, which distributed 3D printers to 300 manufacturers during COVID. Now in Phase 2, it supports advanced manufacturing, with firms like Becker Orthopedics producing customized medical devices. Over 148 local firms have joined the digital manufacturing network, with training spreading statewide. Workforce development is anchored by Oakland80, which aims for 80% of residents to hold a postsecondary credential by 2030. Progress is strong - credential attainment has already surpassed 70%. Initiatives include career navigators for adults, in-

school coaches for high schoolers, and programs like Acorn to Oak, which provides microgrants to youth entrepreneurs.⁷ Together, these initiatives illustrate Oakland County's commitment to innovation, inclusive growth, and long-term economic resilience.

¹ *Table 1. Real Gross Domestic Product, by County, 2020-2023*. U.S. Bureau of Economic Analysis. (2024, December 4).

<https://www.bea.gov/sites/default/files/2024-12/lagdp1224.pdf>

² *Table 1. Per Capita Personal Income, by County, 2021-2023* U.S. Bureau of Economic Analysis. (2024, November 14).

<https://www.bea.gov/sites/default/files/2024-11/lapi1124.pdf>

³ *Local Area Unemployment Statistics*. U.S. Bureau of Labor Statistics. (accessed 2025, Sept. 24).

<https://data.bls.gov/dataViewer/view/timeseries/LAUCN261250000000003>

⁴ Ibid.

⁵ Oakland County, Michigan and the University of Michigan. *2025-2027 Economic Outlook for Oakland County*. (2025, May).

https://lsa.umich.edu/content/dam/econ-assets/Econdocs/RSQE%20PDFs/RSQE_Oakland_Forecast_May2025.pdf

⁶ Oakland County, Michigan. (2025, March 19). *2025 State of the County Address*.

<https://www.oakgov.com/home/showpublisheddocument/26540/638780064590800000>

⁷ Ibid.

Related to available occupations and college programming within our region, the College believes there to be approximately 271,781 projected annual job openings across all occupations and education levels.* When OCC considers the occupations most likely to need a two-year post-secondary education, there are approximately 83,985 job openings projected each year for the next five years in our region.*

OCC currently offers programs with approximately 13,191 job openings in the region. For these occupations, the average of the median wages is \$28.66 hour.*

The ten occupations supported by OCC programs (based on the number of projected job openings) include:*

1. Bookkeeping, Accounting, and Auditing Clerks
2. Teaching Assistants, Except Postsecondary
3. Medical Assistants
4. Automotive Service Technicians and Mechanics
5. Preschool Teachers, Except Special Education
6. Computer User Support Specialists
7. Heating, Air Conditioning, and Refrigeration Mechanics and Installers
8. Paralegals and Legal Assistants
9. Firefighters
10. Dental Hygienists

*Data Sources: *LightcastTM* (2025, September). <https://www.economicmodeling.com/OCC>
Institutional Effectiveness, September 2025

Prospects for the Future

Since there are approximately 13,191 job openings in the County that relate to programs OCC offers, the College is well positioned to provide training to meet these employment needs. OCC believes the top priorities for meeting community needs include the following 10 programs:*

1. Associate in Science
2. Associate in Arts
3. General Studies
4. Business Administration - Concentration in Accounting
5. MGT Development - Business Management
6. Construction Management Professional
7. Medical Office Admin. Procedures
8. Business Administration
9. Early Childhood Education Administrator
10. Hospitality Management Essentials Certificate

Data Source:

*LightcastTM (2025, September). <https://www.economicmodeling.com/>
OCC Institutional Effectiveness, September 2025*

Accreditation

Oakland Community College has been regionally accredited by The Higher Learning Commission of the North Central Association (website www.hlcommission.org) since 1971. The most recent reaffirmation of Accreditation was in the Academic Year 2018/2019. The next reaffirmation of Accreditation will be in 2028/2029.

Numerous programs have individual accreditations, memberships or approval by state agencies and/or national associations or organizations.

	Program Title	Predominant Accrediting Agency	Accreditation Status	Reaffirmation Date
1	Automobile Servicing	ASE Education Foundation (Partnerships with Mopar CAP and NC3)	Accredited / Approved	2025
2	Culinary Arts	Primary: American Culinary Federation (Secondary: National Restaurant Association)	Accredited / Approved	2026
3	Dental Hygiene	American Dental Association Commission on Dental Accreditation	Accredited / Approved	2028
4	Diagnostic Medical Sonography	Commission on Accreditation of Allied Health Education Programs	Accredited / Approved	2025
5	Emergency Medical Services	Primary: Commission on Accreditation of Allied Health Education Programs upon the recommendation of the Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoAEMSP) (Secondary: Michigan Department of Health and Human Services)	Accredited / Approved	2030
6	Fire Academy	Primary: Pro Board Fire Service Professional Qualifications System (Secondary: State of Michigan - Michigan Fighters Training Council)	Accredited / Approved	2025
7	Medical Assisting	Commission on Accreditation of Allied Health Education Programs	Accredited / Approved	2029
8	Nursing Associate Degree	Primary: Accreditation Commission for Education in Nursing (Secondary: Michigan Board of Nursing)	Accredited / Approved	2031
9	Paralegal	Primary: American Bar Association (Secondary: American Association for Paralegal Education (AAfPE))	Accredited / Approved	2029
10	Police Academy	State of Michigan - Michigan Commission on Law Enforcement Standards	Accredited / Approved	2026
11	Radiologic Technology	The Joint Review Committee on Education in Radiologic Technology	Accredited / Approved	2032
12	Respiratory Therapy	The Commission on Accreditation for Respiratory Care (CoARC)	Accredited / Approved	2033

13	Sign Language Interpreter	Commission on Collegiate Interpreter Education	Accredited / Approved	2026
14	Surgical Technology	Commission on Accreditation of Allied Health Education Programs	Accredited / Approved	2034

Data Source: Oakland Community College Accreditation Webpage-
<https://www.oaklandcc.edu/about/accreditation/>

Other Information

Awards

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to Oakland Community College for its Annual Comprehensive Financial Report (ACFR) for the fiscal year ending June 30 for the past ten years. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized annual comprehensive financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements. Along with the ACFR award, the GFOA also awarded OCC's Financial Services department the Award of Financial Reporting Achievement.

A Certificate of Achievement for the ACFR is valid for a period of one year only. We believe that our current Annual Comprehensive Financial Report continues to meet the Certificate of Achievement Program's requirements and we are submitting it to the GFOA to determine its eligibility for another certificate.

In addition, Oakland Community College received an Award for Outstanding Achievement in Popular Annual Financial Reporting from the GFOA for its Popular Annual Financial Report for the fiscal year ended June 30, 2024, the seventh year in a row. 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 the 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 that 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.

For eight consecutive years, the College has received the GFOA's highest budget award. The latest recognition was received from the GFOA in fall of 2025 for fiscal year beginning 7/1/2025. The College was presented with the Distinguished Budget Presentation Award for its June 30, 2026-2030 budget document, along with a Certificate of Recognition for Budget Preparation to the Budget and Financial Planning Department. In addition, the College also previously received the Budget awards from the GFOA for the fiscal year 2025. Each award is valid for a period of one year only. The continued participation in future years in the program represents the College's support of best practices in community college budgeting and a commitment to budget process excellence.

Independent Audit

State statutes require an annual audit by independent certified public accountants. The accounting firm of Plante & Moran, PLLC was selected by the College's Board of Trustees. The auditor's report on the financial statements and schedules is included in the financial section of this report.

Acknowledgments

The timely preparation of the annual comprehensive financial report was made possible by the dedicated efforts of the entire Financial Services Department. We extend our sincere appreciation to each team member for their invaluable contributions to this report.

Respectfully submitted,



Peter Provenzano, Jr., CPA, CGMA
Chancellor



Christina Kostiuk
Vice Chancellor
Administrative Services



Sharon Converse, MBA
Executive Director
Financial Operations

OAKLAND COMMUNITY COLLEGE

PRINCIPAL OFFICIALS

Year Ended June 30, 2025

Board of Trustees

<u>Trustee Name</u>	<u>Position</u>	<u>Expiration</u>
Kathleen Bertolini	Chairperson	2028
Edward D. Callaghan	Vice Chairperson	2028
Pamela Jackson	Secretary	2028
Meg Lambert	Treasurer	2030
Shirley Bryant	Trustee	2026
MiVida Burrus	Trustee	2026
Pamala Davis	Trustee	2030

Chancellor's Executive Council

Peter Provenzano, Jr., Chancellor
Christina Ayar, Vice Chancellor for Advancement
Dr. Jolene Chapman, Interim Provost
Dr. Kimberly Hurns, Vice Chancellor for Student Services
Christina Kostiuk, Vice Chancellor for Administrative Services
Elizabeth Klee, Vice Chancellor for Information Technologies/CIO
Joseph Petrosky, Vice Chancellor for Economic & Workforce Development
Andre Poplar, Vice Chancellor for Human Resources
Elizabeth Rae, Vice Chancellor for Legal Affairs & General Counsel
Elizabeth Schnell, Vice Chancellor for Marketing & Communications
Dr. Steven Simpson, Chief of Staff and Strategy

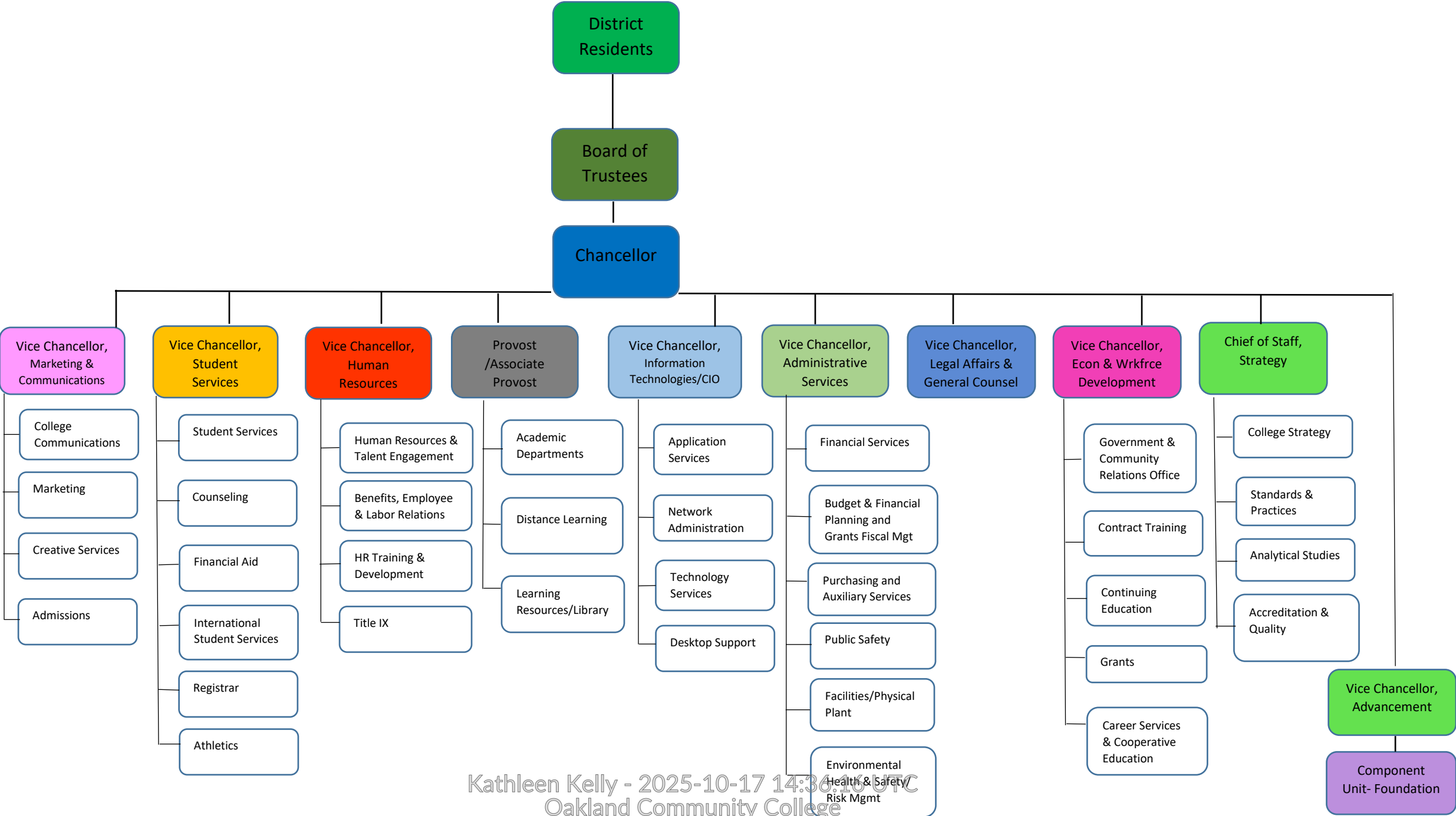
OFFICIALS ISSUING REPORT

Christina Kostiuk	Vice Chancellor for Administrative Services
Sharon Converse	Executive Director of Financial Operations

DEPARTMENT ISSUING REPORT

Financial Services

Oakland Community College
Auburn Hills, Michigan





Government Finance Officers Association

**Certificate of
Achievement
for Excellence
in Financial
Reporting**

Presented to

**Oakland Community College
Michigan**

For its Annual Comprehensive
Financial Report
For the Fiscal Year Ended

June 30, 2024

Christopher P. Morill

Executive Director/CEO



Government Finance Officers Association

**Award for
Outstanding
Achievement in
Popular Annual
Financial Reporting**

Presented to

**Oakland Community College
Michigan**

For its Annual Financial Report
For the Fiscal Year Ended

June 30, 2024

Christopher P. Morill

Executive Director/CEO



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Oakland Community College
Michigan**

For the Fiscal Year Beginning

July 01, 2024

Christopher P. Morill

Executive Director

Financial Section



OAKLAND COMMUNITY COLLEGE
Excellence *Empowered.*

Independent Auditor's Report

To the Board of Trustees
Oakland Community College

Report on the Audits of the Financial Statements

Opinions

We have audited the financial statements of the business-type activities and the discretely presented component unit of Oakland Community College (the "College") as of and for the years ended June 30, 2025 and 2024 and the related notes to the financial statements, which collectively comprise the College's basic financial statements, as listed in the table of contents.

In our opinion, the accompanying financial statements present fairly, in all material respects, the respective financial position of the business-type activities and the discretely presented component unit of Oakland Community College as of June 30, 2025 and 2024 and the respective changes in its financial position and, where applicable, its cash flows thereof for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinions

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are required to be independent of the College and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion. The financial statements of the discretely presented component unit were not audited under Government Auditing Standards.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the College's ability to continue as a going concern for 12 months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audits of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and, therefore, is not a guarantee that audits conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

To the Board of Trustees
Oakland Community College

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the College's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the College's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, the schedule of College's proportionate share of net pension liability, the schedule of College's pension contributions, the schedule of College's proportionate share of net OPEB liability, and the schedule of College's OPEB contributions be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, which considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audits of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Supplementary Information

Our audits were conducted for the purpose of forming opinions on the financial statements that collectively comprise Oakland Community College's basic financial statements. The combining statements of net position and combining statements of revenues, expenses, transfers and changes in net position are presented for the purpose of additional analysis and are not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audits of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the other supplementary information is fairly stated in all material respects in relation to the basic financial statements as a whole.

To the Board of Trustees
Oakland Community College

Other Information

Management is responsible for the other information in the accompanying Annual Comprehensive Financial Report. The other information comprises the introductory section and statistical section schedules but does not include the basic financial statements and our auditor's report thereon. Our opinions on the basic financial statements do not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audit of the basic financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the basic financial statements or whether the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated October 13, 2025 on our consideration of Oakland Community College's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Oakland Community College's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Oakland Community College's internal control over financial reporting and compliance.

October 13, 2025

OAKLAND COMMUNITY COLLEGE

MANAGEMENT'S DISCUSSION AND ANALYSIS

The discussion and analysis of *Oakland Community College's* (the "College") financial statements provides an overview of the College's financial position at June 30, 2025, 2024 and 2023 and its financial activities for the three years ended June 30, 2025. Management has prepared the financial statements and related footnote disclosures in conjunction with the discussion and analysis. Responsibility for the completeness and fairness of this information rests with the College's management.

Use of this Report

This annual financial report includes the report of independent auditors, this management's discussion and analysis, the basic financial statements, which consist of the statement of net position, the statement of revenue, expenses, and changes in net position, the statement of cash flows, and notes to the financial statements. Following the basic financial statements and footnotes are three supplementary schedules: the GASB 68 and GASB 75 required supplemental information, the combining statement of net position and the combining statement of revenue, expenses, and changes in net position as of and for the years ended June 30, 2025 and June 30, 2024.

Financial Highlights

The financial statements report information on the College as a whole. These statements report the College's financial position as of June 30, 2025 and 2024 and changes in net position for the years ended June 30, 2025 and 2024. The College's Statement of Net Position at June 30, 2025 and 2024, had assets of \$756.1 million and \$662.9 million, respectively, and liabilities of \$172.1 million and \$220.6 million, respectively. The College has recognized its share of the Michigan Public School Employees' Retirement System (MPERS) unfunded net pension liability. The net pension liability at June 30, 2025 and June 30, 2024, was \$126.0 million and \$173.0 million, respectively. The College has recognized its share of the MPERS net OPEB asset. The net OPEB asset at June 30, 2025 was \$22.2 million. The net OPEB asset at June 30, 2024 was \$3.0 million. The net pension liability and net OPEB asset result from the College's participation in MPERS, a statewide, cost-sharing, multiple employer defined benefit public employee retirement system. In 2025, the net pension liability decreased by 27.1 percent and the net OPEB asset increased by 627.0 percent. The combined change in the pension liability and net OPEB asset was \$66.1 million in 2025. In 2024, the net pension liability decreased by 18.2 percent and the net OPEB asset decreased by 125.8 percent. The combined reduction in the pension liability and net OPEB asset was \$53.4 million in 2024. The net pension liability was \$211.5 in 2023. The net OPEB asset at June 30, 2023 was \$11.8 million.

The College's revenues and other support exceeded expenses by \$108.0 million, \$83.5 million and \$36.2 million in 2025, 2024 and 2023, respectively. In both 2025 and 2024, increases in several categories including property taxes, gross tuition revenue and continued strong investment performance resulted in an increase in overall fund balance. Additionally, cost containment measures across all departments continued to keep expenses lower than budgeted. Current assets totaled \$112.7 million, \$99.6 million and \$116.9 million in 2025, 2024 and 2023. Long term investments totaled \$399.1 million, \$371.0 million and \$316.7 million in 2025, 2024 and 2023. See further discussion of investments in this MD&A under non-operating revenues. The College's net position, which represents the residual interest in the College's assets and deferred outflows after liabilities and deferred inflows are deducted, totaled \$539.5 million as of June 30, 2025, \$431.5 million as of June 30, 2024 and \$348.0 million as of June 30, 2023.

OAKLAND COMMUNITY COLLEGE

MANAGEMENT'S DISCUSSION AND ANALYSIS

The Statement of Net Position and Statement of Revenue, Expenses, & Changes in Net Position

The following is a comparative analysis of key components of the statements of net position as of June 30:

	<u>2025</u>	<u>2024</u>	<u>2023</u>
ASSETS			
Current assets	\$ 112,750,041	\$ 99,641,455	\$ 116,942,641
Long-term investments	399,079,754	371,000,770	316,694,222
Net OPEB asset	22,163,322	3,049,479	-
Capital assets, net of depreciation and amortization	<u>222,111,279</u>	<u>189,196,896</u>	<u>151,776,271</u>
Total assets	<u>\$ 756,104,396</u>	<u>\$ 662,888,600</u>	<u>\$ 585,413,134</u>
Deferred Outflows of Resources	<u>\$ 42,012,964</u>	<u>\$ 58,442,906</u>	<u>\$ 76,777,334</u>
LIABILITIES			
Current liabilities	\$ 38,176,503	\$ 37,875,349	\$ 27,972,702
Lease liability	459,972	632,060	-
Subscription liability	4,328,865	5,678,670	3,611,808
Net Pension liability	126,023,772	172,973,826	211,505,104
Net OPEB liability	-	-	11,829,581
Compensated absences	<u>3,072,859</u>	<u>3,463,942</u>	<u>3,655,776</u>
Total liabilities	<u>\$ 172,061,971</u>	<u>\$ 220,623,847</u>	<u>\$ 258,574,971</u>
Deferred Inflows of Resources	<u>\$ 86,563,768</u>	<u>\$ 69,239,356</u>	<u>\$ 55,659,116</u>
Net position			
Net investment in capital assets	\$ 214,234,137	\$ 180,532,688	\$ 146,216,467
Restricted:			
Expendable scholarships, grants and OPEB	24,891,508	8,343,966	363,536
Unrestricted	<u>300,365,977</u>	<u>242,591,649</u>	<u>201,376,378</u>
Total net position	<u>\$ 539,491,621</u>	<u>\$ 431,468,303</u>	<u>\$ 347,956,381</u>

OAKLAND COMMUNITY COLLEGE

MANAGEMENT'S DISCUSSION AND ANALYSIS

Although unrestricted net position is not subject to externally imposed restrictions, virtually all of the College's unrestricted net position is designated for the purposes to fulfill its mission including designations for future retirement obligations and insurance, designations to meet the College's reserve policy for operating expenses and capital projects, and designations of quasi-endowment for future debt payments and scholarships. See Note 1 for further information about the College's unrestricted net position and its designations.

The College increased its current and other assets by \$93.2 million in 2025 over 2024. Increases in cash/cash equivalents, long term investments, receivables, and prepaid expenses accounted for the increase along with the increase in net OPEB asset as discussed in the Financial Highlights section. Capital assets, net of depreciation and amortization increased due primarily to Construction in Process for the Royal Oak culinary facility that opened in Fall 2025. In 2025, the College's liabilities decreased by \$48.6 primarily as a result of a decrease in net pension liability from 2024. The College's overall net position increased by \$108.0 million. This is due to a number of factors as discussed above in the Financial Highlights section.

In 2024, the College increased its total assets by \$77.5 million primarily due to an increase in short term and long term investments as well as an increase in capital assets. Construction in progress accounted for a \$47.8 million increase in non-depreciable assets with the construction of the Royal Oak culinary facility. Total liabilities decreased \$38.0 million primarily due a decrease in net pension liability. The College's overall net position increased by \$83.5 million. This is due to a number of factors as discussed above in the Financial Highlights section.

OAKLAND COMMUNITY COLLEGE

MANAGEMENT'S DISCUSSION AND ANALYSIS

The following is a comparative analysis of key components of the statements of revenue, expenses, and change in net position for the years ended June 30:

	2025	2024	2023
Operating revenues			
Tuition and fees, net	\$ 26,232,748	\$ 27,049,334	\$ 28,568,433
Federal grants and contracts	5,054,747	4,387,539	4,239,839
State and local grants and contracts	7,027,618	4,063,082	2,290,936
Nongovernmental grants and contracts	3,021,684	1,898,480	640,777
Auxiliary activities	619,747	108,011	231,587
Miscellaneous	861,720	1,257,373	734,668
Total operating revenues	42,818,264	38,763,819	36,706,240
Less operating expenses	159,132,665	158,956,537	160,738,656
Operating loss	(116,314,401)	(120,192,718)	(124,032,416)
Non-operating revenues (expenses)			
Pell grant revenue	31,575,205	20,827,905	16,316,609
Other federal grant revenue	4,521,956	3,943,194	6,355,284
State appropriations	34,828,538	35,677,637	27,631,048
State appropriations for UAAL	10,070,942	14,575,007	8,776,484
Property taxes	113,880,201	107,469,661	99,923,797
Investment income	16,194,935	14,786,390	10,512,151
Gain on sale of asset	-	1,562,156	-
Net unrealized and realized gain (loss) on investments	13,265,942	4,862,690	(9,282,806)
Net non-operating revenues	224,337,719	203,704,640	160,232,567
Increase in net position	\$ 108,023,318	\$ 83,511,922	\$ 36,200,151
Net position - beginning of year	431,468,303	347,956,381	311,756,230
Net position - end of year	\$ 539,491,621	\$ 431,468,303	\$ 347,956,381

OAKLAND COMMUNITY COLLEGE

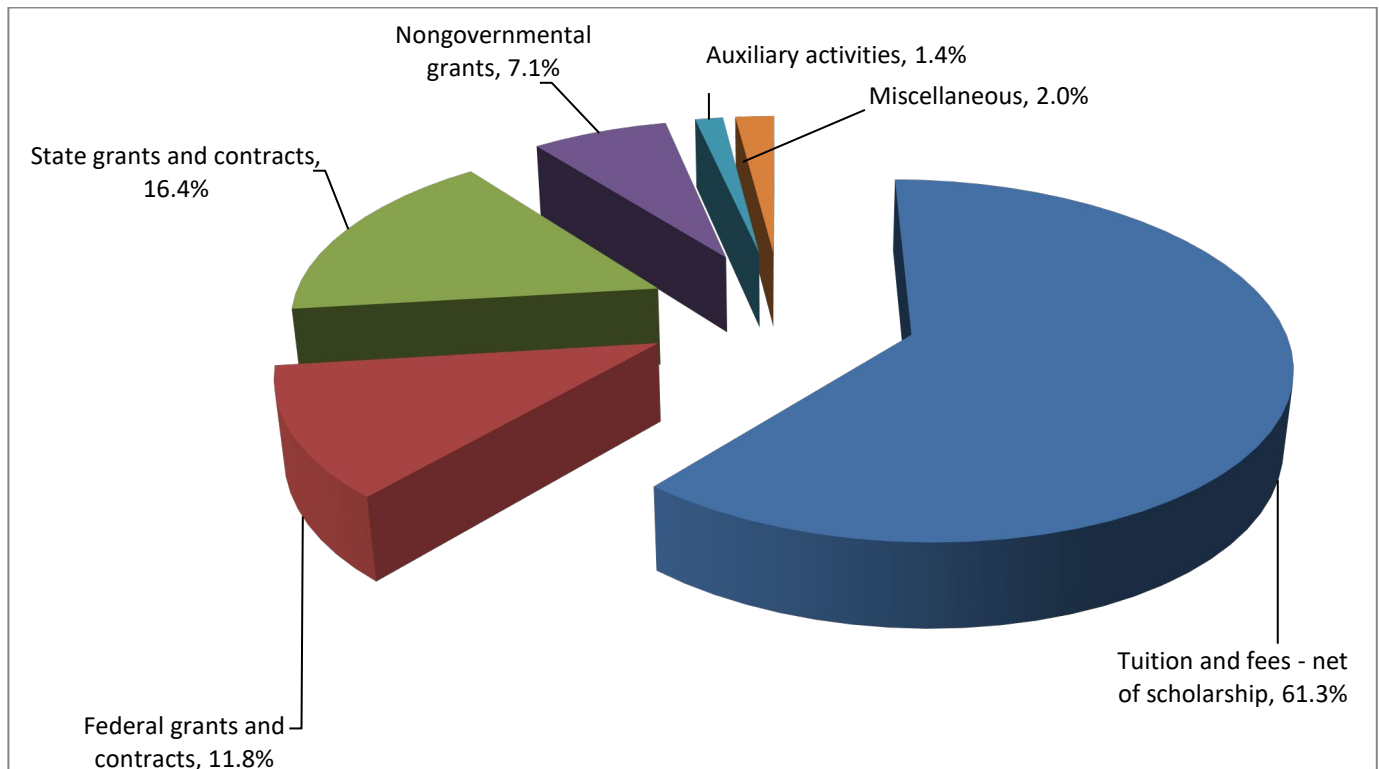
MANAGEMENT'S DISCUSSION AND ANALYSIS

Operating Revenues

Operating revenues include all transactions that result in sales and/or receipts from goods and services, such as tuition, fees, and auxiliary operations. In addition, certain federal, state, and private grants are considered operating if they are not for capital purposes and are considered a contract for services. Operating revenues consisted of the following during the years ended June 30:

	2025	2024	2023
Tuition and fees - net	\$ 26,232,748	\$ 27,049,334	\$ 28,568,433
Federal grants and contracts	5,054,747	4,387,539	4,239,839
State grants and contracts	7,027,618	4,063,082	2,290,936
Nongovernmental grants	3,021,684	1,898,480	640,777
Auxiliary activities	619,747	108,011	231,587
Miscellaneous	<u>861,720</u>	<u>1,257,373</u>	<u>734,668</u>
Total operating revenues	<u>\$ 42,818,264</u>	<u>\$ 38,763,819</u>	<u>\$ 36,706,240</u>

The following is a graphic illustration of operating revenues for fiscal year 2025:



OAKLAND COMMUNITY COLLEGE

MANAGEMENT'S DISCUSSION AND ANALYSIS

- Net tuition and fee revenue (after scholarship allowance) decreased by 3.0 percent in 2025. There was an increase in enrollment and a moderate tuition increase but the Scholarship Allowance also increased with additional Pell awards. In 2024 net tuition and fee revenue decreased by 5.3 percent although there was an increase in enrollment and a moderate tuition increase because the Scholarship Allowance also increased with additional Pell awards. Net tuition and fee revenue increased slightly by 1.4 percent in 2023 due to small increases in enrollment and a moderate tuition increase.
- Gross tuition and fee revenue increased by 17.9 percent and 6.2 percent in 2025 and 2024, respectively. Gross tuition and fee revenue increased by 4.4 percent for fiscal year ended June 30, 2023. In 2025 and 2024, respectively, there was an increase of 13.8 percent and 6.3 percent in billable contact hours with the increased enrollment. In 2023 billable contact hours increased by less than 1.0 percent.
- Federal grants and contracts increased by 15.2 percent, 3.5 percent and 29.2 percent in 2025, 2024 and 2023, respectively, with the addition of several Department of Labor grants. The HEERF funding that the College received in 2023 is considered non-operating revenues and is addressed below.
- The College's auxiliary services are minimal with the transfer of bookstore operations to a third-party administrator during 2022. In 2025, auxiliary services increased by \$512,000. Auxiliary services revenue decreased by 53.4 percent in 2024 and 89.5 percent in 2023. The auxiliary activities revenue line is now made up of vendor commissions and auction sales.
- State and local grant revenue increased by 73.0 percent in 2025 due to increases in state financial aid programs like TIP – Tuition Incentive Program and Michigan Achievement. In 2024, state and local grant revenue increased by 77.4 percent. In 2023, state and local grant revenue increased by \$1.8 million with additional grants.
- In 2025, 2024 and 2023, non-governmental grants increased by 59.2 percent, 196.3 percent and 32.7 percent due to increases in local grants, both in number of grants and total grant funding. The College hopes to continue to find local grants to help fund college initiatives and aid in student success.
- Miscellaneous revenue decreased by 31.5 percent in 2025. In 2024, miscellaneous revenues increased by 71.2 percent due various increases in facilities rentals, increased catering and some on-time insurance revenue for prior year claims. In 2023, miscellaneous revenues increased slightly by 1.5 percent.

OAKLAND COMMUNITY COLLEGE

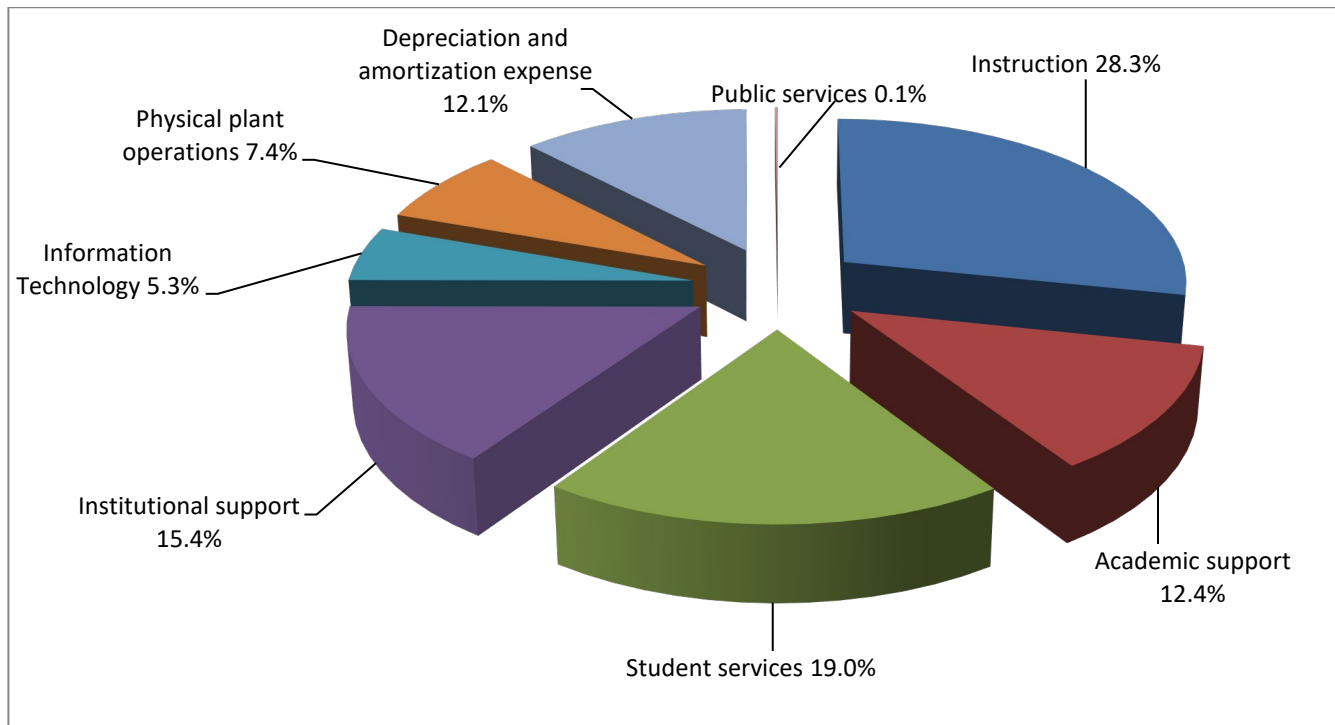
MANAGEMENT'S DISCUSSION AND ANALYSIS

Operating Expenses

Operating expenses are the costs for the College to conduct the programs necessary to carry out the primary purposes of the College. The operating expenses for the years ended June 30 consisted of the following:

	2025	2024	2023
Instruction	\$ 44,956,180	\$ 48,034,596	\$ 50,744,162
Academic support	19,727,313	21,262,014	21,262,577
Student services	30,156,286	25,833,580	21,311,833
Institutional support	24,360,274	19,205,666	21,786,188
Information technology	8,684,396	8,545,429	10,225,598
Physical plant operations	11,811,970	14,781,997	15,565,224
Depreciation & amortization expense	19,217,026	20,850,791	19,603,316
Public services	219,220	442,464	239,758
Total operating expenses	<u>\$ 159,132,665</u>	<u>\$ 158,956,537</u>	<u>\$ 160,738,656</u>

The following is a graphic illustration of total operating expenses for the year ended June 30, 2025:



OAKLAND COMMUNITY COLLEGE

MANAGEMENT'S DISCUSSION AND ANALYSIS

- The primary operating expenses of the College are salaries, payroll taxes, and related fringe benefits. The College incurred \$87.6 million, \$96.4 million, and \$103.7 million of payroll-related expenses during the years ended June 30, 2025, 2024, and 2023 respectively. This represents approximately 55.1 percent of the College's operating expenses during 2025, 60.6 percent during 2024 and 64.5 percent in 2023. In 2025, 2024 and 2023, the decrease in total salaries and benefits is a result of the allocation of a reduction of pension and OPEB expense in accordance with GASB 68 and 75. The reduction of pension and OPEB expense is the result of market appreciation as of the plans year-end in September 2023. Without this required adjustment, total salaries and benefits would have increased in 2025, 2024 and 2023 because of wage increases and benefit cost increases.
- In 2025, the UAAL state appropriations received were \$7.1 million, resulting in \$10.1 million of revenue after consideration of GASB 68 and GASB 75. In 2024, the UAAL state appropriations received were \$10.1 million, resulting in \$14.6 million of revenue after consideration of GASB 68 and GASB 75. In 2023, the UAAL state appropriations were \$14.6 million, however due to the allocation of a reduction of pension and OPEB expense in accordance with GASB 68 and 75, the result was a \$1.5 million reduction in expense.
- In 2025 and 2024 Instruction expenses decreased by 6.4 percent and 5.3 percent, respectively, resulting primarily from reduction in pension expense for GASB 68 and 75 adjustments. This reduction was \$15.0 million and \$8.6 million for pension and OPEB in 2025 and 2024, respectively. In 2023 Instruction expenses increased by 9.3 percent because of increased salaries and benefits.
- Expenditures in Academic Support remained fairly stable in 2025, 2024 and 2023. The reduction of 7.2 percent in 2025 were a result of reduction in person expense resulting from GASB 68 and 75 adjustments.
- In 2025 and 2024 Student Services expenses increased by 16.7 percent and 21.2 percent, respectively, due to increase in Pell awards and increased staffing. In 2023 Student Services expenses decreased significantly by 33.9 percent associated with the reduction of HEERF expenditures for institutional expenses and student awards.
- Institutional Support expense increased in 2025 by 26.8 percent as a result of increased administrative expense for bad debt expense, legal costs, human resources consulting and temporary help. In 2024, Institutional Support decreased by 11.8 percent resulting from reduction in pension expense from GASB 68 and 75 adjustments. This reduction was \$1.5 million for pension and OPEB. Institutional Support increased by 19.4 percent in 2023. This increase is due to increased salaries and benefits and an increase in benefit expense related to the increase in liability for compensated absences with the adoption of GASB 101.
- In 2025, Information Technology expenses remained stable with only a 1.6 percent increase over 2024. In 2024, Information Technology expenses decreased by 16.4 percent. Information Technology expenses decreased slightly in 2023 by 3.9 percent.

OAKLAND COMMUNITY COLLEGE

MANAGEMENT'S DISCUSSION AND ANALYSIS

- Physical Plant Operations decreased by 20.1 percent in 2025. In 2024, Physical Plant Operations decreased slightly by 5.0 percent. In 2023, Physical Plant Operations increased by 28.6 percent due to increased utility costs, and salaries and benefits.
- Public service expense decreased by 50.5 percent. This is a result of decreased expenses related to some of Workforce Development's Michigan New Jobs Training in 2025. In 2024, Public service expenses increased by 84.6 percent from allocation of salaries and benefit expenses to public service departments and increased contracted services for Economic and Workforce Development. Public service expenses remained fairly stable for 2023.

Non-operating Revenues

Non-operating revenues are all revenue sources that are not a result of College operations. They consist primarily of state appropriations, Pell grant revenue, other federal grant revenue, property tax revenue, interest income and realized and unrealized gains and losses.

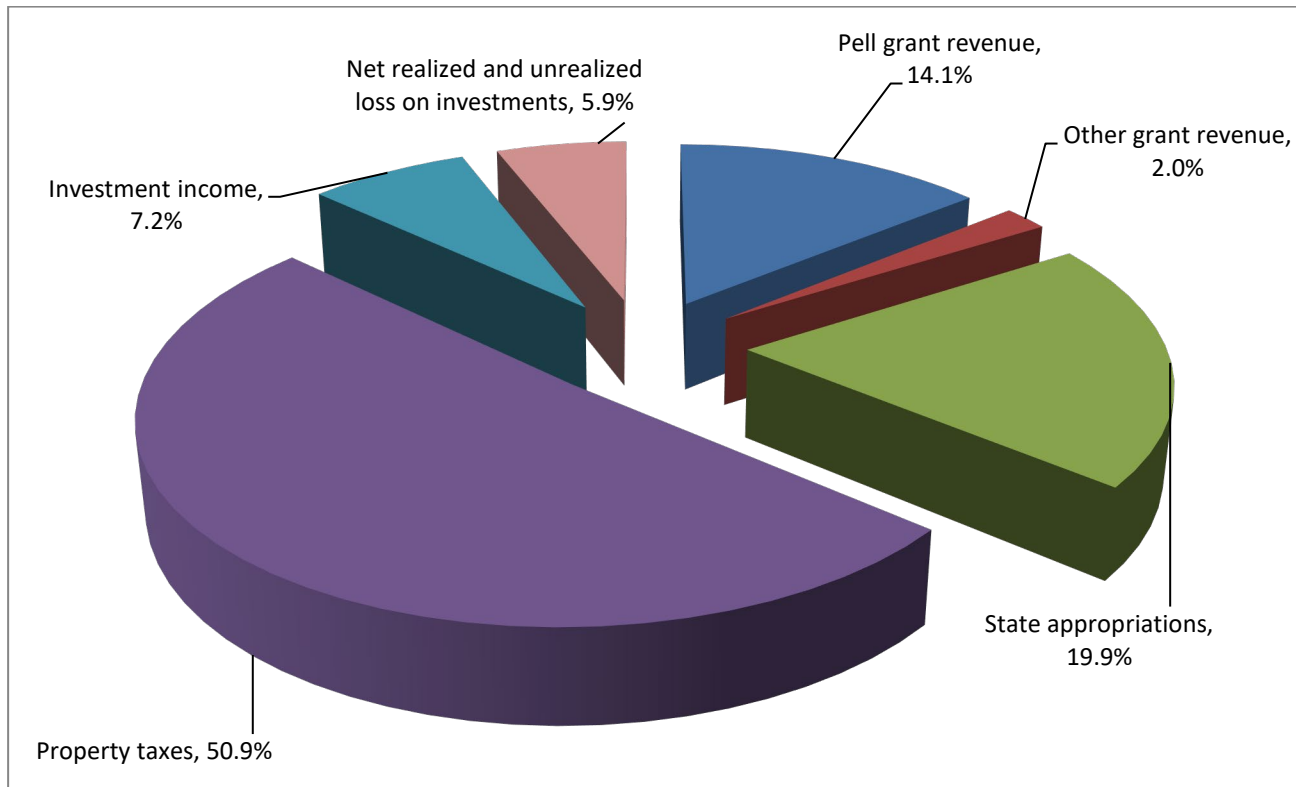
Non-operating revenues for the years ended June 30 consisted of the following:

	<u>2025</u>	<u>2024</u>	<u>2023</u>
Non-operating revenues			
Pell grant revenue	\$ 31,575,205	\$ 20,827,905	\$ 16,316,609
Other federal grant revenue	4,521,956	3,943,194	6,355,284
State appropriations	34,828,538	35,677,637	27,631,048
State appropriations for UAAL	10,070,942	14,575,007	8,776,484
Property taxes	113,880,201	107,469,661	99,923,797
Investment income	16,194,935	14,786,390	10,512,151
Gain on sale of asset	-	1,562,156	-
Net realized and unrealized gain (loss) on investments	<u>13,265,942</u>	<u>4,862,690</u>	<u>(9,282,806)</u>
Total non-operating revenues	<u>\$ 224,337,719</u>	<u>\$ 203,704,640</u>	<u>\$ 160,232,567</u>

OAKLAND COMMUNITY COLLEGE

MANAGEMENT'S DISCUSSION AND ANALYSIS

The following is a graphic illustration of non-operating revenues by source for fiscal year 2025:



- Pell continues to increase as the awards are increased by the Department of Education, more students qualify and as enrollment increases. Pell grant revenue increased by 51.6 percent, 27.7 percent and 14.7 percent in 2025, 2024 and 2023, respectively.
- The College received \$4.5 million, \$3.9 million and \$3.0 million in student financial aid for Future for Frontliners and Michigan ReConnect programs in 2025, 2024 and 2023, respectively. In 2024, the Michigan ReConnect program was expanded to include 21-24 year olds resulting in increased funding for fiscal year 2024 and continued in 2025. In 2023 the College received \$3.3 million of federal HEERF funding for student direct payments and institutional expenses and this program was complete in 2023.
- In 2025, there was a decrease of 10.7 percent in state appropriations. In 2024, there was an increase of 38.0 percent in state appropriations. In 2024 the College received an additional \$5.0 million from the state for equipment/capital renovations included in state appropriations. In 2023 there was a modest increase of 2.0 percent in state appropriations. Personal property tax reimbursement from the state in the amount of \$2.9 million, \$2.5 million, \$2.5 million for 2025, 2024, and 2023, respectively, was received and is included in the annual state appropriation figure. Public Act 300

The accompanying notes are an integral part of these financial statements.

OAKLAND COMMUNITY COLLEGE

MANAGEMENT'S DISCUSSION AND ANALYSIS

of 2012 instituted a 20.96 percent cap on the employer's share of the UAAL for reported MPSERS wages. This resulted in a state appropriation for UAAL of \$7.6 million, \$10.1 million and \$14.6 million for 2025, 2024 and 2023, respectively, resulting in \$10.1 million, \$14.6 million and \$8.8 million of revenue after consideration of GASB 68 and GASB 75 in 2025, 2024 and 2023, as well as MPSERS related cash outlay and expenses of equal amounts.

- In 2025 property taxes increased by 6.0 percent or \$6.4 million. Property taxes increased by \$7.6 million in 2024 and increased by \$4.1 million in 2023. These increases are a result of taxable values in Oakland County, Michigan continuing to increase.
- Investment income increased by 9.5 percent in 2025. In 2024 and 2023, investment income increased by 40.7 percent and 80.1 percent, respectively. Realized losses were \$1.2 million in 2025. Realized losses were \$702,000 and \$1.3 million in 2024 and 2023, respectively. With the assistance of the PFM Group, the College's investment manager, the College periodically rebalances the investment portfolio to continually meet strategic investment objectives. This results in year-over-year changes to the types and maturities of investments in the College's portfolio. See Note 2 to the financial statements for further information.
- In December 2023, the College sold its District Office building and moved its main address to 2900 Featherstone Rd, Auburn Hills and relocated administrative staff across all campuses. The revenue recognized for the sale of the building was \$1.6 million in fiscal year 2024.
- Unrealized gains and losses are primarily a result of market fluctuations in interest rates due to economic conditions in the United States. Unrealized gains and losses represent the fluctuation in the fair market value of investments. Bond values decline as interest rates increase and rise as interest rates decrease. In 2025 and 2024, the College recorded unrealized gains of \$14.5 million and \$5.6 million, respectively. Unrealized losses were \$7.9 million in 2023, as a result of interest rate increases. Nearly 90 percent of the investments held by the College are in government agencies and sponsored enterprises securities, whose prices were affected by the factors mentioned above. As the College intends to hold investments to maturity, it is unlikely that these unrealized gains and losses will be realized.

Statement of Cash Flows

Another method to assess the financial health of the College is to look at the statement of cash flows. Its primary purpose is to provide relevant information about the cash receipts and cash payments of an entity during a period. The statement of cash flows also helps assess:

- An entity's ability to generate net cash flows from operations
- Its ability to meet its obligations as they come due, and
- Its needs for external financing

OAKLAND COMMUNITY COLLEGE

MANAGEMENT'S DISCUSSION AND ANALYSIS

Following is a comparative analysis of the cash flows of the College for the years ended June 30:

	<u>2025</u>	<u>2024</u>	<u>2023</u>
Cash provided by (used in):			
Operating activities	\$(132,010,374)	\$(111,668,021)	\$(108,853,661)
Noncapital financing activities	195,154,336	181,943,025	162,246,865
Capital and related financing activities	(52,924,991)	(55,406,493)	(19,655,464)
Investing activities	1,427,438	(46,460,768)	8,222,876
Net change	(31,592,257)	(31,592,257)	41,960,616
Cash and cash equivalents - beginning of year	45,170,905	76,763,162	34,802,546
Cash and cash equivalents - end of year	\$ 56,817,314	\$ 45,170,905	\$ 76,763,162

Net cash used in operating activities totaled \$132.0 million for 2025. This was financed by \$195.2 million of net cash flows from noncapital financing activities such as property taxes and state appropriations. Net cash used in capital and related financing activities totaled \$52.9 million during 2025. This consists primarily of approximately \$48.6 million of capital additions. Net cash provided by investing activities totaled \$1.4 million. This consists of \$92.4 million of proceeds from the sale and maturities of investments, purchases of investments of \$107.4 million, and an offset by interest received during 2025 of approximately \$16.4 million. The net result of all cash flows is an increase in cash and cash equivalents of \$11.6 million for 2025.

Net cash used in operating activities totaled \$111.7 million for 2024. This was financed by \$181.9 million of net cash flows from noncapital financing activities such as property taxes and state appropriations. Net cash used in capital and related financing activities totaled \$55.4 million during 2024. This consists primarily of approximately \$52.9 million of capital additions. Net cash used by investing activities totaled \$46.5 million. This consists of \$93.4 million of proceeds from the sale and maturities of investments, \$1.6 million from the sale of capital asset, purchases of investments of \$154.98 million, and an offset by interest received during 2024 of approximately \$13.5 million. The net result of all cash flows is a decrease in cash and cash equivalents of \$31.6 million for 2024.

Net cash used in operating activities totaled \$108.9 million for 2023. This was financed by \$162.2 million of net cash flows from noncapital financing activities such as property taxes and state appropriations. Net cash used in capital and related financing activities totaled \$19.7 million during 2023. This consists of approximately \$15.6 million of capital additions. Net cash provided by investing activities totaled \$8.2 million. This consists of \$69.5 million of proceeds from the sale and maturities of investments, purchases of investments of \$72.0 million, and an offset by interest received during 2023 of approximately \$10.8 million. The net result of all cash flows is an increase in cash and cash equivalents of \$42.0 million for 2023.

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The accompanying notes are an integral part of these financial statements.

OAKLAND COMMUNITY COLLEGE

MANAGEMENT'S DISCUSSION AND ANALYSIS

Capital Assets

In 2025, the College had \$222.1 million invested in capital assets, net of accumulated depreciation and amortization of \$379.2 million. The College had \$189.2 million and \$151.8 million invested in capital assets, net of accumulated depreciation of \$361.5 million and \$350.1 million at June 30, 2024 and 2023, respectively. Depreciation charges approximated \$15.5 million, \$17.3 million and \$16.5 million for the years ended June 30, 2025, 2024 and 2023, respectively.

	<u>2025</u>	<u>2024</u>	<u>2023</u>
Capital assets:			
Land and land improvements	\$ 37,133,105	\$ 37,133,105	\$ 37,479,437
Construction in progress	99,170,539	57,332,969	9,326,323
Infrastructure	24,316,396	24,241,830	24,175,937
Buildings and improvements	347,596,087	343,832,780	346,771,218
Furniture, fixtures, and equipment	64,616,162	62,357,785	62,207,387
Library materials	6,541,927	7,450,362	8,298,899
Right of use lease asset - equipment	893,032	893,032	-
Subscription based IT arrangements	21,033,494	17,501,858	13,604,858
less accumulated depreciation/amortization	<u>(379,189,463)</u>	<u>(361,546,825)</u>	<u>(350,087,788)</u>
Total capital assets	<u>\$ 222,111,279</u>	<u>\$ 189,196,896</u>	<u>\$ 151,776,271</u>

Additions to capital assets during 2025, 2024, and 2023 included costs for both internal and external maintenance and renovation projects at various campus sites as well as Subscription based IT arrangements and leases. Capital additions for buildings/infrastructure, equipment were \$48.6 million, \$52.9 million, and \$15.2 million during years 2025, 2024, and 2023, respectively. The College began a large capital project in Royal Oak for the culinary arts in 2022. It was complete in time for fall 2025 classes. Construction in Progress increased by \$41.8 million in 2025 from 2024 and increased by \$48.0 million in 2024 from 2023.

OAKLAND COMMUNITY COLLEGE

MANAGEMENT'S DISCUSSION AND ANALYSIS

The majority of Construction in Progress in 2025 and 2024 is the renovation and addition of the culinary arts building at the Royal Oak campus. Other major projects include the Health Professions renovations at Orchard Ridge, CREST expansion at Auburn Hills and a driving pad at the Southfield campus.

In 2025, the College had Right of Use Lease asset - equipment and Subscription based IT arrangements, of \$10.3 million invested in capital assets, net of accumulated amortization of \$11.6 million. The College had \$10.5 million and \$8.3 million invested in Right of Use Lease asset - equipment and Subscription based IT arrangements, net of accumulated amortization of \$7.8 million and \$5.3 million at June 30, 2024 and 2023, respectively. Amortization charges approximated \$3.8 million, \$3.6 million and \$3.1 million for the years ended June 30, 2025, 2024 and 2023, respectively.

Additional information on the College's capital assets can be found in Note 3 of the Notes to Financial Statements.

Required Supplementary Information

With the implementation of GASB 68 and GASB 75, the College is required to prepare certain schedules regarding the MPERS Pension and OPEB liabilities, covered payroll and contributions. The required supplementary information includes a Schedule of College's Proportionate Share of Net Pension Liability and a Schedule of College Contributions.

Other Supplementary Information

Following the basic financial statements, the footnotes and required supplementary information are two comparative supplemental schedules, the Combining Statement of Net Position and Combining Statement of Revenue, Expenses and Changes in Net Position for years ended June 30, 2025 and 2024, respectively. The various funds presented on these statements are for internal purposes only. Though the Governmental Accounting Standards Board does not require this information for a fair and complete presentation, the statements do provide additional information regarding the various funds and activities of the College not disclosed in the basic statements.

The General Fund is the chief operating fund of the College, and had a net position of \$71.1 million, \$70.2 million and \$68.1 million excluding the GASB 68 and GASB 75 liabilities at June 30, 2025, 2024 and 2023, respectively. This is an increase of \$942,000 from 2024 to 2025, an increase of \$2.1 million from 2023 to 2024 and an increase of \$3.1 million from 2022 to 2023.

The Designated Fund related to the GASB 68 pension liability and GASB 75 net OPEB asset had a deficit net position of \$148.4 million, \$180.7 million and \$202.2 million as of June 30, 2025, 2024 and 2023,

OAKLAND COMMUNITY COLLEGE

MANAGEMENT'S DISCUSSION AND ANALYSIS

respectively. This fund is displayed separately on the Combining Statement of Net Position. Other funds of the College including the Designated Fund, Auxiliary Services Fund, Restricted Fund, Endowment and Similar Funds, and Plant Funds comprise the remaining overall net position for a combined College total of \$539.6 million, \$431.5 million and \$348.0 million in 2025, 2024 and 2023, respectively.

The Designated Fund's net position is designated for various instructional programs, including workforce development, future retirement costs, and rising health care costs. See Note 6 for a more detailed description of retirement liability. The majority of the Plant Fund is unrestricted and is designated for various capital improvements, repairs and projects. In fiscal year 2024, the College received state appropriations ITEMS funding restricted for capital improvements. The College restricted these funds for a major capital project for C.R.E.S.T., the combined regional emergency services training center.

Economic Factors that will affect the Future

The economic position of the College is closely tied to that of Oakland County and the State of Michigan as it relates to property tax revenues and state appropriations. Oakland County's property tax values stabilized in 2016 and began to increase in the years since then. Current rates have resulted in property tax revenues exceeding their pre-recession peak 10 years ago.

Student enrollment has increased over the past couple years and there are projected increases for future years. In 2025 enrollment increased by 13.8 percent. In 2024 and 2023, enrollment increased by 3.9 percent and by less than 1.0 percent, respectively. Student billable contact hours were 369,910 for fiscal year 2025, 325,118 for fiscal year 2024, and 305,721 for fiscal year 2023. For the past several years, beginning each

fall term, the Board of Trustees has approved a modest 2-3% percent increase in the In-district and Out of District tuition rates. The College charges students by billable contact hour.

State appropriations are currently expected to be stable for the next fiscal year but the College continues to monitor possible decreases in the future due to economic conditions and inflation.

Payroll and related expenses represent approximately 55.1 percent, 60.6 percent and 64.5 percent of the total operating expenses reported on the June 30, 2025, 2024, and 2023 statement of revenue, expenses, and changes in net position. In 2025 salaries and wages increased by 6.7 percent over 2024. However, the overall reduction in compensation expense for 2025 and 2024 are primarily a result of the reduction in pension expense resulting from GASB 68 and 75 adjustments. In 2023, the increase is a result in increased benefit costs including the adoption of GASB 101, compensated absences and recording of the liability. The College anticipates that future payroll costs will reflect annual incremental increases. The College anticipates an increase in benefit costs as a result of the increase in the mandatory hard cap dollar amount that public employers are required to fund toward employee health benefits and the increased contribution requirements for MPSERS.

OAKLAND COMMUNITY COLLEGE

MANAGEMENT'S DISCUSSION AND ANALYSIS

Strategic Response to Economic and Enrollment Challenges

Oakland Community College continues to navigate a dynamic and challenging educational landscape shaped by both national trends and Michigan's current economic conditions. The state's projected rise in unemployment to 5.7% and modest payroll growth underscore the importance of prudent financial planning and operational agility. These economic headwinds, combined with record inflation, demographic shifts resulting in fewer college-aged students, increased competition for enrollment, and rising instances of student fraud, have created a complex environment for higher education institutions.

In response, the College remains committed to delivering high-quality, accessible education to its students and the broader community. OCC has implemented a comprehensive five-year budget and forecasting strategy to proactively manage financial resources and mitigate external pressures. The integration of technology into academic delivery continues to expand access and flexibility, with online and remote offerings complementing traditional in-person instruction. While digital learning presents new opportunities, the College is focused on maintaining instructional quality and ensuring equitable access for all students.

OCC's strategic initiatives are designed to align with Michigan's evolving workforce needs, particularly in sectors experiencing growth such as healthcare, education, and public service. By investing in academic innovation, student support services, and infrastructure, the College is positioning itself to meet future demands while maintaining fiscal stability and institutional integrity.

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OAKLAND COMMUNITY COLLEGE
STATEMENTS OF NET POSITION
JUNE 30

	College		Component Unit - Foundation	
	2025	2024	2025	2024
ASSETS				
Current assets				
Cash and cash equivalents	\$ 56,817,314	\$ 45,170,905	\$ 165,032	\$ 217,183
Accrued interest	2,279,549	2,336,045	-	12,584
Short-term investments	34,424,363	34,413,410	12,382,688	10,970,401
Property taxes receivable - net of allowance	916,352	543,311	-	-
State appropriations receivable	5,673,416	6,984,731	-	-
Federal and state grants receivable	4,593,134	3,932,354	-	-
Accounts receivable - net of allowance	2,968,995	2,254,327	-	-
Inventories	48,205	51,472	-	-
Prepaid expenses and other assets	5,028,713	3,954,900	-	-
Total current assets	112,750,041	99,641,455	12,547,720	11,200,168
Long-term investments	399,079,754	371,000,770	-	-
Net OPEB asset	22,163,322	3,049,479	-	-
Capital assets – non-depreciable	109,152,214	67,314,643	-	-
Capital assets – depreciable, net	112,959,065	121,882,253	-	-
Total non-current assets	643,354,355	563,247,145	-	-
Total assets	\$ 756,104,396	\$ 662,888,600	\$ 12,547,720	\$ 11,200,168
Deferred outflows of resources				
Deferred pension amounts	\$ 36,504,702	\$ 48,264,756	\$ -	\$ -
Deferred OPEB amounts	5,508,262	10,178,150	-	-
Total deferred outflows of resources	\$ 42,012,964	\$ 58,442,906	\$ -	\$ -
LIABILITIES				
Current liabilities				
Accounts payable	\$ 14,813,127	\$ 15,738,968	\$ 17,309	\$ 1,516
Accrued payrolls, vacation, and other compensation	9,789,558	8,359,496	-	-
Unearned revenue	6,443,380	6,630,319	-	-
Lease liability	172,088	154,961	-	-
Subscription liability	2,916,217	2,198,517	-	-
Deposits	4,042,133	4,793,088	-	-
Total current liabilities	38,176,503	37,875,349	17,309	1,516
Net pension liability	126,023,772	172,973,826	-	-
Lease liability -net of current portion	459,972	632,060	-	-
Subscription liability	4,328,865	5,678,670	-	-
Compensated absences - net of current portion	3,072,859	3,463,942	-	-
Total non-current liabilities	133,885,468	182,748,498	-	-
Total liabilities	\$ 172,061,971	\$ 220,623,847	\$ 17,309	\$ 1,516
Deferred inflows of resources				
Deferred pension amounts	\$ 55,716,847	\$ 42,442,258	\$ -	\$ -
Deferred OPEB amounts	30,846,921	26,797,098	-	-
Total deferred inflows of resources	\$ 86,563,768	\$ 69,239,356	\$ -	\$ -

OAKLAND COMMUNITY COLLEGE
STATEMENTS OF NET POSITION
JUNE 30

NET POSITION

Net investment in capital assets	\$	214,234,137	\$	180,532,688	\$	-	\$	-
Restricted:								
Nonexpendable endowments		-		-		4,343,055		4,039,849
Expendable-scholarships and grants		2,728,185		5,294,487		2,689,860		2,420,327
Net OPEB asset		22,163,322		3,049,479		-		-
Unrestricted		300,365,977		242,591,649		5,497,496		4,738,476
Total net position	\$	539,491,621	\$	431,468,303	\$	12,530,411	\$	11,198,652

OAKLAND COMMUNITY COLLEGE

STATEMENTS OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION

YEARS ENDED JUNE 30

	College		Component Unit - Foundation	
	2025	2024	2025	2024
Operating revenues				
Tuition and fees - net of scholarship allowance of \$29,136,385 in 2025 and \$19,897,778 in 2024	\$ 26,232,748	\$ 27,049,334	\$ -	\$ -
Federal grants and contracts	5,054,747	4,387,539	-	-
State and local grants and contracts	7,027,618	4,063,082	-	-
Nongovernmental grants and contracts	3,021,684	1,898,480	-	-
Auxiliary activities	619,747	108,011	-	-
Miscellaneous	861,720	1,257,373	-	-
Total operating revenues	42,818,264	38,763,819	-	-
Operating expenses				
Instruction	44,956,180	48,034,596	-	-
Academic support	19,727,313	21,262,014	-	-
Student services	30,156,286	25,833,580	-	-
Institutional Support	24,360,274	19,205,666	468,733	481,943
Information Technology	8,684,396	8,545,429	-	-
Physical plant operations	11,811,970	14,781,997	-	-
Depreciation and Amortization expense	19,217,026	20,850,791	-	-
Public services	219,220	442,464	-	-
Total operating expenses	159,132,665	158,956,537	468,733	481,943
Operating loss	(116,314,401)	(120,192,718)	(468,733)	(481,943)
Non-operating revenues (expenses)				
Pell grant revenue	31,575,205	20,827,905	-	-
Other federal grant revenue	4,521,956	3,943,194	-	-
State appropriations	34,828,538	35,677,637	-	-
State appropriations for UAAL	10,070,942	14,575,007	-	-
Property taxes	113,880,201	107,469,661	-	-
Gifts	-	-	560,602	408,926
Investment income	16,194,935	14,786,390	428,244	357,026
Gain on sale of asset	-	1,562,156	-	-
Net realized and unrealized gain (loss) on investments	13,265,942	4,862,690	811,646	975,568
Net non-operating revenues (expenses)	224,337,719	203,704,640	1,800,492	1,741,520
Increase in net position	108,023,318	83,511,922	1,331,759	1,259,577
Net position - beginning of year	431,468,303	347,956,381	11,198,652	9,939,075
Net position - end of year	\$ 539,491,621	\$ 431,468,303	\$ 12,530,411	\$ 11,198,652

OAKLAND COMMUNITY COLLEGE

STATEMENTS OF CASH FLOWS

YEARS ENDED JUNE 30

	2025	2024
Cash flows from operating activities		
Tuition and fees	\$ 25,331,141	\$ 27,596,520
Grants and contracts	15,104,049	10,349,101
Payments to suppliers	(99,143,057)	(80,947,555)
Payments to employees	(74,783,974)	(70,031,471)
Direct loan receipts	11,926,670	10,293,597
Direct loan disbursements	(11,926,670)	(10,293,597)
Auxiliary enterprise charges	1,481,467	1,365,384
Net cash used in operating activities	(132,010,374)	(111,668,021)
Cash flows from noncapital financing activities		
Pell and other federal grant revenue	35,436,381	25,504,214
Property taxes	113,507,160	106,980,628
State appropriations	46,210,795	49,458,183
Net cash provided by noncapital financing activities	195,154,336	181,943,025
Cash flows from capital and related financing activities		
Purchase of capital assets	(48,606,289)	(52,908,315)
Payments on SBITA and leases	(4,318,702)	(2,498,178)
Net cash used in capital and related financing activities	(52,924,991)	(55,406,493)
Cash flows from investing activities		
Purchase of investments	(107,372,401)	(154,902,731)
Interest on investments	16,403,622	13,492,681
Proceeds from sales of assets	-	1,562,156
Proceeds from sales and maturities of investments	92,396,217	93,387,126
Net cash used in investing activities	1,427,438	(46,460,768)
Net (decrease) increase in cash and cash equivalents	\$ 11,646,409	\$ (31,592,257)
Cash and cash equivalents - beginning of year	45,170,905	76,763,162
Cash and cash equivalents - end of year	\$ 56,817,314	\$ 45,170,905
Significant Noncash Transactions		
Unrealized gain (loss) on investments at fiscal year-end	\$ 14,508,721	\$ 4,862,690
New Leases entered into	-	893,032
New SBITAs entered into	3,531,636	6,336,837

OAKLAND COMMUNITY COLLEGE

STATEMENTS OF CASH FLOWS

YEARS ENDED JUNE 30

Reconciliation of Operating Loss to Net Cash Used in Operating Activities

	2025	2024
Operating loss	\$ (116,314,401)	\$ (120,192,718)
Adjustments to reconcile operating loss to net cash used in operating activities		
Depreciation & amortization	19,217,026	20,850,791
Loss on disposal of capital assets	6,514	402,865
Provision for uncollectible receivables	2,700,787	1,513,001
Changes in operating assets and liabilities which (used) provided cash		
Accounts receivable	(3,415,455)	(2,388,449)
Inventories	3,267	(5,009)
Prepaid assets and other current assets	(1,073,813)	505,222
Accounts payable	(925,841)	5,625,166
Accrued payroll and other compensation	1,038,979	1,021,276
Deposits	(750,955)	1,072,870
Unearned revenue	(186,939)	1,422,634
Deferred outflows of resources	16,429,942	18,334,428
Deferred inflows of resources	17,324,412	13,580,240
Pension Liability and net OPEB asset	(66,063,897)	(53,410,338)
Net cash used in operating activities	\$ (132,010,374)	\$ (111,668,021)

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

1. BASIS OF PRESENTATION AND SIGNIFICANT ACCOUNTING POLICIES

Reporting Entity –

Oakland Community College (the "College") is a Michigan community college whose financial statements have been prepared in accordance with the accounting principles as prescribed by the Governmental Accounting Standards Board and as outlined in the *State of Michigan Manual for Uniform Financial Reporting - Michigan Public Community Colleges, 2001*.

The accompanying financial statements have been prepared in accordance with criteria established by the Governmental Accounting Standards Board for determining the various governmental organizations to be included in the reporting entity. These criteria include significant operational or financial relationships with the College. Based on application of the criteria, the College has one component unit. A component unit is a separate legal entity that is included in the College's reporting entity because of the significance of its operational financial relationships with the College.

The Oakland Community College Foundation (the "Foundation") is discretely reported as part of the College's reporting entity (although it is legally separate and governed by its own Board of Directors) because its sole purpose is to provide support to the College. Audited financial statements of the Foundation may be obtained by contacting Oakland Community College Foundation, 2900 Featherstone Rd, Auburn Hills, Michigan 48326.

Basis of Accounting – Oakland Community College

The financial statements of the College have been prepared using an economic resources management focus and the accrual basis of accounting. Under the accrual basis, revenues are recognized when earned and expenses are recorded when an obligation has been incurred.

Basis of Accounting - Component Unit

The Foundation is a nonprofit organization that reports under the provisions of Accounting Standards Codification ("ASC") Topic 958, *Not-for-Profit Entities*. As such, certain revenue recognition criteria and presentation features are different from Governmental Accounting Standards Board ("GASB") revenue recognition and presentation features. The Foundation financial statements are prepared in accordance with generally accepted accounting principles as prescribed by the Financial Accounting Standards Board ("FASB"). With the exception of necessary presentation adjustments, no modifications have been made to the Foundation's financial information in the College's financial report for these differences.

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

Significant Accounting Policies

Significant accounting policies followed by Oakland Community College are described below to enhance the usefulness of the financial statements to the reader:

Cash and Cash Equivalents - Cash and cash equivalents consist of all deposit accounts and highly liquid investments with an initial maturity of three months or less.

Accounts Receivable - Accounts receivable is recorded net of allowance for uncollectible amounts of approximately \$3.0 million and \$2.2 million as of June 30, 2025 and 2024, respectively. The allowance for doubtful accounts is established using a general valuation allowance based on historical loss experience, including experience with Title IV returns. All amounts deemed to be uncollectible are charged against the allowance in the period that determination is made.

Investments - Investments are stated at fair value, based on quoted market prices or other observable inputs and may not be indicative of net realizable value or reflective of future fair value.

Risks and Uncertainties - The College invests in various instruments which are exposed to risks such as interest rate, market and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the values of investment securities will occur in the near term and such changes could materially affect the amounts reported in the statement of net position.

Inventories – Inventories held for resale are stated at the lower of cost or market.

Capital Assets - Property and equipment are recorded at cost or in the case of donated property, at acquisition value on the date the gift was received. Depreciation is provided for property and equipment on a straight-line basis over the estimated useful lives of the assets. In 2025, the College changed its capitalization policy for expenditures for property and equipment to greater than \$10,000. The policy had previously been for property and equipment greater than \$5,000. The useful lives of the capital assets range from 5-40 years and are listed by category of capital asset in Note 3.

Unearned Revenue - Revenue received prior to year-end that relates to the next fiscal period is recorded as unearned revenue. Unearned revenue at June 30, 2025 includes \$4.1 million of tuition for the 2025 summer term, which began on May 5, 2025 and ended on August 19, 2025. Unearned revenue also includes unearned grant revenue of \$2.4 million at June 30, 2025. Unearned revenue at June 30, 2024 includes \$3.4 million of tuition for the 2024 summer term, which began on May 6, 2024 and ended on August 21, 2024. Unearned revenue also includes unearned grant revenue of \$3.2 million at June 30, 2024.

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

Subscriptions – The College obtains the right to use vendors' information technology software through various long-term contracts. The College recognizes a subscription liability and an intangible right-of-use subscription asset (the "subscription asset") on the Statement of Net Position. The College recognizes subscription assets and liabilities with an initial value of \$0 or more.

At the commencement of a subscription, the College initially measures the subscription liability at the present value of payments expected to be made during the subscription term. Subsequently, the subscription liability is reduced by the principal portion of subscription payments made. The subscription asset is initially measured as the initial amount of the subscription liability, adjusted for subscription payments made at or before the subscription commencement date, plus initial implementation costs. Subsequently, the subscription asset is depreciated on a straight-line basis over its useful life.

Key estimates and judgments related to subscriptions include how the College determines the discount rate it uses to discount the expected subscription payments to present value and the subscription term.

The College uses the interest rate charged by the vendor as the discount rate. When the interest rate charged by the vendor is not provided, the College generally uses its estimated incremental borrowing rate as the discount rate for subscriptions.

The subscription term includes the noncancelable period of the subscription.

The College monitors changes in circumstances that would require a remeasurement of its subscriptions and will remeasure the subscription asset and liability if certain changes occur that are expected to significantly affect the amount of the subscription liability.

Subscription assets are reported with other capital assets, and subscription liabilities are reported with long-term debt on the statement of net position.

Compensated Absences –It is the College's policy to permit employees to accumulate earned but unused sick leave and vacation time. A leave liability is recognized due to the leave attributable to services already rendered, leave that accumulates, and leave that is more likely than not to be used for time off or otherwise paid in cash or settled through noncash means.

Revenue Recognition - Revenue from state appropriations are recognized in accordance with the accounting method described in the *Manual for Uniform Financial Reporting - Michigan Public Community Colleges, 2001*, which provides that state appropriations are recorded as revenue in the period for which such amounts are appropriated. Student tuition and related revenues and expenses of an academic semester are reported in the fiscal year in which the program is conducted.

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

Operating revenues of the College consist of tuition and fees, certain grants and contracts, and sales and services of educational activities. Transactions related to capital and financing activities, noncapital financing activities, investing activities, state appropriations, property taxes, and Federal Pell grants and other federal grants, are components of non-operating and other revenues. For financial reporting purposes, restricted resources are deemed to be utilized first when both restricted and unrestricted resources are available to satisfy an expense.

Property taxes are recorded as revenue when received, which approximates the amounts when levied. Property taxes are levied on December 1 based on taxable values as of the preceding December 31. The taxes, which are collected and remitted to the College by municipalities within the College district boundaries, are collected through February 28. Uncollected real property taxes of the College are turned over to the counties in which the district is located for subsequent collection. The College is subsequently paid 100 percent of delinquent real property taxes through the counties' tax revolving funds. These payments are usually received within three to five months after the delinquency date.

During the years ended June 30, 2025 and 2024, 1.4836 and 1.4891 of tax per \$1,000 of taxable property value in the College taxing district was levied for general operating purposes on all property, respectively. Total operating property tax revenue was \$113.9 million and \$107.5 million for the years ended June 30, 2025 and 2024, respectively.

Scholarship Allowance - Student tuition and fee revenues, and certain other revenues from students, are reported net of scholarship allowance in the statement of revenues, expenses, and changes in net position. Scholarship allowance is the difference between the stated charge for goods and services provided by the College, and the amount that is paid by students and/or third parties making payments on the students' behalf. Certain governmental grants, such as Pell grants, and other Federal, state or nongovernmental programs, are recorded as either operating or non-operating revenues in the College's financial statements. To the extent that revenues from such programs are used to satisfy tuition and fees and other student charges, the College has recorded a scholarship allowance.

Expenses - Operating expenses include the costs of services, administrative expenses, and depreciation on capital assets. All expenses not meeting this definition are reported as non-operating expenses.

Pensions – For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the Michigan Public School Employees' Retirement System (MPERS) and additions to/deductions from MPERS fiduciary net position have been determined on the same basis as they are reported by MPERS. MPERS uses the economic resources measurement focus and the full accrual basis of accounting. Contribution revenue is recorded as contributions are due, pursuant to legal requirements. Benefit payments (including refunds of employee contributions) are

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

recognized as expense when due and payable in accordance with the benefit terms. Related plan investments are reported at fair value.

Other Postemployment Benefit Costs - For purposes of measuring the net other postemployment benefit (OPEB) asset/liability, deferred outflows of resources and deferred inflows of resources related to OPEB, and OPEB expense, information about the fiduciary net position of the MPSERS and additions to/deductions from MPSERS fiduciary net position have been determined on the same basis as they are reported by MPSERS. MPSERS uses the economic resources measurement focus and the full accrual basis of accounting. For this purpose, MPSERS recognizes benefit payments when due and payable in accordance with the benefit terms. Investments are reported at fair value, except for money market investments and participating interest-earning investment contracts that have a maturity at the time of purchase of one year or less, which are reported at cost.

Deferred Outflows of Resources - In addition to assets, the statement of financial position will sometimes report a separate section for deferred outflows of resources. This separate financial statement element represents a consumption of net assets that applies to a future period(s) and will not be recognized as an outflow of resources (expense) until then.

The College reports deferred outflows of resources for certain pension related and OPEB-related amounts, such as change in expected and actual experience, changes in assumptions, and certain contributions made to the plan subsequent to the measurement date. More detailed information can be found in Note 6.

Deferred Inflows of Resources - In addition to liabilities, the statement of financial position will sometimes report a separate section for deferred inflows of resources. This separate financial statement element represents an acquisition of net assets that applies to a future period(s) and will not be recognized as an inflow of resources (revenue) until that time.

The College reports deferred inflows of resources for certain pension related and OPEB-related amounts, such as the difference between projected and actual earnings of the plan's investments. More detailed information can be found in Note 6.

Use of Estimates - The process of preparing financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions regarding certain types of assets, liabilities, revenues and expenses. Actual results may differ from estimated amounts.

Net Position - GASB No. 34 establishes standards for external financial reporting for public colleges and universities and requires that resources be classified for accounting and reporting purposes into the following net position categories.

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Unrestricted Net Position - Unrestricted net position represents net position that is not subject to externally imposed restrictions. In fiscal year 2025 and 2024 the College's unrestricted net position is comprised of the following:

	2025	2024
Designated for future capital outlay and major maintenance	\$ 300,990,305	\$ 258,666,592
Designated for quasi-endowment	20,147,077	18,551,404
Designated for instructional programs (designated fund)	2,650,481	2,933,190
Designated for future benefits (designated fund)	76,044,480	76,044,480
Designated for unfunded pension and OPEB liabilities	(170,574,576)	(183,770,275)
General fund unrestricted net position	71,108,210	70,166,258
	<u>\$ 300,365,977</u>	<u>\$ 242,591,649</u>

The College has had a Financial Reserves and Designated Funds Policy since 2015 when the Board approved the policy in order to meet cash flow requirements, maintain a strong credit rating, and allow for flexibility to respond to changes in the economic environment. With the policy, the College shall maintain financial designations for operating funds of not less than three months of operating expenditures of the total combined funds based on annual audited expenditures for the past three years.

Additionally, funds are designated for future benefits fund. The current balances in the unrestricted and designated funds listed above meet the requirements of this policy.

Net Investment in Capital Assets - Capital assets, net of accumulated depreciation/amortization and outstanding principal balances of debt attributable to the acquisition, construction, or improvement of those assets.

Restricted Net Position –

- Nonexpendable - Net position subject to externally imposed constraints that they be maintained permanently by the College. Nonexpendable net position includes corpus portion (historical value) of gifts to the College's permanent endowment funds and certain investment earnings stipulated by the donor to be reinvested permanently.
- Expendable – Net position whose use by the College is subject to externally imposed constraints that can be fulfilled by actions of the College pursuant to those constraints or that expire by the passage of time.

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

2. CASH AND INVESTMENTS

Deposits - State law limits the College to invest in demand accounts, negotiable certificates of deposit, saving accounts, or other interest-earning deposit accounts of banks that are members of the Federal Deposit Insurance Corporation (FDIC). \$500,000 and \$500,000 of cash and certificates of deposit were covered by FDIC insurance and \$56.3 million and \$46.4 million of cash and certificates of deposit were not covered by FDIC insurance at June 30, 2025 and 2024, respectively.

Investments - Investment policies as set forth by the Board of Trustees also authorize the College to invest in bonds, bills, or notes of the United States or of an agency of instrumentality of the United States or obligations of the State of Michigan. Funds may also be invested in commercial paper that is supported by an irrevocable letter of credit issued by a bank that is a member of the FDIC and commercial paper of corporations located in Michigan. The aforementioned investment policy is in accordance with State of Michigan law.

The Board of Trustees has authorized PFM Group to make investment decisions in accordance with policies set forth by the Board of Trustees.

There are no limitations or restrictions on participant withdrawals for the investment pools that are recorded at amortized cost except for MILAF MAX Class funds, which may not be redeemed for at least 14 calendar days, with the exception of direct investments of funds distributed by the State of Michigan. Redemptions made prior to the applicable 14-day period are subject to a penalty equal to 15 days' interest on the amount so redeemed.

Fair Value Measurements - The College categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on the valuation inputs used to measure the fair value of the asset. Level 1 inputs are quoted prices in active markets for identical assets; Level 2 inputs are significant other observable inputs; Level 3 inputs are significant unobservable inputs. Investments that are measured at fair value using the net asset value per share (or its equivalent) as a practical expedient are not classified in the fair value hierarchy below.

In instances where inputs used to measure fair value fall into different levels in the above fair value hierarchy, fair value measurements in their entirety are categorized based on the lowest level input that is significant to the valuation. The College's assessment of the significance of particular inputs to these fair value measurements requires judgment and considers factors specific to each asset or liability.

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NOTES TO FINANCIAL STATEMENTS

The College has the following recurring fair value measurements as of June 30, 2025 and 2024:

	2025	Quoted Prices in Active Markets Level 1	Significant Observable Inputs Level 2	Significant Unobservable Inputs Level 3
Investments by fair value level				
Debt Securities				
U.S. Treasury securities	\$ 201,567,322	\$ -	\$ 201,567,322	\$ -
Tax-Exempt Municipal Bonds	-	-	-	-
Federal Agency Mortgage-Backed Securities	86,661,618	-	86,661,618	-
Federal Agency Collateralized Mortgage Obligations	110,450,974	-	110,450,974	-
Federal Agency Bonds/Notes	27,824,202	-	27,824,202	-
Total investments by fair value level	\$ 426,504,116	\$ -	\$ 426,504,116	\$ -
Investments at cost				
Michigan Liquid Asset Fund Plus-TERM	7,000,000			
Certificates of deposit	-			
Total Investments	\$ 433,504,116			

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

	2024	Quoted Prices in Active Markets Level 1	Significant Observable Inputs Level 2	Significant Unobservable Inputs Level 3
Investments by fair value level				
Debt Securities				
U.S. Treasury securities	\$ 152,519,116	\$ -	\$ 152,519,116	\$ -
Tax-Exempt Municipal Bonds	-	-	-	-
Federal Agency Mortgage-Backed Securities	83,661,263	-	83,661,263	-
Federal Agency Collateralized Mortgage Obligations	114,296,479	-	114,296,479	-
Federal Agency Bonds/Notes	34,160,122	-	34,160,122	-
Total investments by fair value level	\$ 384,636,980	\$ -	\$ 384,636,980	\$ -
Investments at cost				
Michigan Liquid Asset Fund Plus-TERM	20,000,000			
Certificates of deposit	777,200			
Total Investments	\$ 405,414,180			

The fair value of the U.S. Treasury securities, tax-exempt municipal bonds, and federal government agency securities at June 30, 2025 and 2024 was determined primarily based on level 2 inputs. The College estimates the fair value of these investments using other inputs such as interest rates and yield curves that are observable at commonly quoted intervals.

The College did not have any Level 1 or Level 3 investments as of June 30, 2025 and June 30, 2024.

The College's cash and investments are included on the statements of net position under the following classifications as of June 30:

	2025	2024
Cash and cash equivalents	\$ 56,817,314	\$ 45,170,905
Short-term investments	34,424,363	34,413,410
Long-term investments	399,079,753	371,000,770
Total	\$ 490,321,430	\$ 450,585,085

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

The amounts are categorized as follows at June 30:

	2025	2024
Bank deposits (checking, savings, cash sweep accounts)	\$ 56,817,314	\$ 45,170,905
Investments	433,504,116	405,414,180
Total	\$ 490,321,430	\$ 450,585,085

Interest Rate Risk - The College's investment policy does not limit investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates. However, the College, with the assistance of PFM, monitors market conditions and forecasts as well as cash flow needs to optimize the maturity of its investments.

Credit Risk - The College is authorized by Michigan Public Act 331 of 1966, as amended through 2012, and by resolution of the Board of Trustees to invest funds in bonds, bills and notes of the United States or obligations of the State of Michigan, mutual funds and investment pools that are composed of authorized investments, bankers acceptances, commercial paper rated prime by at least one of the standard rating services, negotiable certificates of deposits and certain repurchase agreements. The College has no investment policy that would further limit its investment choices.

The College fixed income investments by credit rating and maturity at June 30, 2025 and 2024 were as follows:

2025	Credit Quality Rating	Balance at June 30, 2025	Less Than One Year	1-5 Years	More than 5 Years
U.S. Treasury Securities	AA+/Aaa	\$ 201,567,322	\$ 11,399,910	\$ 185,362,711	\$ 4,804,701
Tax-Exempt Municipal Bonds	Aa1	-	-	-	-
Federal Agency Mortgage-Backed Securities	AA+/Aaa	86,661,618	-	2,086,619	84,574,999
Federal Agency Collateralized Mortgage Obligations	AA+/Aaa	110,450,974	260,286	67,259,008	42,931,680
Federal Agency Bonds/Notes	AA+/Aaa	27,824,202	16,127,322	11,696,880	-
Certificates of Deposit	A+/Aa1	-	-	-	-
Michigan Liquid Asset Fund Plus - TERM	AAAm	7,000,000	7,000,000	-	-
Total		\$ 433,504,116	\$ 34,787,518	\$ 266,405,218	\$ 132,311,380

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

2024	Credit Quality Rating	Balance at June 30, 2024	Less Than One Year	1-5 Years	More than 5 Years
U.S. Treasury Securities	AA+/Aaa	\$ 152,519,116	-	\$ 143,633,686	\$ 8,885,430
Tax-Exempt Municipal Bonds	Aa1	-	-	-	-
Federal Agency Mortgage-Backed Securities	AA+/Aaa	83,661,263	-	1,806,054	81,855,209
Federal Agency Collateralized Mortgage Obligations	AA+/Aaa	114,296,479	5,781,512	62,611,064	45,903,903
Federal Agency Bonds/Notes	AA+/Aaa	34,160,122	7,611,885	21,282,327	5,265,910
Certificates of Deposit	A+/Aa1	777,200	777,200	-	-
Michigan Liquid Asset Fund Plus - TERM	AAAm	20,000,000	20,000,000	-	-
Total		\$ 405,414,180	\$ 34,170,597	\$ 229,333,131	\$ 141,910,452

* Treasury, Federal Mortgage Obligation and Federal Agency bonds are subject to monthly, quarterly, or semiannual interest and/ or principal payments. The maturities are based on the stated date of the last principal and interest payment. These investments may be callable and have interest rates ranging from .375 percent to 6.75 percent in 2024 and 2025.

Custodial Credit Risk - All of the College's investments are in the name of the College or, as applicable, the investments are in trust accounts with each financial institution from which they were purchased.

Concentration of Credit Risk – Other than government securities, the amount of funds invested in one financial institution shall not exceed 5% of the total investment portfolio of the College. In the event there is a merger/acquisition of two or more financial institutions in which the College's funds are invested, the College will require a one-year (1-year) period of time within which to divest funds from its accounts, such that the total amount of funds invested in one financial institution does not exceed 5 percent.

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

More than five percent of the College's investments at June 30, 2025 and 2024 were invested as follows:

Issuer	2025	2024
Federal Home Loan Mortgage Corporation	15%	14%
Federal National Mortgage Association	19%	22%
U.S. Treasury	46%	38%
Federal Home Multi-family	7%	9%
Freddie Mac	9%	9%

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

3. CAPITAL ASSETS

Capital asset activity for the year ended June 30, 2025 was as follows:

	<u>Balance</u> <u>July 1, 2024</u>	<u>Additions</u>	<u>Disposals/</u> <u>Transfers</u>	<u>Balance</u> <u>June 30, 2025</u>	<u>Useful</u> <u>Life</u> <u>Years</u>
Capital assets - non-depreciable					
Land	\$ 9,981,675	\$ -	\$ -	\$ 9,981,675	
Construction in progress	<u>57,332,968</u>	<u>46,043,871</u>	<u>(4,206,300)</u>	<u>99,170,539</u>	
Total capital assets – non-depreciable	<u>\$ 67,314,643</u>	<u>\$ 46,043,871</u>	<u>\$ (4,206,300)</u>	<u>\$ 109,152,214</u>	
Capital assets - depreciable					
Land improvements	\$ 27,151,430	\$ -	\$ -	\$ 27,151,430	5-25
Buildings and improvements	343,832,780	21,930	3,741,377	347,596,087	5-40
Furniture, fixtures and equipment	62,357,785	2,456,678	(198,300)	64,616,163	5-20
Library materials	7,450,362	83,809	(992,245)	6,541,926	15
Infrastructure	24,241,830	-	74,566	24,316,396	10-25
Right of Use Lease - Equipment	893,032	-	-	893,032	
Subscription Based IT Arrangements	<u>17,501,858</u>	<u>3,531,636</u>	<u>-</u>	<u>21,033,494</u>	
Total capital assets - depreciable	<u>\$ 483,429,077</u>	<u>\$ 6,094,053</u>	<u>\$ 2,625,398</u>	<u>\$ 492,148,528</u>	
Less accumulated depreciation/amortization					
Land improvements	\$ 18,431,331	\$ 1,135,564	\$ -	\$ 19,566,895	
Buildings and improvements	257,852,553	10,234,058	-	268,086,611	
Furniture, fixtures and equipment	49,246,775	3,623,067	(581,837)	52,288,005	
Library materials	6,274,281	172,336	(992,550)	5,454,067	
Infrastructure	21,896,219	289,370	-	22,185,589	
Right of Use Lease - Equipment	133,955	178,606	-	312,561	
Subscription Based IT Arrangements	<u>7,711,710</u>	<u>3,584,025</u>	<u>-</u>	<u>11,295,735</u>	
Total accumulated depreciation/amortization	<u>\$ 361,546,824</u>	<u>\$ 19,217,026</u>	<u>\$ (1,574,387)</u>	<u>\$ 379,189,463</u>	
Total capital assets – depreciable, net	<u>\$ 121,882,253</u>			<u>\$ 112,959,065</u>	
Net capital assets	<u>\$ 189,196,896</u>			<u>\$ 222,111,279</u>	

At the end of the fiscal year, the College had \$2.4 million Assets Held for Sale

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

Capital asset activity for the year ended June 30, 2024 was as follows:

	Balance <u>July 1, 2023</u>	<u>Additions</u>	Disposals/ <u>Transfers</u>	Balance <u>June 30, 2024</u>	<u>Useful Life Years</u>
Capital assets - non-depreciable					
Land	\$ 10,215,589	\$ -	\$ (233,914)	\$ 9,981,675	
Construction in progress	<u>9,326,323</u>	<u>48,858,476</u>	<u>(851,831)</u>	<u>57,332,968</u>	
Total capital assets – non-depreciable	<u>\$ 19,541,912</u>	<u>\$ 48,858,476</u>	<u>\$ (1,085,745)</u>	<u>\$ 67,314,643</u>	
Capital assets - depreciable					
Land improvements	\$ 27,263,848	\$ -	\$ (112,418)	\$ 27,151,430	5-25
Buildings and improvements	346,771,218	8,000	(2,946,438)	343,832,780	5-40
Furniture, fixtures and equipment	62,207,387	3,966,874	(3,816,476)	62,357,785	5-20
Library materials	8,298,899	74,964	(923,501)	7,450,362	15
Infrastructure	24,175,937	-	65,893	24,241,830	10-25
Right of Use Lease - Equipment	-	893,032	-	893,032	
Subscription Based IT Arrangements	<u>13,604,858</u>	<u>6,336,837</u>	<u>(2,439,837)</u>	<u>17,501,858</u>	
Total capital assets - depreciable	<u>\$ 482,322,147</u>	<u>\$ 11,279,707</u>	<u>\$ (10,172,777)</u>	<u>\$ 483,429,077</u>	
Less accumulated depreciation					
Land improvements	\$ 17,359,854	\$ 1,169,644	\$ (98,167)	\$ 18,431,331	
Buildings and improvements	249,739,257	11,666,453	(3,553,157)	257,852,553	
Furniture, fixtures and equipment	49,175,901	3,887,350	(3,816,476)	49,246,775	
Library materials	7,011,959	185,807	(923,485)	6,274,281	
Infrastructure	21,530,169	390,585	(24,535)	21,896,219	
Right of Use Lease - Equipment	-	133,955	-	133,955	
Subscription Based IT Arrangements	<u>5,270,648</u>	<u>3,416,996</u>	<u>(975,934)</u>	<u>7,711,710</u>	
Total accumulated depreciation	<u>\$ 350,087,788</u>	<u>\$ 20,850,790</u>	<u>\$ (9,391,754)</u>	<u>\$ 361,546,824</u>	
Total capital assets – depreciable, net	<u>\$ 132,234,359</u>			<u>\$ 121,882,253</u>	
Net capital assets	<u>\$ 151,776,271</u>			<u>\$ 189,196,896</u>	

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NOTES TO FINANCIAL STATEMENTS

4. SUBSCRIPTIONS

The College obtains the right to use vendors' information technology software through various long-term contracts. Payments are generally fixed annually.

Subscription asset activity of the College is included in Note 3.

Future principal and interest payment requirements related to the College's subscription liability at June 30, 2025 are as follows:

Year	Principal	Interest	Total
2026	2,916,217	309,809	3,226,026
2027	2,468,344	155,711	2,624,055
2028	999,150	55,965	1,055,115
2029	861,371	4,106	865,477
	<u>\$ 7,245,082</u>	<u>\$ 525,591</u>	<u>\$ 7,770,673</u>

5. LONG-TERM LIABILITIES

Lease Liability

In 2024, the College entered into a five-year lease agreement with Applied Innovations for the lease of copiers across all five campuses. Payments are fixed monthly including principal and interest. As of June 30, 2025 and June 30, 2024, the College's outstanding lease liability is \$632,060 and \$787,021, respectively. The current portion is listed under current liabilities and the lease liability, net of current portion, is listed as a long-term liability and the related assets is listed as a Right of use lease asset. The interest rate is 10.53 percent. Interest related to the lease was \$75,535 and \$66,861 for year ended June 30, 2025 and June 30, 2024, respectively.

Under the lease agreement, the future principal and interest payment requirements are as follows:

Year	Principal	Interest
2026	\$ 172,088	\$ 58,408
2027	191,110	39,386
2028	212,234	18,262
2029	56,628	997
Total	<u>\$ 632,060</u>	<u>\$ 117,053</u>

OAKLAND COMMUNITY COLLEGE

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The College's long-term liabilities consist of the following as of June 30, 2025 and 2024:

2025

	<u>July 1, 2024</u>	<u>Additions</u>	<u>Reductions</u>	<u>June 30, 2025</u>	<u>Current Portion</u>
Long-term obligations:					
Lease Liability	\$ 787,021	\$ -	\$ 154,961	\$ 632,060	\$ 172,088
Subscription Liability	7,877,187	3,531,636	4,163,741	7,245,082	2,916,217
Compensated absences	<u>4,618,589</u>	<u>348,846</u>	<u>870,289</u>	<u>4,097,146</u>	<u>1,024,286</u>
Total	<u>\$ 13,282,797</u>	<u>\$ 3,880,482</u>	<u>\$ 5,188,991</u>	<u>\$ 11,974,288</u>	<u>\$ 3,508,125</u>

2024

	<u>July 1, 2023</u>	<u>Additions</u>	<u>Reductions</u>	<u>June 30, 2024</u>	<u>Current Portion</u>
Lease Liability	\$ -	\$ 893,032	\$ 106,011	\$ 787,021	\$ 154,961
Subscription Liability	5,559,804	6,336,837	4,019,454	7,877,187	2,198,517
Compensated absences	<u>4,874,368</u>	<u>22,054</u>	<u>277,833</u>	<u>4,618,589</u>	<u>1,154,647</u>
Total	<u>\$ 10,434,172</u>	<u>\$ 7,251,923</u>	<u>\$ 4,403,298</u>	<u>\$ 13,282,797</u>	<u>\$ 3,508,125</u>

6. RETIREMENT PLANS

Defined Benefit Pension and OPEB Plans

Plan Description – The College participates in the Michigan Public School Employees' Retirement System (MPERS or the "System"), a statewide, cost-sharing, multiple-employer defined benefit public employee retirement system governed by the State of Michigan that covers substantially all employees of the College. Certain College employees also receive defined contribution retirement and healthcare benefits through the System. The System provides retirement, survivor, and disability benefits to plan members and their beneficiaries. The System also provides post-employment health care benefits to retirees and beneficiaries who elect to receive those benefits.

The Michigan Public School Employees' Retirement System issues a publicly available financial report that includes financial statements and required supplementary information for the pension and post-employment healthcare plans. That report is available on the web at

OAKLAND COMMUNITY COLLEGE

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<http://www.michigan.gov/orsschools> , or by writing to the Office of Retirement System (ORS) at 7150 Harris Drive, P.O. Box 30171, Lansing MI 48909.

Contributions – Public Act 300 of 1980, as amended, required the College to contribute amounts necessary to finance the coverage of pension benefits of active and retired members. Contribution provisions are specified by State statute and may be amended only by action of the State Legislature. Under these provisions, each College’s contribution is expected to finance the costs of benefits earned by employees during the year, with an additional amount to finance a portion of the unfunded accrued liability.

Under the OPEB plan, retirees electing this coverage contribute an amount equivalent to the monthly cost for Part B Medicare and 10 percent, or 20 percent for those not Medicare eligible, of the monthly premium amount for the health, dental, and vision coverage at the time of receiving the benefits. The MPERS board of trustees annually sets the employer contribution rate to fund the benefits. Participating employers are required to contribute at that rate.

Under Public Act 300 of 2012, members were given the choice between continuing the 3 percent contribution to the retiree healthcare and keeping the premium subsidy benefit described above, or choosing not to pay the 3 percent contribution and instead opting out of the subsidy benefit and becoming a participant in the Personal Healthcare Fund (PHF), a portable, tax-deferred fund that can be used to pay healthcare expenses in retirement. Participants in the PHF are automatically enrolled in a 2 percent employee contribution into their 457 account as of their transition date, earning them a 2 percent employer match into a 401(k) account. Members who selected this option stop paying the 3 percent contribution to the retiree healthcare as of the day before their transition date, and their prior contributions were deposited into their 401(k) account.

The College’s contributions are determined based on employee elections. There are multiple benefit different pension and healthcare benefit options included in the plan available to employees based on date of hire and the elections available at that time. Contribution rates are adjusted annually by the ORS.

The range of rates is as follows:

	Pension	OPEB
October 1, 2022 – September 30, 2023	13.75% - 20.16%	7.21% - 8.07%
October 1, 2023 – September 30, 2024	13.90% - 23.03%	7.06% - 8.31%
October 1, 2024 – September 30, 2025	20.96% - 30.11%	0.00% - 1.25%

Depending on the plan selected, member pension contributions range from 0 percent up to 7.0 percent of gross wages. For certain plan members, a 4 percent employer contribution to the defined contribution pension plan is required. In addition, for certain plan members, a 3 percent employer match is provided to the defined contribution pension plan.

The College’s required and actual pension contributions to the plan for the years ended June 30, 2025 and 2024 were \$23.8 million and \$22.5 million, respectively, which include the College’s

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contributions required for those members with defined contribution benefit. The College's required and actual pension contributions include an allocation of \$7.1 million and \$10.1 million in revenue received from the State of Michigan, and remitted to the System, to fund the MPSERS unfunded actuarial accrued liability (UAAL) stabilization rate for the year ended June 30, 2025 and 2024, respectively.

The College's required and actual OPEB contributions to the plan for the years ended June 30, 2025 and 2024 were \$2.1 million and \$4.8 million, respectively, which include the College's contributions required for those members with a defined contribution benefit. There was no allocation of revenue received from the State of Michigan, to fund the MPSERS unfunded actuarial accrued liability (UAAL) stabilization rate for OPEB in 2025 or 2024.

Benefits Provided – Benefit provisions of the defined benefit (DB) pension plan and the postemployment healthcare plan are established by State statute, which may be amended. Public Act 300 of 1980, as amended, establishes eligibility and benefit provisions for the defined benefit pension plan and the postemployment healthcare plan.

Depending on the plan option selected, member retirement benefits are calculated as final average compensation times years of service times a pension factor ranging from 1.25 percent to 1.50 percent. The requirements to retire range from attaining the age of 46 to 60 with years of service ranging from 5 to 30 years, depending on when the employee became a member. Early retirement is computed in the same manner as a regular pension, but is permanently reduced 0.50 percent for each full and partial month between the pension effective date and the date the member will attain age 60. There is no mandatory retirement age.

Depending on the member's date of hire, MPSERS offers the option of participating in the Defined Contribution (DC) plan that provides a 50 percent employer match (up to 3 percent of salary) on employee contributions.

Members are eligible for non-duty disability benefits after 10 years of service and for duty-related disability benefits upon hire. Disability retirement benefits are determined in the same manner as retirement benefits but are payable immediately without an actuarial reduction. The disability benefits plus authorized outside earnings are limited to 100 percent of the participant's final average compensation with an increase of 2 percent each year thereafter.

Benefits may transfer to a beneficiary upon death, and are determined in the same manner as retirement benefits, but with an actuarial reduction.

Benefit terms provide for annual cost-of-living adjustments to each employee's retirement allowance subsequent to the employee's retirement date. The annual adjustment, if applicable, is 3 percent. For some members that do not receive an annual increase, they are eligible to receive a supplemental payment in those years when investment earnings exceed actuarial assumptions.

MPSERS provides medical, prescription drug, dental, and vision coverage for retirees and beneficiaries. A subsidized portion of the premium is paid by MPSERS with the balance deducted

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

from the monthly pension of each retiree healthcare recipient. Depending on the member's date of hire, this subsidized portion ranges from 80 percent to the maximum allowed by the statute.

Net Pension Liability – At June 30, 2025 and 2024, the College reported a liability of \$126.0 million and \$173.0 million, respectively, for its proportionate share of the MPSERS net pension liability. The net pension liability was measured as of September 30, 2024 and 2023, respectively, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of September 30, 2023 and September 30, 2022, which used update procedures to roll forward the estimated liability to September 30, 2024 and September 30, 2023. The College's proportion of the net pension liability was based on a projection of its long-term share of contributions to the MPSERS pension plan relative to the projected contributions of all participating reporting units, actuarially determined. The College's proportion was 0.51476, 0.53443 and 0.56238 percent, at September 30, 2024, September 30, 2023 and September 30, 2022, respectively.

Net OPEB Asset– At June 30, 2025, the College reported an asset of \$22.2 million for its proportionate share of the net OPEB asset. The net OPEB asset for fiscal year 2025 was measured as of September 30, 2024, and the total OPEB asset used to calculate the net OPEB asset was determined by an actuarial valuation as of September 30, 2023, which used updated procedures to roll forward the estimated asset to September 30, 2024. At June 30, 2024, the College reported an asset of \$3.0 million for its proportionate share of the net OPEB asset. The net OPEB asset for fiscal year 2024 was measured as of September 30, 2023, and the total net OPEB asset used to calculate the net OPEB asset was determined by an actuarial valuation as of September 30, 2022, which used updated procedures to roll forward the estimated asset to September 30, 2023. The College's proportion of the net OPEB asset was based on a projection of its long-term share of contributions to the OPEB plan relative to the projected contributions of all participating reporting units, actuarially determined. The College's proportion was 0.51490, 0.53906 and 0.55851 percent at September 30, 2024, September 30, 2023 and September 30, 2022, respectively.

Pension Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pension - For the year ended June 30, 2025 and 2024, the College recognized pension expense of \$3.2 million and \$15.0 million, respectively, inclusive of payments to fund the MPSERS UAAL stabilization rate.

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

At June 30, 2025 and 2024, the College reported deferred inflows of resources related to pensions net of deferred outflows of resources from the following sources:

	2025	
	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	\$ 3,419,114	\$ 1,369,266
Changes of assumptions	13,138,725	9,233,557
Net difference between projected and actual earnings on pension plan investments	-	24,050,678
Changes in proportion and differences between reporting unit contributions and proportionate share of contributions	74,815	14,007,025
Reporting unit contributions subsequent to the measurement date	19,872,050	-
Total	<u>\$ 36,504,704</u>	<u>\$ 48,660,526</u>

	2024	
	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	\$ 5,460,256	\$ 264,968
Changes of assumptions	23,438,741	13,514,245
Net difference between projected and actual earnings on pension plan investments	-	3,539,604
Changes in proportion and differences between reporting unit contributions and proportionate share of contributions	109,849	15,052,499
Reporting unit contributions subsequent to the measurement date	19,255,910	-
Total	<u>\$ 48,264,756</u>	<u>\$ 32,371,316</u>

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

The \$7,056,321 and \$10,070,942 reported as deferred inflows of resources resulting from the pension portion of state aid payments received pursuant to Section 201(5) of the State School Aid Act (PA 94 of 1979), will be recognized as state appropriations revenue for the years ended June 30, 2025 and 2024, respectively. Amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized as an increase to pension expense as follows:

<u>Year Ending June 30</u>	<u>Amount</u>
2026	\$ (10,424,225)
2027	(3,642,233)
2028	(11,083,615)
2029	(6,877,799)
Thereafter	<u>-</u>
Total	<u><u>\$ (32,027,872)</u></u>

In addition, the contributions subsequent to the measurement date will be included as a reduction of the net pension liability in the next year.

OPEB Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to OPEB - For the year ended June 30, 2025 and 2024, the College recognized OPEB recovery of \$8.9 million and \$6.7 million, respectively.

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

At June 30, 2025 and 2024, the College reported deferred outflows of resources and deferred inflows of resources related to OPEB from the following sources:

	2025	
	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	\$ -	\$ 23,486,353
Changes of Assumptions	4,840,789	556,409
Net difference between projected and actual earnings on pension plan investments	-	4,195,771
Changes in proportion and differences between Reporting Unit contributions and proportionate share of contributions	146,648	2,608,388
Reporting Unit contributions subsequent to the measurement date	520,825	-
Total	<u>\$ 5,508,262</u>	<u>\$ 30,846,921</u>

	2024	
	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	\$ -	\$ 23,043,430
Changes of Assumptions	6,788,673	817,485
Net difference between projected and actual earnings on pension plan investments	9,298	-
Changes in proportion and differences between Reporting Unit contributions and proportionate share of contributions	41,177	2,936,183
Reporting Unit contributions subsequent to the measurement date	3,339,001	-
Total	<u>\$ 10,178,149</u>	<u>\$ 26,797,098</u>

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

There were no funds reported as deferred inflows of resources resulting from the OPEB portion of state aid payments received pursuant to Section 201 (5) of the State School Aid Act (PA 94 of 1979), that will be recognized as state appropriations revenue for the years ended June 30, 2023 and 2022, respectively. Amounts reported as deferred outflows of resources and deferred inflows of resources related to OPEB will be recognized as a reduction to OPEB expense as follows (note that employer contributions subsequent to the measurement date will reduce the net OPEB liability and therefore will not be included in future pension expense):

Year Ending June 30	Amount
2026	\$ (8,420,236)
2027	(5,251,984)
2028	(5,024,128)
2029	(4,350,746)
2030	(2,369,223)
Thereafter	(443,167)
Total	<u>\$ (25,859,484)</u>

In addition, the contributions subsequent to the measurement date will be included as a reduction of the net OPEB asset in the next year.

Actuarial Assumptions – The total pension liability and total net OPEB asset as of September 30, 2024 and September 30, 2023, are based on the results of an actuarial valuation date of September 30, 2023 and September 30, 2022, respectively, and rolled forward. The total pension liability and OPEB (asset) liability were determined using the following actuarial assumptions:

Actuarial cost method		Entry Age normal cost actuarial cost method
Investment rate of return- Pension	2024 6.00% 2023 6.00%	Net of investment expenses based on the groups
Investment rate of return - OPEB	2024 6.00% 2023 6.00%	Net of investment expenses based on the groups
Salary increases	2024 2.75% - 11.55% 2023 2.75% - 11.55%	Including wage inflation of 2.75% (2024 and 2023)
Healthcare Cost Trend Rate	2024 6.25 - 7.5% 2023 6.25 - 7.5%	Year 1, graded to 3.50% in year 15, 3.0% in year 120
Mortality basis		PubT-2010 Male and Female Employee Mortality Tables, scaled 100% (retirees: 116% for males and 116% for females) and adjusted for mortality improvements using projection scale MP-2021 from 2010.
Cost of living pension adjustments	3.00%	Annual non-compounded for MIP members

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

Assumption changes as a result of an experience study for the periods 2017 through 2022 have been adopted by the System for use in the annual pension and OPEB valuations beginning with the September 30, 2023 valuation.

Significant assumption changes since the prior measurement date, September 30, 2024, for the OPEB plans include a decrease in the healthcare cost trend rate of .25 percent for members under 65 and an increase of .25 percent for members over 65. There were no significant benefit terms changes for the pension or OPEB plans since the prior measurement date of September 30, 2023.

Discount Rate – The discount rate used to measure the total pension liability was 6.0 percent as of September 30, 2024 and 2023. The discount rate used to measure the total OPEB (asset) liability was 6.0 percent as of September 30, 2024 and 2023. The projection of cash flows used to determine the discount rate assumed that employee contributions will be made at the current contribution rate and that employer contributions will be made at contractually required rates.

Based on those assumptions, the pension plan's fiduciary net position and the OPEB plan's fiduciary net position were projected to be available to make all projected future benefit payments for current active and inactive employees. Therefore, the long-term expected rate of return on pension plan and OPEB plan investments was applied to all periods of projected benefit payments to determine the total pension liability and total net OPEB asset.

The long-term expected rate of return on pension plan and OPEB plan investments was determined using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation.

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

The target allocation and best estimates of arithmetic real rates of return for each major asset class are summarized in the following tables for 2025 and 2024, respectively:

	2025	
	Target Allocation	Long-term Expected Real Rate of Return
Domestic equity pools	25.0%	5.30%
Private equity pools	15.0%	6.50%
International equity pools	16.0%	9.00%
Fixed-income pools	10.0%	7.10%
Real estate & infrastructure pools	13.0%	2.00%
Absolute return pools	9.0%	5.20%
Real return & opportunistic pools	10.0%	6.90%
Short-term investment pools	2.0%	1.40%
Total	100.0%	

Long-term rates of return are net of administrative expense and inflation of 2.7 percent.

	2024	
	Target Allocation	Long-term Expected Real Rate of Return
Domestic equity pools	25.0%	5.80%
Private equity pools	16.0%	9.60%
International equity pools	15.0%	6.80%
Fixed-income pools	13.0%	1.30%
Real estate & infrastructure pools	10.0%	6.40%
Absolute pools	9.0%	4.80%
Real return & opportunistic pools	10.0%	7.30%
Short-term investment pools	2.0%	0.30%
Total	100.0%	

Long-term rates of return are net of administrative expense and inflation of 2.0 percent.

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

Sensitivity of the net pension liability to changes in the discount rate – The following presents the net pension liability of the College, calculated using the discount rate depending on the plan option, as well as what the College's net pension liability would be if it were calculated using a discount rate that is 1.00 percentage point lower or 1.00 percentage point higher than the current rate:

<u>2025</u>			
	<u>1.00 percent decrease</u> <u>(5.00 percent)</u>	<u>Current Discount Rate</u> <u>(6.00 percent)</u>	<u>1.00 percent increase</u> <u>(7.00 percent)</u>
Net Pension Liability	\$ 184,752,203	\$ 126,023,772	\$ 77,121,053

<u>2024</u>			
	<u>1.00 percent decrease</u> <u>(5.00 percent)</u>	<u>Current Discount Rate</u> <u>(6.00 percent)</u>	<u>1.00 percent increase</u> <u>(7.00 percent)</u>
Net Pension Liability	\$ 233,687,132	\$ 172,973,826	\$ 122,427,803

Sensitivity of the net OPEB (asset) liability to changes in the discount rate - The following presents the net OPEB asset of the College, calculated using the current discount rate. The following also reflects what the College's net OPEB asset would be if it were calculated using a discount rate that is 1.00 percentage point lower or 1.00 percentage point higher than the current rate:

<u>2025</u>			
	<u>1.00 percent decrease</u> <u>(5.00 percent)</u>	<u>Current Discount Rate</u> <u>(6.00 percent)</u>	<u>1.00 percent increase</u> <u>(7.00 percent)</u>
Net OPEB Asset	\$ (17,127,998)	\$ (22,163,322)	\$ (26,516,892)

<u>2024</u>			
	<u>1.00 percent decrease</u> <u>(5.00 percent)</u>	<u>Current Discount Rate</u> <u>(6.00 percent)</u>	<u>1.00 percent increase</u> <u>(7.00 percent)</u>
Net OPEB Asset	\$ 3,161,395	\$ (3,049,479)	\$ (8,387,115)

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

Sensitivity of the net OPEB asset to changes in the healthcare cost trend rate - The following presents the net OPEB asset of the College, calculated using the current healthcare cost trend rate. The following also reflects what the College's net OPEB asset would be if it were calculated using a healthcare cost trend rate that is 1.00 percentage point lower or 1.00 percentage point higher than the current rate:

<u>2025</u>				
	<u>1.00 percent decrease</u>	<u>Current Healthcare Cost</u>	<u>1.00 percent increase</u>	
		<u>Trend Rate</u>		
Net OPEB Asset	\$ (26,516,940)	\$ (22,163,322)	\$ (17,494,092)	

<u>2024</u>				
	<u>1.00 percent decrease</u>	<u>Current Healthcare Cost</u>	<u>1.00 percent increase</u>	
		<u>Trend Rate</u>		
Net OPEB Asset	\$ (8,400,424)	\$ (3,049,479)	\$ 2,741,997	

Pension plan and OPEB Plan fiduciary net position – Detailed information about the pension plan's fiduciary net position is available in the separately issued MPSER financial report.

Payable to the Pension Plan and OPEB Plan – At June 30, 2025, the College reported a payable of \$2.9 million and approximately \$73,000 for the outstanding amount of contributions to the pension plan and OPEB plan, respectively, required for the year ended June 30, 2024.

At June 30, 2023, the College reported a payable of \$2.9 million and approximately \$384,000 for the outstanding amount of contributions to the pension plan and OPEB plan, respectively, required for the year ended June 30, 2024.

Defined Contribution Plan

Existing professional MPSERS members and new professional employees of the College may elect to participate in an optional retirement program (ORP) in lieu of participating in the MPSERS plan. The ORP plan is a defined contribution plan affiliated with the Teachers Insurance and Annuity Association and the College Retirement Equities Fund (TIAA-CREF). Under the ORP, the percentage contributed by the College is 11 percent for the years ended June 30, 2025 and 2024. The payroll for the College's employees covered by the optional plan was \$15.1 million and \$14.1 million for fiscal years ended 2025 and 2024, respectively. College contributions were made in the amount required by the plan and totaled approximately \$1.7 million and \$1.5 million for fiscal years 2025 and 2024, respectively. Under the member investment plan, employees may contribute 4% of gross wages in addition to the College's contribution.

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

In addition to the MPSERS and ORP plans, the College also offers deferred compensation plans to all of its full-time and part-time employees (excluding student workers) under Sections 403(b) and 457(b) of the U.S. Internal Revenue Code. The College does not contribute to these plans but employees may make elective deferrals up to amounts allowable by current tax law.

7. RISK MANAGEMENT

The College is exposed to various risks of loss related to property loss, torts, errors and omissions, and workers' compensation as well as medical benefits provided to employees. The College has purchased commercial insurance for medical benefits and workers' compensation claims and participates in the Michigan Community College Risk Management Authority risk pool for claims related to all other types of claims. Settled claims relating to the commercial insurance have not exceeded the amount of insurance coverage in any of the past three fiscal years.

The Michigan Community College Risk Management Authority risk pool program operates as a claims servicing pool for amounts up to member retention limits, and operates as a common risk-sharing management program for losses in excess of member retention amounts. Although premiums are paid annually to the Authority which the Authority uses to pay claims up to the retention limits, the ultimate liability for those claims remains with the College.

8. SELF-INSURANCE

The College is currently self-insured for short term disability and worker's compensation. Other healthcare, dental and vision plans for College employees are premium based.

Changes in self-insured employee benefit liabilities during 2025, 2023, and 2022 were as follows:

	2025	2024	2023
Balance, beginning of year	\$ 202,586	\$ 281,518	\$ 484,808
Claims incurred and changes in estimates	308,084	271,128	236,355
Claim and premium payments	(328,405)	(350,060)	(439,645)
Balance, end of year	\$ 182,265	\$ 202,586	\$ 281,518

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

9. COMMITMENTS AND CONTINGENCIES

In the normal course of its activities, the College is a party to various legal actions. It is the opinion of College officials that potential claims in excess of insurance coverage resulting from the pending litigation would not have a material effect on the financial statements.

In addition to the discharge of current liabilities, at June 30, 2025 and 2024, respectively, the College has commitments to complete existing contracts in the amount of approximately \$89.7 million and \$52.2 million, related principally to renovations of campus buildings and facilities. These renovations at year end June 30, 2025 and 2024 include commitments on the construction projects at Royal Oak campus for new culinary building and the Orchard Ridge Health Services relocation project.

10. FEDERAL DIRECT LENDING PROGRAM

The College distributed \$11.9 million and \$10.3 million for student loans through the U.S. Department of Education federal direct lending program for the years ended June 30, 2025 and 2024, respectively. These distributions and related funding source are not included as revenues or expenses in the accompanying financial statements.

11. TAX ABATEMENTS

The College receives reduced property tax revenues as a result of Industrial Facilities Tax exemptions, Personal Property Tax Relief in Distressed Communities (PA 328 of 1998) and Brownfield Redevelopment Agreements granted by cities and townships within Oakland County that impact the College. Industrial facility exemptions are intended to promote construction of new industrial facilities, or to rehabilitate historical facilities; PA 328 allows distressed communities to abate personal property tax on new investments; Brownfield redevelopment agreements are intended to reimburse taxpayers that remediate environmental contamination on their properties.

For the fiscal year ended June 30, 2025 and June 30, 2024, the College's property tax revenues were reduced by \$2.0 million and \$1.4 million, respectively, under these programs.

There are no abatements made by the College.

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

12. OAKLAND COMMUNITY COLLEGE FOUNDATION

Oakland Community College Foundation is a separate legal entity established as a 501(c)(3) corporation to accept, collect, hold, and invest donations made for the promotion of educational and cultural activities at and on behalf of the College. The net assets of the component unit are restricted for those purposes.

These assets and all activity of the Foundation are reported as a discretely presented component unit in the College's financial statements. The stated value of the net assets of the Foundation totaled \$12.5 million and \$11.2 million for the years ended June 30, 2025 and 2024, respectively.

Donor-restricted net assets contain donor-imposed restrictions that permit the Foundation to use or expend the assets as specified.

Restricted – expendable scholarships and grant net assets are available for the following purposes at June 30:

	2025	2024
Scholarships	\$ 2,488,120	\$ 2,238,802
Educational Development Programs	201,740	181,525
Time-restricted pledges for scholarships	-	-
Restricted-expendable net position	<u>\$ 2,689,860</u>	<u>\$ 2,420,327</u>

Restricted – non-expendable net assets contain donor-imposed restrictions that stipulate the resources be maintained in perpetuity, but permit the Foundation to use or expend part or all of the income derived from the donated assets for specified purposes. Investment earnings available for distribution are recorded as purpose restricted net assets for future scholarships to students enrolled at Oakland Community College.

Non-expendable net assets held in perpetuity total \$4.3 million and \$4.0 million at June 30, 2025 and 2024, respectively.

For the year ending June 30, 2025, the Foundation's investments total \$12.4 million and are comprised of \$4.7 million in bond funds, \$4.5 million in equities, \$3.2 million in exchange traded funds and \$0 of money market funds. For the year ending June 30, 2024, the Foundation's investments total \$11.0 million and are comprised of \$4.2 million in bond funds, \$4.1 million in equities, \$2.7 million in exchange traded funds and \$0 of money market funds. All investments are stated at fair value based on quoted market prices for active markets using Level 1 inputs.

The College provides personnel support, supplies, and equipment to the Foundation in-kind.

OAKLAND COMMUNITY COLLEGE

NOTES TO FINANCIAL STATEMENTS

13. UPCOMING ACCOUNTING PRONOUNCEMENTS

In April 2024, the Government Accounting Standards Board issued Statement No. 103, *Financial Reporting Model Improvements*, which establishes new accounting and financial reporting requirements, or modifies existing requirements, related to the following: management's discussion and analysis; unusual or infrequent items; presentation of the proprietary fund statement of revenues, expenses, and changes in fund net position; information about major component units in basic financial statements; budgetary comparison information; and financial trends information in the statistical section. The provisions of this statement are effective for Oakland Community College's financial statements for the year ending June 30, 2026.

In September 2024, the Governmental Accounting Standards Board issued GASB Statement No. 104, *Disclosure of Certain Capital Assets*, which requires certain types of capital assets to be disclosed separately in the capital assets note disclosures required by Statement No. 34. Lease assets recognized in accordance with Statement No. 87, *Leases*, and intangible right-to-use assets recognized in accordance with Statement No. 94, *Public-Private and Public-Public Partnerships and Availability Payment Arrangements*, will be required to be disclosed separately by major class of underlying asset in the capital assets footnote disclosures. Subscription assets recognized in accordance with Statement No. 96, *Subscription-Based Information Technology Arrangements*, will also be separately disclosed. The provisions of this statement are effective for the College's financial statements for the year ending June 30, 2026.

Required Supplemental Information



OAKLAND COMMUNITY COLLEGE
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Required Supplementary Information
Schedule of Reporting Unit's Proportionate Share of Net Pension Liability
Last 10 Fiscal Years (Amounts were determined as of 9/30 of each fiscal year)

	As of Plan's Year End September 30, 2024	As of Plan's Year End September 30, 2023	As of Plan's Year End September 30, 2022	As of Plan's Year End September 30, 2021	As of Plan's Year End September 30, 2020	As of Plan's Year End September 30, 2019	As of Plan's Year End September 30, 2018	As of Plan's Year End September 30, 2017	As of Plan's Year End September 30, 2016	As of Plan's Year End September 30, 2015
Schedule of College's Proportionate Share of Net Pension Liability:										
College's proportion of the collective MPSERS net pension liability:										
As a percentage	0.51476%	0.53443%	0.56238%	0.60768%	0.61555%	0.62364%	0.63960%	0.66951%	0.72319%	0.71981%
Amount	\$ 126,023,772	\$ 172,973,826	\$ 211,505,104	\$ 143,871,045	\$ 211,446,634	\$ 206,528,014	\$ 192,275,400	\$ 173,497,992	\$ 180,430,177	\$ 175,812,730
College's covered payroll	\$ 54,061,574	\$ 53,594,200	\$ 53,997,798	\$ 53,066,067	\$ 53,390,520	\$ 53,465,574	\$ 52,727,095	\$ 54,195,325	\$ 59,818,652	\$ 61,196,987
College's proportionate share of the collective MPSERS pension liability, as a percentage of the College's covered MPSERS employee payroll	233.11%	322.75%	391.69%	271.12%	396.04%	386.28%	364.66%	320.13%	301.63%	287.29%
MPSERS fiduciary net position as a percentage of the total pension liability	74.44%	65.91%	60.77%	72.32%	59.49%	60.08%	62.12%	63.96%	63.01%	63.17%
	As of the College's Year End June 30, 2025	As of the College's Year End June 30, 2024	As of the College's Year End June 30, 2023	As of the College's Year End June 30, 2022	As of the College's Year End June 30, 2021	As of the College's Year End June 30, 2020	As of the College's Year End June 30, 2019	As of the College's Year End June 30, 2018	As of the College's Year End June 30, 2017	As of the College's Year End June 30, 2016
Schedule of College Contributions:										
Statutorily required MPSERS contribution	\$ 23,130,317	\$ 21,942,409	\$ 25,683,119	\$ 19,456,861	\$ 18,581,008	\$ 17,014,220	\$ 16,582,972	\$ 16,328,716	\$ 15,843,941	\$ 16,686,480
Contributions in relation to the actuarially determined contractually required contribution	\$ 23,130,317	\$ 21,942,409	\$ 25,683,119	\$ 19,456,861	\$ 18,581,008	\$ 17,014,220	\$ 16,582,972	\$ 16,328,716	\$ 15,843,941	\$ 16,686,480
Contribution deficiency (excess)	-	-	-	-	-	-	-	-	-	-
Covered MPSERS employee payroll	\$ 57,272,843	\$ 53,816,887	\$ 55,644,336	\$ 53,784,156	\$ 53,255,771	\$ 53,111,606	\$ 52,819,221	\$ 53,159,697	\$ 54,746,693	\$ 58,488,573
Contributions as a percentage of covered payroll	40.39%	40.77%	46.16%	36.18%	34.89%	32.03%	31.40%	30.72%	28.94%	28.53%

GASB 68 was implemented in fiscal year 2015. The pension schedules in this section are intended to show information for ten years for the College's MPSER program. Additional years' information will be reported as it becomes available.

Changes in Assumptions – There were no significant changes of assumptions for each of the reported plan years ended September 30, except for the following:

2024 - The valuation includes the impact of an updated experience study for periods from 2017 to 2022.

2023 - The valuation includes the impact of an updated experience study for periods from 2017 to 2022.

2022 – The discount rate and investment rate of return used in the September 30, 2022 actuarial valuation decreased by 0.80% percentage points

2020 – The discount rate used in the September 30, 2018 actuarial valuation decreased by 0.25% percentage points

2019 - The discount rate used in the September 30, 2017 actuarial valuation decreased by 0.45% percentage points. The valuation also includes the impact of an updated experience study for periods from 2012 to 2017.

2018 - The discount rate used in the September 30, 2016 actuarial valuation decreased by 0.50% percentage points.

Oakland Community College
Required Supplementary Information
Schedule of Reporting Unit's Proportionate Share of Net OPEB Liability
Last 6 Fiscal Years (Amounts were determined as of 9/30 of each fiscal year)

	As of Plan's Year End September 30, 2024	As of Plan's Year End September 30, 2023	As of Plan's Year End September 30, 2022	As of Plan's Year End September 30, 2021	As of Plan's Year End September 30, 2020	As of Plan's Year End September 30, 2019	As of Plan's Year End September 30, 2018
Schedule of College's Proportionate Share of Net OPEB Liability:							
College's proportion of the collective MPSERS net OPEB liability:							
As a percentage	0.51490%	0.53906%	0.55851%	0.58962%	0.60379%	0.61229%	0.61966%
Amount	\$ 22,163,322	\$ (3,049,479)	\$ 11,829,581	\$ 8,999,818	\$ 32,346,396	\$ 43,948,736	\$ 49,256,724
College's covered payroll	\$ 54,061,574	\$ 53,594,200	\$ 53,997,798	\$ 53,066,067	\$ 53,390,520	\$ 53,465,574	\$ 52,727,095
College's proportionate share of the collective net OPEB liability, as a percentage of the College's covered MPSERS employee payroll	41.00%	-5.69%	21.91%	16.96%	60.58%	82.20%	93.42%
MPSERS fiduciary net position as a percentage of the total OPEB liability	143.08%	105.04%	83.09%	88.87%	59.76%	48.67%	43.10%
	As of the College's Year End June 30, 2025	As of the College's Year End June 30, 2024	As of the College's Year End June 30, 2023	As of the College's Year End June 30, 2022	As of the College's Year End June 30, 2021	As of the College's Year End June 30, 2020	As of the College's Year End June 30, 2019
Schedule of College Contributions:							
Statutorily required contributions	\$ 1,705,299	\$ 4,421,286	\$ 4,478,924	\$ 4,382,978	\$ 4,431,812	\$ 4,267,836	\$ 4,148,963
Contributions in relation to the actuarially determined contractually required contribution	\$ 1,705,299	\$ 4,421,286	\$ 4,478,924	\$ 4,382,978	\$ 4,431,812	\$ 4,267,836	\$ 4,148,963
Contribution deficiency (excess)	-	-	-	-	-	-	-
Covered MPSERS employee payroll	\$ 57,272,843	\$ 53,816,887	\$ 55,644,336	\$ 53,784,156	\$ 53,255,771	\$ 53,111,606	\$ 52,819,221
Contributions as a percentage of covered payroll	2.98%	8.22%	8.05%	8.15%	8.32%	8.04%	7.86%

GASB 75 was implemented in fiscal year 2018. The OPEB schedules in this section are intended to show information for ten years for the College's MPSER OPEB program. Additional years' information will be reported as it becomes available.

Benefit Changes – There were no changes of benefit terms for each of the reported plan years ended September 30

Changes in Assumptions – There were no significant changes of assumptions for each of the reported plan years ended September 30, except for the following:

2024 - The healthcare cost trend rate used in the September 30, 2024 actuarial valuation decrease by 0.25% for members under 65 and increased 0.25% for members over 65.

2023- The healthcare cost trend rate used in the September 20, 2023 actuarial valuation decreased by 0.25 percentage points for members under 65 and increased by 1.00 percentage points for members over 65. In addition, actual per person health benefit costs were lower than projected. The valuation includes the impact of an updated experience study for periods from 2017 to 2022.

2022 – The discount rate and investment rate of return used in the September 30, 2022 actuarial valuation decreased by 0.95% percentage points. This resulted in a lower than projected per person health benefit costs to reduce the plan's total OPEB liability by an additional \$1.1 billion in 2022.

2021 – The healthcare cost trend rate used in the September 30, 2020 actuarial valuation increased by 0.75% for members under 65 and decreased by 1.75% for members over 65. In addition, actual per person health benefit costs were lower than projected. This reduced the plan's total OPEB liability by \$1.3 billion in 2021.

2020 – The discount rate used in the September 30, 2019 actuarial valuation decreased by 0.50% percentage points. This resulted in a lower than projected per person health benefit costs to reduce the plan's total OPEB liability by an additional \$1.8 billion in 2020.

2019 – The discount rate used in the September 30, 2018 actuarial valuation decreased by 0.20% percentage points. The valuation also includes the impact of an updated experience study for periods from 2012 to 2017. This resulted in a lower than projected per person health benefit costs to reduce the plan's total OPEB liability by an additional \$1.4 billion in 2019.

2018 – The discount rate used in the September 30, 2017 actuarial valuation decreased by 0.35% percentage points. The valuation also includes the impact of an updated experience study for periods from 2012 to 2017. This resulted in a lower than projected per person health benefit costs to reduce the plan's total OPEB liability by \$1.4 billion in 2018.

Statistical Section



OAKLAND COMMUNITY COLLEGE
Excellence *Empowered.*

OAKLAND COMMUNITY COLLEGE

STATISTICAL SECTION

This part of Oakland Community College's Annual Comprehensive Financial Report presents detailed information as a context for understanding the information in the financial statements, note disclosures and required supplementary information convey regarding the overall financial condition of the College.

Financial Trends

These schedules contain trend information to help the reader understand how the College's financial performance and well-being have changed over time.

Revenue Capacity

These schedules contain information to help the reader assess the College's most significant revenue sources, tuition and property tax.

Debt Capacity

These schedules present information to help the reader assess the affordability of the College's current levels of outstanding debt and the College's ability to issue additional debt in the future.

Demographic and Economic Information

These schedules present various demographic and economic indicators to help the reader understand the environment within which the College's financial activities take place.

Sources: Unless otherwise noted, information in these schedules is derived from the College's annual financial statements for the relevant year.

OAKLAND COMMUNITY COLLEGE
FINANCIAL TRENDS
Statements of Revenues, Expenses, and Changes in Net Position
Last Ten Fiscal Years
(Unaudited)

	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
Operating revenues										
Tuition and fees - net of scholarship allowances	\$ 26,232,748	\$ 27,049,334	\$ 28,568,433	\$ 26,203,863	\$ 30,088,766	\$ 29,771,347	\$ 29,884,796	\$ 30,814,265	\$ 33,089,583	\$ 33,402,037
Federal grants and contracts	5,054,747	4,387,539	4,239,839	3,281,474	2,749,273	3,009,624	3,132,531	3,106,858	3,384,815	4,066,362
State and local grants and contracts	7,027,618	4,063,082	2,290,936	540,011	728,631	929,845	943,234	5,896,053	1,391,492	1,505,418
Nongovernmental grants and contracts	3,021,684	1,898,480	640,777	482,985	318,736	494,366	728,247	647,391	571,140	643,012
Auxiliary activities	619,747	108,011	231,587	2,212,834	3,318,550	4,280,615	4,754,949	5,559,961	6,624,795	8,268,262
Miscellaneous	861,720	1,257,373	734,668	723,619	653,482	769,077	814,703	912,336	804,640	948,644
Total operating revenues	42,818,264	38,763,819	36,706,240	33,444,786	37,857,438	39,254,874	40,258,460	46,936,864	45,866,465	48,833,735
Operating expenses										
Instruction	44,956,180	48,034,596	50,744,162	46,426,648	54,778,800	54,576,897	51,497,349	51,555,305	53,225,465	55,785,779
Academic support	19,727,313	21,262,014	21,262,577	20,356,222	20,380,771	19,942,660	18,986,536	22,672,313	22,005,048	21,662,964
Student services	30,156,286	25,833,580	21,311,833	32,247,195	27,379,122	27,618,481	26,052,331	28,075,505	28,180,138	34,183,974
Institutional support	24,360,274	19,205,666	21,786,188	18,239,596	18,812,471	18,083,722	15,665,786	16,177,115	15,926,220	17,453,950
Information Technology	8,684,396	8,545,429	10,225,598	10,636,543	12,416,531	9,145,353	7,919,911	7,156,628	7,269,653	8,295,364
Physical plant operations	11,811,970	14,781,997	15,565,224	12,106,222	14,472,441	18,076,615	17,693,042	14,525,312	17,418,448	18,714,603
Depreciation and amortization expense	19,217,026	20,850,791	19,603,316	19,053,367	16,149,990	17,443,042	17,253,448	16,674,558	16,268,145	15,993,976
Public services	219,220	442,464	239,758	212,030	211,604	178,277	163,667	117,940	135,116	138,175
Total operating expenses	159,132,665	158,956,537	160,738,656	159,277,823	164,601,730	165,065,047	155,232,070	156,954,676	160,428,233	172,228,785
Operating (loss) income	(116,314,401)	(120,192,718)	(124,032,416)	(125,833,037)	(126,744,292)	(125,810,173)	(114,973,610)	(110,017,812)	(114,561,768)	(123,395,050)
Non-operating revenues (expenses)										
Pell grant revenue	31,575,205	20,827,905	16,316,609	14,228,847	13,884,825	14,584,483	15,472,861	18,147,150	17,424,284	21,850,205
Other federal grant revenue	4,521,956	3,943,194	6,355,284	28,625,740	26,406,819	1,704,999	-	-	-	-
State appropriations	34,828,538	35,677,637	27,631,048	27,499,475	26,152,183	23,345,507	24,972,066	24,715,817	23,847,244	21,645,361
State appropriations for UAAL	10,070,942	14,575,007	8,776,484	8,196,892	6,950,580	7,065,991	6,733,962	8,966,836	7,124,142	2,233,357
Property taxes	113,880,201	107,469,661	99,923,797	95,803,050	92,782,896	89,630,341	86,092,187	82,889,739	80,835,825	79,964,027
Investment income	16,194,935	14,786,390	10,512,151	5,818,336	6,034,265	8,400,571	7,795,609	4,585,290	3,271,525	2,622,381
Gain on sale of asset	-	1,562,156	-	-	-	-	-	-	-	-
Gain(loss) on investments	13,265,942	4,862,690	(9,282,806)	(28,894,617)	(6,739,012)	12,798,078	9,270,325	(4,035,545)	(3,266,071)	2,442,308
Net non-operating revenues	224,337,719	203,704,640	160,232,567	151,277,723	165,472,556	157,529,970	150,337,010	135,269,287	129,236,949	130,757,639
Income (loss) before transfers	108,023,318	83,511,922	36,200,151	25,444,686	38,728,264	31,719,797	35,363,400	25,251,475	14,675,181	7,362,589
Transfers in (out)	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in net position	108,023,318	83,511,922	36,200,151	25,444,686	38,728,264	31,719,797	35,363,400	25,251,475	14,675,181	7,362,589
Net position - beginning of year	431,468,303	347,956,381	311,756,230	286,311,544	247,583,280	215,863,483	180,500,083	215,600,667	200,925,486	193,562,897
Adjustment for change in accounting	-	-	-	-	-	-	-	(60,352,059)	-	-
Net Position - beginning of year	431,468,303	347,956,381	311,756,230	286,311,544	247,583,280	215,863,483	180,500,083	155,248,608	200,925,486	193,562,897
Net position - end of year	\$ 539,491,621	\$ 431,468,303	\$ 347,956,381	\$ 311,756,230	\$ 286,311,544	\$ 247,583,280	\$ 215,863,483	\$ 180,500,083	\$ 215,600,667	\$ 200,925,486

Source: Oakland Community College's Audited Financial Statements
excluding Oakland Community College Foundation

OAKLAND COMMUNITY COLLEGE
FINANCIAL TRENDS
Statement of Net Position
Last Ten Fiscal Years
(Unaudited)

	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
Assets										
Current assets										
Cash and cash equivalents	\$ 56,817,314	\$ 45,170,905	\$ 76,763,162	\$ 34,802,546	\$ 28,553,443	\$ 32,313,418	\$ 36,208,294	\$ 40,666,584	\$ 35,803,400	\$ 27,578,328
Accrued Interest	2,279,549	2,336,045	955,980	936,391	1,226,583	1,380,999	1,108,381	820,962	744,615	1,192,664
Short-term investments	34,424,363	34,413,410	22,428,018	7,198,268	10,165,485	8,788,774	17,391,190	25,668,233	48,930,905	14,141,958
Property taxes receivable - net of allowance	916,352	543,311	54,278	52,970	123,077	144,330	63,145	121,361	153,351	61,769
State appropriations receivable	5,673,416	6,984,731	6,190,270	5,956,633	5,767,446	3,028,260	5,387,698	5,269,666	5,330,698	5,225,439
Federal and state grants receivable	4,593,134	3,932,354	4,665,469	8,144,057	14,450,311	2,328,704	1,448,032	1,599,164	1,774,238	2,346,463
Accounts receivable - net of allowance	2,968,995	2,254,327	1,378,879	2,083,920	1,220,138	1,197,498	1,809,221	1,954,753	1,458,624	1,971,186
Inventories	48,205	51,472	46,463	51,306	1,148,651	1,405,071	1,432,514	1,644,026	1,653,084	1,942,679
Prepaid expenses and other assets	5,028,713	3,954,900	4,460,122	4,203,862	5,549,504	4,879,423	5,486,283	5,171,111	3,500,825	2,020,679
Total current assets	112,750,041	99,641,455	116,942,641	63,429,953	68,204,638	55,466,477	70,334,758	82,915,860	99,349,740	56,481,165
Non-current assets										
Long-term investments	399,079,754	371,000,770	316,694,222	338,937,091	333,757,287	320,254,663	263,997,720	210,133,703	167,496,910	189,464,073
Net OPEB asset	22,163,322	3,049,479	-	-	-	-	-	-	-	-
Capital assets - non-depreciable	109,152,214	67,314,643	19,541,912	18,124,624	43,092,671	22,297,789	11,381,620	13,961,250	12,647,398	10,547,779
Capital assets - depreciable	112,959,065	121,882,253	132,234,359	132,528,778	99,674,243	105,208,554	118,805,534	126,020,228	129,116,042	140,227,141
Total non-current assets	643,354,355	563,247,145	468,470,493	489,590,493	476,524,201	447,761,006	394,184,874	350,115,181	309,260,350	340,238,993
Total assets	\$ 756,104,396	\$ 662,888,600	\$ 585,413,134	\$ 553,020,446	\$ 544,728,839	\$ 503,227,483	\$ 464,519,632	\$ 433,031,041	\$ 408,610,090	\$ 396,720,158
Deferred Outflows of Resources	42,012,964	58,442,906	76,777,334	38,937,960	57,869,688	68,835,102	68,316,726	37,869,858	21,975,402	18,569,103
Liabilities										
Current liabilities										
Current portion of debt obligations	\$ -	\$ -	\$ -	\$ -	\$ 973,888	\$ 948,459	\$ 923,693	\$ 899,574	\$ 820,000	\$ 785,000
Accounts payable	14,813,127	15,738,968	9,950,417	7,673,254	9,680,987	8,319,605	5,760,698	7,141,221	6,334,431	6,901,659
Accrued interest payable	-	-	-	-	14,143	27,918	41,332	54,397	6,287	12,174
Accrued payrolls, vacation, and other compensation	9,789,558	8,359,496	7,146,386	6,334,669	7,380,257	7,529,383	7,968,347	7,387,032	7,788,622	7,822,728
Unearned revenue	6,443,380	6,630,319	5,207,685	3,569,006	3,001,404	3,050,002	2,247,905	2,784,546	2,684,470	3,024,688
Leases	172,088	154,961	-	-	-	-	-	-	-	-
Subscription based IT arrangements	2,916,217	2,198,517	1,947,996	4,365,532	-	-	-	-	-	-
Deposits	4,042,133	4,793,088	3,720,218	4,313,312	4,009,766	3,366,295	3,309,245	2,925,732	3,103,346	3,583,031
Total current liabilities	38,176,503	37,875,349	27,972,702	26,255,773	25,060,445	23,241,662	20,251,220	21,192,502	20,737,156	22,129,280
Non-current liabilities										
Long-term debt obligations - net of current portion	-	-	-	-	-	973,888	1,922,347	2,846,040	-	820,000
Net pension liability *	126,023,772	172,973,826	211,505,104	143,871,045	211,446,634	206,528,014	192,275,400	173,497,992	180,430,177	175,812,730
Net OPEB liability *	-	-	11,829,581	8,999,818	32,346,396	43,948,736	49,256,724	59,515,812	-	-
Lease liability - net of current portion	459,972	632,060	-	-	-	-	-	-	-	-
Subscription based IT arrangements	4,328,865	5,678,670	3,611,808	121,624	-	-	-	-	-	-
Compensated absences - net of current portion	3,072,859	3,463,942	3,655,776	2,371,961	2,415,890	2,331,859	1,595,929	1,371,885	1,510,368	1,822,487
Total non-current liabilities	133,885,468	182,748,498	230,602,269	155,364,448	246,208,920	253,782,497	245,050,400	237,231,729	181,940,545	178,455,217
Total liabilities	172,061,971	220,623,847	258,574,971	181,620,221	271,269,365	277,024,159	265,301,620	258,424,231	202,677,701	200,584,497
Deferred Inflows of Resources	86,563,768	69,239,356	55,659,116	98,581,955	45,017,618	47,455,146	51,671,255	31,976,585	12,307,124	13,779,278
Net position										
Net investment in capital assets	214,234,137	180,532,688	146,216,467	146,166,246	141,793,026	125,583,996	127,341,114	136,235,864	140,943,440	149,169,920
Restricted:										
Nonexpendable endowments	-	-	-	-	-	-	-	-	-	-
Expendable scholarships and grants	2,728,185	5,294,487	363,536	526,486	696,058	409,032	1,294,852	1,165,711	1,081,533	931,894
Net OPEB asset	22,163,322	3,049,479	-	-	-	-	-	-	-	-
Unrestricted	300,365,977	242,591,649	201,376,378	165,063,498	143,822,460	121,590,252	87,227,517	43,098,508	73,575,694	50,823,672
Total net position	\$ 539,491,621	\$ 431,468,303	\$ 347,956,381	\$ 311,756,230	\$ 286,311,544	\$ 247,583,280	\$ 215,863,483	\$ 180,500,083	\$ 215,600,667	\$ 200,925,486

Source: Oakland Community College's Audited Financial Statements
excluding Oakland Community College Foundation

*NOTE: In 2015 and in future years, GASB 68 required the College to record the MPERS net Pension liability and in future years, GASB 75 required the College to record the MPERS net OPEB liability.

Kathleen Kelly - 2025-10-17 14:36:16 UTC
Oakland Community College

OAKLAND COMMUNITY COLLEGE
FINANCIAL TRENDS
Net Position
Last Ten Fiscal Years
(Unaudited)

	2025	2024	2023	2022	2021	2020	2019	2018 *	2017	2016
Net Position:										
Net investment in capital assets	\$ 214,234,137	\$ 180,532,688	\$ 146,216,467	\$ 146,166,246	\$ 141,793,026	\$ 125,583,996	\$ 127,341,114	\$ 136,235,864	\$ 140,943,440	\$ 149,169,920
Restricted for:										
Expendable scholarships, grants & OPEB	2,728,185	5,294,487	363,536	526,486	696,058	409,032	1,294,852	1,165,711	1,081,533	931,894
Unrestricted	300,365,977	242,591,649	201,376,378	165,063,498	143,822,460	121,590,252	87,227,517	43,098,508	73,575,694	50,823,672
Total Net Position	\$ 539,491,621	\$ 431,468,303	\$ 347,956,381	\$ 311,756,230	\$ 286,311,544	\$ 247,583,280	\$ 215,863,483	\$ 180,500,083	\$ 215,600,667	\$ 200,925,486

*Source: Oakland Community College's Audited Financial Statements
excluding Oakland Community College Foundation*

*2018 Total Net Position reflects the implementation of GASB 75 and the College reported a Net Pension Liability of \$60.4 million as a change in accounting principle adjustment to Unrestricted Net Position as of July 1, 2017

OAKLAND COMMUNITY COLLEGE
REVENUE CAPACITY
Principal Taxpayers
2024 Levy Year vs. 2015 Levy Year
(Unaudited)

2024 Levy Year				2015 Levy Year			
2024 Taxpayer	2024 Taxable Valuation*	Rank (1)	Percentage of Total College District Taxable Valuation (\$)	2015 Taxpayer	2015 Taxable Valuation	Rank (1)	Percentage of Total College District Taxable Valuation (\$)
Detroit Edison Company/DTE	\$853,078,569	1	1.07%	Detroit Edison Company/DTE	\$491,486,460	1	#DIV/0!
Consumers Energy	702,477,631	2	0.88%	Consumers Energy	232,127,640	2	#DIV/0!
General Motors	205,739,360	3	0.26%	Auburn Hills Owner LLC	152,400,000	3	#DIV/0!
International Transmission (ITC)	193,618,329	4	0.24%	General Motors	117,936,260	4	#DIV/0!
FCA Auburn Hills Owner LLC (formerly Chrysler)	178,051,180	5	0.22%	Enbridge Energy	84,699,670	5	#DIV/0!
Taubman/Great Lakes Crossing/12 Oaks Mall	152,157,440	6	0.19%	Chrysler Group LLC/Chrysler Finance	83,622,270	6	#DIV/0!
SINGH	149,000,216	7	0.19%	SL Town Etal	76,507,990	7	#DIV/0!
Amazon	148,685,780	8	0.19%	Taubman/Great Lakes Crossing	74,287,020	8	#DIV/0!
Edward Rose/Occidental Dev	147,222,840	9	0.19%	Oakland Management	63,689,380	9	#DIV/0!
Enbridge Energy	123,032,840	10	0.15%	International Transmission (ITC)	52,881,350	10	#DIV/0!
Meijer/Goodwill Co	88,169,590	11	0.11%	Hartman Tyner	52,643,710	11	#DIV/0!
SL Town Etal (Bre Southfield, Town Centre)	88,166,791	12		Frankel/Forbes/Cohn	52,400,450	12	
Comcast	85,234,345	13	0.11%	Twelve Oaks Mall LLC	50,332,820	13	#DIV/0!
Redico	80,825,076	14	0.10%	Ramco Lion Venture	48,529,080	14	#DIV/0!
Oakland Management	79,384,130	15	0.10%	Meijers	41,480,770	15	#DIV/0!
LITHIA	74,852,290	16	0.09%	Verizon Wireless	40,716,510	16	#DIV/0!
Redwood-ERC Novi LLC	71,277,500	17	0.09%	VHS Huron Valley-Sinai Hospital	38,841,210	17	#DIV/0!
Somerset Collection LTD PTN (Frankel/Forbes/Cohn)	69,998,020	18	0.09%	Galleria	34,245,021	18	#DIV/0!
LREH, MI/CA	63,547,160	19	0.08%	Redwood-ERC Novi LLC	32,465,980	19	#DIV/0!
Kroger	63,408,244	20	0.08%	Robert Bosch	28,568,110	20	#DIV/0!
	<u>\$3,617,927,331</u>				<u>\$1,849,861,701</u>		

*May include estimated figures

Source: (1) Oakland County, Michigan 2024 and 2015 Annual Comprehensive Financial Report

OAKLAND COMMUNITY COLLEGE
REVENUE CAPACITY
Assessed Value and Taxable Value of Property
Last Ten Fiscal Years
(Unaudited)

Levy Year	Taxable Valuation (1)	Tax Rates (per \$1,000) of Valuation (1)	Taxes Extended	Collections through 30-Jun Each Year*	Percent of Taxes Extended Uncollected through June 30 Each Year
2025	\$ 83,505,250,277	1.4836	\$ 123,888,389	\$ -	-
2024	79,472,419,147	1.4891	118,342,379	112,599,164	4.85%
2023	74,174,341,978	1.4891	110,453,013	105,853,967	4.16%
2022	68,986,589,909	1.4891	102,727,931	98,877,603	3.75%
2021	64,796,705,355	1.5057	97,564,399	94,482,117	3.16%
2020	62,396,511,395	1.5184	94,742,863	91,542,175	3.38%
2019	59,728,372,469	1.5303	91,402,328	88,422,476	3.26%
2018	56,754,560,304	1.5431	87,577,962	84,901,369	3.06%
2017	54,208,963,060	1.5555	84,322,042	81,756,610	3.04%
2016	52,295,382,258	1.5707	82,140,357	79,715,391	2.95%

Source:

(1) Tax Rate Request (Form L-4029)

(*) Per OCC Financial Services

OAKLAND COMMUNITY COLLEGE
REVENUE CAPACITY
Property Tax Levies and Collections
Last Ten Fiscal Years
(Unaudited)

Levy Year	Levy	Collection through June 30 Each Year*	Collections through June 30 as a percentage of the Levy	Collections in subsequent years*	Total Collections to date	Total Collections to date as percentage of levy
2025	\$ 123,888,389	----	----	----	----	----
2024	118,342,379	111,723,064	94.41%	876,101	112,599,164	95.15%
2023	110,453,013	105,589,128	95.60%	264,839	105,853,967	95.84%
2022	102,727,931	98,879,510	96.25%	(992)	98,878,518	96.25%
2021	97,564,399	94,478,836	96.84%	3,280	94,482,116	96.84%
2020	94,742,863	91,542,175	96.62%	86,939	91,629,114	96.71%
2019	91,402,328	88,325,645	96.63%	96,831	88,422,476	96.74%
2018	87,577,962	84,879,361	96.92%	22,008	84,901,369	96.94%
2017	84,322,042	81,676,338	96.86%	80,272	81,756,610	96.96%
2016	82,145,586	79,596,766	96.90%	118,625	79,715,391	97.04%

Source: (*) Per OCC Financial Services Department

--- Information is unavailable

OAKLAND COMMUNITY COLLEGE
DEBT CAPACITY
Legal Debt Margin
Last Ten Fiscal Years
(Unaudited)

Fiscal Year	Taxable Valuation	State Equalized Value (SEV) (1)	Debt Limit (a)	Total Bonds & Other Debt	Leases Payable (1)	Subscription Based IT Arrangements Payable (2)	Total Outstanding Debt (b)	Total Additional Debt Allowable for All Tax Debt (c)	Total Additional Debt Allowable for Limited Tax Debt (d)	Additional Limited Tax Debt Could Legally Incur (e)	Per Capita (f)
2025	\$ 84,641,474,194	\$ 113,402,665,769	\$ 17,010,399,865	\$ -	\$ 632,060	\$ 7,245,082	\$ 7,877,142	\$ 17,002,522,723	\$ 1,135,276,658	\$ 1,135,276,658	---
2024	80,356,053,875	106,649,985,614	15,997,497,842	-	787,021	7,877,187	8,664,208	15,988,833,634	1,067,749,856	1,067,749,856	6.82
2023	68,986,589,909	93,796,145,533	14,069,421,830	-	-	5,559,804	5,559,804	14,063,862,026	939,211,455	939,211,455	4.38
2022	64,796,705,355	85,872,455,469	12,880,868,320	-	-	4,487,156	4,487,156	12,876,381,164	859,974,555	859,974,555	3.53
2021	62,396,511,395	81,062,991,752	12,159,448,763	973,888	-	-	973,888	12,158,474,875	811,879,918	810,906,030	0.77
2020	59,728,372,469	77,592,268,960	11,638,840,344	1,922,347	-	-	1,922,347	11,636,917,997	777,172,690	775,250,343	1.51
2019	59,728,372,469	73,184,421,995	10,977,663,299	2,846,040	-	-	2,846,040	10,974,817,259	733,094,220	730,248,180	2.23
2018	56,754,560,304	68,461,534,887	10,269,230,233	3,745,614	-	-	3,745,614	10,265,484,619	685,865,349	682,119,734	2.94
2017	54,208,963,060	65,554,572,199	9,833,185,830	820,000	-	-	820,000	9,832,365,830	656,795,722	655,975,722	0.65
2016	52,295,382,258	60,806,103,774	9,120,915,566	1,605,000	-	-	1,605,000	9,119,310,566	609,311,038	607,706,038	1.27

(1) Implementation of GASB 87, leases effective on or after July 1, 2020

(2) Implementation of GASB 96, SBITA effective on or after July 1, 2021

Source: College Audited Financial Statements and Oakland County Equalization Reports

(a) 15% of SEV - P.A. 331 of 1966, Section 389.122

(b) College Audited Financial Statements excluding OCC Foundation

(c) Debt Limit less Total Outstanding Debt

(d) The College may incur indebtedness that is not greater than 1.5% of the first \$25,000,000 of SEV of the taxable property within the college district and 1% of the excess SEV over \$250,000,000 without a vote of the electors of

OAKLAND COMMUNITY COLLEGE

Outstanding Debt
Last Ten Fiscal Years
(Unaudited)

Fiscal Year	2003 College Refunding Bond	Financing arrangements	Leases Payable	Subscription Based IT arrangements Payable	Total Outstanding Debt
2025	\$ -	\$ -	\$ 632,060	\$ 7,245,082	\$ 7,877,142
2024	-	-	787,021	**** 7,877,187	8,664,208
2023	-	\$ -	-	5,559,804	5,559,804
2022	-	-	-	4,487,156	*** 4,487,156
2021	-	973,888	** -	-	973,888
2020	-	1,922,347	* -	-	1,922,347
2019	-	2,846,040	* -	-	2,846,040
2018	-	3,745,614	* -	-	3,745,614
2017	820,000	-	-	-	820,000
2016	1,605,000	-	-	-	1,605,000

Source: Oakland Community College's Annual Comprehensive Financial Report

*Key Government Finance Installment Purchase Agreement for VDI computer equipment, software and support-five years

**Final payment for VDI made in December 2021

*** GASB 96 implemented for SBITA

****New Lease 2024

OAKLAND COMMUNITY COLLEGE
DEMOGRAPHIC AND ECONOMIC INFORMATION
PERSONAL INCOME PER CAPITA
County of Oakland
Last Ten Fiscal Years
(Unaudited)

Fiscal Year	Population (1)	Personal Income (thousands of dollars) (2)	Per Capita Personal Income	Unemployment Rate (3)
2025	not available *	not available *	not available *	
2024	1,270,426 *	\$ 115,329,992 *	\$ 90,781 *	3.50%
2023	1,270,426	115,329,992	90,781 *	3.00%
2022	1,271,025	108,583,665	85,430	4.60%
2021	1,272,630	104,585,785	82,181	9.10%
2020	1,272,493	96,734,531	76,020	3.40%
2019	1,275,118	91,571,131	71,814	3.40%
2018	1,272,967	89,322,345	70,169	3.50%
2017	1,270,081	85,888,177	67,624	4.10%
2016	1,263,231	82,487,478	65,299	4.70%

*Information not available to Oakland County at time of their 2024 publication. County used prior year amounts

Source: (1) Information from Oakland County 2024 ACFR, Table 12, Michigan Bureau of Economic Analysis
(2) Information from Oakland County 2024 ACFR, Table 12, Michigan Bureau of Economic Analysis
(3) Information from Oakland County 2024 ACFR, Michigan Department of Technology, Management & Budget
<http://data.bls.gov/map/MapToolServlet?state=26&datatype=unemployment&year=2015&period=M03&survey=la&map=county&seasonal=u>

OAKLAND COMMUNITY COLLEGE
DEMOGRAPHIC AND ECONOMIC INFORMATION
Full-time Equivalent Employees
Last Ten Fiscal Years
(Unaudited)

	2025*	2024	2023	2022	2021	2020	2019	2018	2017	2016
Administrators	114	102	106	99	103	88	88	81	77	77
Full-Time	113	101	105	99	103	88	88	81	76	76
Part-Time	1	1	1	0	0	0	0	0	1	1
Faculty	970	635	644	538	666	611	716	738	939	887
Full-Time	211	210	208	204	236	198	204	207	216	236
Part-Time	759	425	436	334	430	413	512	531	723	651
Support	395	337	413	525	433	423	494	457	479	477
Full-Time	341	313	375	373	358	370	370	350	358	381
Part-Time	54	24	38	152	75	53	124	107	121	96
Actual Total Employees Reported	1479	1074	1163	1162	1202	1122	1298	1276	1495	1441
Total FTE	936	774	846	838	865	811	874	851	932	942

Notes:

Management occupations in IPEDS = administration and management (Teamsters) in this report

All other non-instructional, non-management occupations = support in this report

*2025 figures are estimated - IPEDS data not yet complete

Source: IPEDS report - categories defined as Instruction, management. All other categories listed under Support.

OAKLAND COMMUNITY COLLEGE
DEMOGRAPHIC AND ECONOMIC INFORMATION

Physical Facility Information

Last Ten Fiscal Years

(Unaudited)

Facilities Data	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
Size of campus (acres)										
Auburn Hills	170.00	170.00	170.00	170.00	170.00	170.00	170.00	170.00	170.00	170.00
Highland Lakes***	157.07	157.07	157.07	157.07	157.07	157.07	157.07	157.07	157.07	157.07
Orchard Ridge	147.00	147.00	147.00	147.00	147.00	147.00	147.00	147.00	147.00	147.00
Royal Oak	7.80	7.80	7.80	7.80	7.80	7.80	7.40	7.40	7.40	7.40
Southfield	32.47	32.47	32.47	32.47	32.47	32.47	32.47	32.47	32.47	32.47
District Office**	0.00	0.00	8.69	8.69	8.69	8.69	8.69	8.69	8.69	8.69
Total acreage	514.34	514.34	523.03	523.03	523.03	523.03	522.63	522.63	522.63	522.63
Square footage of gross building space										
Auburn Hills	645,952	645,952	645,952	645,952	603,139	603,139	633,200	633,200	632,951	632,951
Highland Lakes***	315,920	315,920	315,920	315,920	315,502	315,502	315,502	315,502	315,502	315,502
Orchard Ridge	360,688	360,688	360,688	487,395	506,273	506,273	506,273	506,273	506,273	506,273
Royal Oak	535,872	535,872	535,872	535,872	534,594	534,594	534,594	534,594	534,594	534,594
Southfield	164,004	164,004	164,004	164,004	164,004	164,004	164,004	164,004	164,004	164,004
District Office**	0	0	31,119	31,119	31,119	31,119	31,119	31,119	31,119	31,119
Leased Facilities	-	-	-	-	-	-	-	-	-	-
Total square footage	2,022,436	2,022,436	2,053,555	2,180,262	2,154,631	2,154,631	2,184,692	2,184,692	2,184,443	2,184,443
Number of classrooms*										
Auburn Hills	124	124	124	124	142	142	156	156	156	156
Highland Lakes***	59	59	59	59	59	59	59	59	59	59
Orchard Ridge	87	87	87	102	102	102	102	102	102	102
Royal Oak	50	50	50	50	50	50	50	50	50	50
Southfield	44	44	44	44	43	43	43	43	43	43
District Office**	-	-	-	-	-	-	-	-	-	-
Leased Facilities	-	-	-	-	-	-	-	-	-	-
Total number of classrooms	364	364	364	379	396	396	410	410	410	410

Source: Information from Oakland Community College, Dept of Physical Facilities

*Historical classroom data unavailable for 2014

**District Office was sold in December 2023

OAKLAND COMMUNITY COLLEGE
DEMOGRAPHIC AND ECONOMIC INFORMATION
Top Ten Principal Employers
2024 Employers vs. 2015 Employers
(Unaudited)

2024					2015				
Employer	Product/Service	Income Rank	No. of Employees	% of Total District Population	Employer	Product/Service	Income Rank	No. of Employees	% of Total District Population
Corewell Health(formally Beaumont Health System and Spectrum Health)	Health care system	1	13,712	2.07%	Beaumont Health System	Health care system	1	14,525	2.45%
Stellantis	Automobile manufacturer	2	10,462	1.58%	Chrysler Group LLC	Automobile manufacturer	2	12,416	2.09%
General Motors	Automobile manufacturer	3	7,451	1.12%	General Motors Corporation	Automobile manufacturer	3	9,305	1.57%
United Wholesale Mortgage	Lending	4	7,300	1.10%	Ascension Michigan(formerly St John Providence Hospital)	Health care system	4	4,440	0.75%
Henry Ford Health System	Health care system	5	5,588	0.84%	U.S. Postal Service	Postal service	5	4,225	0.71%
Ascension Michigan (formerly St. John Providence)	Health care system	6	5,250	0.79%	Henry Ford Health System	Health care system	6	3,381	0.57%
Amazon	Retail Service	7	4,310	0.65%	Oakland County Government	Government	7	3,340	0.56%
U.S. Postal Service	Postal service	8	3,742	0.56%	Trinity Health (formerly St. Joseph Mercy)	Health care system	8	2,353	0.40%
Oakland County Government	Government	9	3,742	0.56%	Magna International of America Inc	Manufacturing	9	2,328	0.39%
		10	3,021	0.46%	Comerica Bank	Financial/Banking	10	2,052	0.35%

Source: (1) Oakland County 2024 and 2015 Annual Comprehensive Financial Report

OAKLAND COMMUNITY COLLEGE

REVENUE CAPACITY

Enrollment, Tuition and Fee Rates, Credit Hours, and Tuition and Fee Revenues Generated - Credit courses

Last Ten Fiscal Years

(Unaudited)

Fiscal Year	Fiscal Year Equated Student (FYES)	Unduplicated Headcount	Total Credit Hours	In District Tuition Rate	Out of District Tuition Rate	Out of State Tuition Rate	Tuition & Fees per FYES	Total Tuition and Fee Revenue *
2025	11,666	25,518	349,973	\$ 111.00	\$ 211.00	\$ 211.00	\$ 4,746.20	\$ 55,369,133
2024	10,156	23,044	302,816	107.00	205.00	205.00	4,622.60	46,947,112
2023	9,558	22,358	286,749	103.00	199.00	199.00	4,623.86	44,194,880
2022	9,460	22,359	283,797	99.00	192.00	192.00	4,274.19	40,433,819
2021	10,186	23,980	305,591	97.00	188.00	188.00	4,143.74	42,208,094
2020	10,142	24,387	304,264	94.50	183.00	183.00	4,049.51	41,070,085
2019	10,468	25,217	314,029	92.00	178.00	178.00	3,932.62	41,166,684
2018	11,251	27,113	337,533	90.00	174.00	174.00	3,890.17	43,768,300
2017	11,877	29,644	368,214	88.00 **	171.00	171.00	3,866.20	45,918,802
2016	13,241	32,936	410,459	88.00	171.00	240.00	3,609.43	47,792,442

Sources: OCC, Office of Institutional Effectiveness One-Tenth Day Student Information File, One-Tenth Day Data Prior to 2018, and End-of-Session Data 2018 and Forward;

*Tuition and Fee revenue for credit courses before scholarship allowance

** In Fiscal Year 2017 the College began billing based on "Contact Hours" or billable credit hours which may exceed the number of credit hours earned for additional contact with instructor, lab hours, clinicals, etc.

OAKLAND COMMUNITY COLLEGE
DEMOGRAPHIC AND ECONOMIC INFORMATION
Student Population Demographics
(Unaudited)

	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
Credit hours	349,973	304,692	286,749	283,797	305,591	304,264	314,029	337,533	368,214	410,459
Unduplicated Student Head count	25,518	23,223	22,358	22,359	23,980	24,387	25,217	27,113	29,644	32,936
Fall Term, 1/10th day statistics										
Male	35.7%	36.3%	37.0%	37.3%	55.7%	40.0%	40.7%	43.3%	43.0%	43.6%
Female	54.2%	54.4%	55.0%	56.0%	38.5%	53.1%	53.5%	54.9%	55.5%	55.7%
Unreported	10.1%	9.3%	8.0%	6.7%	5.8%	6.9%	5.7%	1.8%	1.5%	0.7%
Part-time	70.7%	73.5%	74.3%	76.3%	70.8%	75.3%	75.0%	80.2%	78.0%	73.1%
Full-time	29.3%	26.5%	25.7%	23.7%	29.2%	24.7%	25.0%	19.8%	22.0%	26.9%
Average Age	25.0	25.0	25.0	25.0	24.0	24.0	24.0	24.9	25.0	25.7
Median Age	22.0	22.0	22.0	22.0	21.0	21.0	22.0	22.0	22.0	22.0

Sources: OCC, Office of Institutional Effectiveness One-Tenth Day Student Information File, One-Tenth Day Data Prior to 2018, and End-of-Session Data 2018 and Forward;

Other Supplementary Information Section



OAKLAND COMMUNITY COLLEGE
Excellence *Empowered.*

OAKLAND COMMUNITY COLLEGE
COMBINING STATEMENT OF NET POSITION
JUNE 30, 2025

	Combined Total	General Fund	Pension Liability Fund	Designated Fund	Auxiliary Services Fund	Restricted Fund	Endowment and Similar Funds	Plant Fund	Custodial Fund
ASSETS									
Current assets									
Cash and cash equivalents	\$ 56,817,314	\$ 56,817,164	\$ -	\$ 150	\$ -	\$ -	\$ -	-	\$ -
Accrued interest	2,279,549	1,705,137	-	-	-	-	574,412	-	-
Short-term investments	34,424,363	34,424,363	-	-	-	-	-	-	-
Property taxes receivable, net	916,352	916,352	-	-	-	-	-	-	-
State appropriations receivable	5,673,416	5,673,416	-	-	-	-	-	-	-
Federal and state grants receivable	4,593,134	-	-	-	-	4,593,134	-	-	-
Accounts receivable, net	2,968,995	2,585,385	-	383,610	-	-	-	-	-
Inventories	48,205	-	-	48,205	-	-	-	-	-
Prepaid expenses and other assets	5,028,713	5,028,713	-	-	-	-	-	-	-
Due from (to) other funds	-	(377,198,488)	-	82,489,811	-	(1,928,197)	(11,272,204)	307,809,847	99,231
Total current assets	112,750,041	(270,047,958)	-	82,921,776	-	2,664,937	(10,697,792)	307,809,847	99,231
Long-term investments	399,079,754	368,234,885	-	-	-	-	30,844,869	-	-
Net OPEB ASSET	22,163,322	-	22,163,322	-	-	-	-	-	-
Capital assets - nondepreciable	109,152,214	-	-	-	-	-	-	109,152,214	-
Capital assets - depreciable									
Land improvements	27,151,430	-	-	-	-	-	-	27,151,430	-
Infrastructure	24,316,396	-	-	-	-	-	-	24,316,396	-
Buildings and improvements	347,596,087	-	-	-	-	-	-	347,596,087	-
Equipment	64,616,162	-	-	-	-	-	-	64,616,162	-
Library materials	6,541,927	-	-	-	-	-	-	6,541,927	-
Right of use lease asset - equipment	580,471	-	-	-	-	-	-	580,471	-
Subscription based IT arrangements	9,737,758	-	-	-	-	-	-	9,737,758	-
Accumulated depreciation/amortization	(367,581,166)	-	-	-	-	-	-	(367,581,166)	-
Total capital assets - depreciable	112,959,065	-	-	-	-	-	-	112,959,065	-
Total non-current assets	643,354,355	368,234,885	22,163,322	-	-	-	30,844,869	222,111,279	-
Total assets	756,104,396	98,186,927	22,163,322	82,921,776	-	2,664,937	20,147,077	529,921,126	99,231
Deferred Outflows of Resources									
Deferred pension amounts	36,504,702	-	36,504,702	-	-	-	-	-	-
Deferred OPEB amounts	5,508,262	-	5,508,262	-	-	-	-	-	-
Total deferred outflows of resources	42,012,964	-	42,012,964	-	-	-	-	-	-
LIABILITIES									
Current liabilities									
Current portion of lease obligations	172,088	-	-	-	-	-	-	172,088	-
Accounts payable	14,813,127	10,452,559	-	-	-	-	-	4,360,568	-
Accrued interest payable	-	-	-	-	-	-	-	-	-
Accrued payrolls, vacation, and other compensation	9,789,558	9,786,033	-	-	-	-	-	3,525	-
Unearned revenue	6,443,380	3,767,266	-	283,913	-	2,392,201	-	-	-
Subscription based IT arrangements	2,916,217	-	-	-	-	-	-	2,916,217	-
Deposits held for others	4,042,133	-	-	3,942,902	-	-	-	-	99,231
Total current liabilities	38,176,503	24,005,858	-	4,226,815	-	2,392,201	-	7,452,398	99,231
Long-term debt obligations - net of current portion	-	-	-	-	-	-	-	-	-
Net Pension Liability	126,023,772	-	126,023,772	-	-	-	-	-	-
Net OPEB Liability	-	-	-	-	-	-	-	-	-
Leases	459,972	-	-	-	-	-	-	459,972	-
Subscription based IT arrangements	4,328,865	-	-	-	-	-	-	4,328,865	-
Compensated absences - net of current portion	3,072,859	3,072,859	-	-	-	-	-	-	-
Total liabilities	172,061,971	27,078,717	126,023,772	4,226,815	-	2,392,201	-	12,241,235	99,231
Deferred Inflows of Resources									
Deferred pension amounts	55,716,847	-	55,716,847	-	-	-	-	-	-
Deferred OPEB amounts	30,846,921	-	30,846,921	-	-	-	-	-	-
Total deferred inflows of resources	86,563,768	-	86,563,768	-	-	-	-	-	-
NET POSITION									
Net investment in capital assets	214,234,137	-	-	-	-	-	-	214,234,137	-
Restricted:									
Expendable scholarships and grants	2,728,185	-	-	-	-	272,736	-	2,455,449	-
OPEB	22,163,322	-	-	-	-	-	-	-	-
Unrestricted	300,365,977	71,108,210	22,163,322	78,694,961	-	20,147,077	-	300,990,305	-
Total net position	\$ 539,491,621	\$ 71,108,210	\$ 22,163,322	\$ 78,694,961	\$ -	\$ 272,736	\$ 20,147,077	\$ 517,679,891	\$ -

Kathleen Kelly - 2025-10-17 14:36:16 UTC
Oakland Community College

OAKLAND COMMUNITY COLLEGE
COMBINING STATEMENT OF NET POSITION
JUNE 30, 2024

	Combined Total	General Fund	Pension Liability Fund	Designated Fund	Auxiliary Services Fund	Restricted Fund	Quasi- Endowment Funds	Plant Fund	Custodial Fund
ASSETS									
Current assets									
Cash and cash equivalents	\$ 45,170,905	\$ 45,170,755	\$ -	\$ 150	\$ -	\$ -	\$ -	-	\$ -
Accrued interest	2,336,045	1,787,287	-	-	-	-	548,758	-	-
Short-term investments	34,413,410	34,413,410	-	-	-	-	-	-	-
Property taxes receivable, net	543,311	543,311	-	-	-	-	-	-	-
State appropriations receivable	6,984,731	6,984,731	-	-	-	-	-	-	-
Federal and state grants receivable	3,932,354	-	-	-	-	3,932,354	-	-	-
Accounts receivable, net	2,254,327	1,639,315	-	615,012	-	-	-	-	-
Inventories	51,472	-	-	51,472	-	-	-	-	-
Prepaid expenses and other assets	3,954,900	3,954,900	-	-	-	-	-	-	-
Due from (to) other funds	-	(348,023,137)	-	83,133,227	-	(428,345)	(2,717,296)	267,900,217	135,334
Total current assets	99,641,455	(253,529,428)	-	83,799,861	-	3,504,009	(2,168,538)	267,900,217	135,334
Long-term investments	371,000,770	350,280,828	-	-	-	-	20,719,942	-	-
Net OPEB Asset	3,049,479	-	3,049,479	-	-	-	-	-	-
Capital assets - nondepreciable	67,314,643	-	-	-	-	-	-	67,314,643	-
Capital assets - depreciable									
Land improvements	27,151,430	-	-	-	-	-	-	27,151,430	-
Infrastructure	24,241,830	-	-	-	-	-	-	24,241,830	-
Buildings and improvements	343,832,780	-	-	-	-	-	-	343,832,780	-
Equipment	62,357,785	-	-	-	-	-	-	62,357,785	-
Library materials	7,450,362	-	-	-	-	-	-	7,450,362	-
Right of use lease asset - equipment	759,077	-	-	-	-	-	-	759,077	-
Subscription based IT arrangements	9,790,148	-	-	-	-	-	-	9,790,148	-
Accumulated depreciation/amortization	(353,701,159)	-	-	-	-	-	-	(353,701,159)	-
Total capital assets - depreciable	121,882,253	-	-	-	-	-	-	121,882,253	-
Total non-current assets	563,247,145	350,280,828	3,049,479	-	-	-	20,719,942	189,196,896	-
Total assets	662,888,600	96,751,400	3,049,479	83,799,861	-	3,504,009	18,551,404	457,097,113	135,334
Deferred Outflows of Resources									
Deferred pension amounts	48,264,756	-	48,264,756	-	-	-	-	-	-
Deferred OPEB amounts	10,178,150	-	10,178,150	-	-	-	-	-	-
Total deferred outflows of resources	58,442,906	-	58,442,906	-	-	-	-	-	-
LIABILITIES									
Current liabilities									
Accounts payable	15,738,968	11,521,189	-	-	-	-	-	4,217,779	-
Accrued payrolls, vacation, and other compensation	8,359,496	8,359,350	-	-	-	-	-	146	-
Unearned revenue	6,630,319	3,240,661	-	164,436	-	3,225,222	-	-	-
Lease liability	154,961	-	-	-	-	-	-	154,961	-
Subscription liability	2,198,517	-	-	-	-	-	-	2,198,517	-
Deposits held for others	4,793,088	-	-	4,657,754	-	-	-	-	135,334
Total current liabilities	37,875,349	23,121,200	-	4,822,190	-	3,225,222	-	6,571,403	135,334
Net Pension Liability	172,973,826	-	172,973,826	-	-	-	-	-	-
Lease liability - net of current portion	632,060	-	-	-	-	-	-	632,060	-
Subscription based IT arrangements	5,678,670	-	-	-	-	-	-	5,678,670	-
Compensated absences - net of current portion	3,463,942	3,463,942	-	-	-	-	-	-	-
Total non-current liabilities	182,748,498	3,463,942	172,973,826	-	-	-	-	6,310,730	-
Total liabilities	220,623,847	26,585,142	172,973,826	4,822,190	-	3,225,222	-	12,882,133	135,334
Deferred Inflows of Resources									
Deferred pension amounts	42,442,258	-	42,442,258	-	-	-	-	-	-
Deferred OPEB amounts	26,797,098	-	26,797,098	-	-	-	-	-	-
Total deferred inflows of resources	69,239,356	-	69,239,356	-	-	-	-	-	-
NET POSITION									
Net investment in capital assets	180,532,688	-	-	-	-	-	-	180,532,688	-
Restricted:									
Expendable scholarships and grants	5,294,487	-	-	-	-	278,787	-	5,015,700	-
OPEB	3,049,479	-	3,049,479	-	-	-	-	-	-
Unrestricted	242,591,649	70,166,258	(183,770,276)	78,977,671	-	-	18,551,404	258,666,592	-
Total net position	\$ 431,468,303	\$ 70,166,258	\$ (180,720,797)	\$ 78,977,671	\$ -	\$ 278,787	\$ 18,551,404	444,214,980	\$ -

Kathleen Kelly - 2025-10-17 14:36:16 UTC
Oakland Community College

OAKLAND COMMUNITY COLLEGE
COMBINING STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
YEAR ENDED JUNE 30, 2025

	Combined Total	Eliminations	General Fund	Pension Liability Fund	Designated Fund	Auxiliary Services Fund	Restricted Fund	Endowment and Similar Funds	Plant Fund	Custodial Fund
Operating revenues										
Tuition and fees - net of scholarship allowance of \$29,136,385	\$ 26,232,748	(\$29,136,385)	\$ 51,805,386	\$ -	\$ 3,563,747	\$ -	\$ -	\$ -	\$ -	\$ -
Federal grants and contracts	5,054,747	-	-	-	-	-	5,054,747	-	-	-
State and local grants and contracts	7,027,618	-	-	-	35,200	-	6,992,418	-	-	-
Nongovernmental grants and contracts	3,021,684	-	-	-	-	-	3,021,684	-	-	-
Auxiliary activities	619,747	-	602,606	-	-	-	-	-	17,141	-
Miscellaneous	861,720	(195,522)	773,795	-	177,689	-	-	-	105,758	-
Total operating revenues	42,818,264	(29,331,907)	53,181,787	-	3,776,636	-	15,068,849	-	122,899	-
Operating expenses										
Instruction	44,956,180	(141,820)	52,498,761	(11,435,577)	3,982,646	-	52,170	-	-	-
Academic Support	19,727,313	(37,008)	16,887,057	(3,471,011)	2,926,132	-	3,422,143	-	-	-
Student Services	30,156,286	(29,143,923)	13,212,404	(2,040,720)	1,214	-	48,127,311	-	-	-
Institutional Administration	24,360,274	(4,089)	26,132,091	(2,167,145)	116,598	-	199,756	-	83,063	-
Information Technology	8,684,396	(850)	9,043,248	(358,002)	-	-	-	-	-	-
Physical Plant Operations	11,811,970	(3,732)	18,824,527	(2,744,744)	-	-	-	-	(4,264,081)	-
Depreciation expense	15,454,395	-	-	-	-	-	-	-	15,454,395	-
Amortization expense	3,762,631	-	-	-	-	-	-	-	3,762,631	-
Public services	219,220	(485)	84,895	(21,402)	155,712	-	500	-	-	-
Total operating expenses	159,132,665	(29,331,907)	136,682,983	(22,238,601)	7,182,302	-	51,801,880	-	15,036,008	-
Operating (loss) income	(116,314,401)	-	(83,501,196)	22,238,601	(3,405,666)	-	(36,733,031)	-	(14,913,109)	-
Non-operating revenues (expenses)										
Pell grant revenue	31,575,205	-	-	-	-	-	31,575,205	-	-	-
Other federal grant revenue	4,521,956	-	-	-	-	-	4,521,956	-	-	-
State appropriations	34,828,538	-	34,828,538	-	-	-	-	-	-	-
State appropriations for UAAL	10,070,942	-	-	10,070,942	-	-	-	-	-	-
Property taxes	113,880,201	-	113,880,201	-	-	-	-	-	-	-
Investment income	16,194,935	-	15,654,519	-	-	-	-	540,416	-	-
Gain on sale of asset	-	-	-	-	-	-	-	-	-	-
Net realized/unrealized gain (loss) on investments	13,265,942	-	12,210,685	-	-	-	-	1,055,257	-	-
Net non-operating revenues	224,337,719	-	176,573,943	10,070,942	-	-	36,097,161	1,595,673	-	-
Income (loss) before transfers	108,023,318	-	93,072,747	32,309,543	(3,405,666)	-	(635,870)	1,595,673	(14,913,109)	-
Transfers in (out)	-	-	(92,130,795)	-	3,122,955	-	629,820	-	88,378,020	-
Increase (decrease) in net position	108,023,318	-	941,952	32,309,543	(282,711)	-	(6,050)	1,595,673	73,464,911	-
Net position - beginning of year	431,468,303	-	70,166,258	(180,720,797)	78,977,671	-	278,787	18,551,404	444,214,980	-
Adjustment of change in accounting principle	-	-	-	-	-	-	-	-	-	-
Net position - beginning of year, as restated	431,468,303	-	70,166,258	(180,720,797)	78,977,671	-	278,787	18,551,404	444,214,980	-
Net position - end of year	\$ 539,491,621	\$ -	\$ 71,108,210	\$ (148,411,254)	\$ 78,694,960	\$ -	\$ 272,737	\$ 20,147,077	\$ 517,679,891	\$ -

OAKLAND COMMUNITY COLLEGE
COMBINING STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
YEAR ENDED JUNE 30, 2024

	Combined Total	Eliminations	General Fund	Pension Liability Fund	Designated Fund	Auxiliary Services Fund	Restricted Fund	Quasi- Endowment Funds	Plant Fund	Custodial Fund
Operating revenues										
Tuition and fees - net of scholarship allowance of \$19,897,778	\$ 27,049,334	\$ (19,897,778)	\$ 44,075,071	\$ -	\$ 2,872,041	\$ -	\$ -	\$ -	\$ -	\$ -
Federal grants and contracts	4,387,539	-	-	-	-	-	4,387,539	-	-	-
State and local grants and contracts	4,063,082	-	-	-	-	-	4,063,082	-	-	-
Nongovernmental grants and contracts	1,898,480	-	-	-	-	-	1,898,480	-	-	-
Auxiliary activities	108,011	-	102,037	-	-	-	-	-	5,974	-
Miscellaneous	1,257,373	(204,198)	942,571	-	231,768	-	-	-	287,232	-
Total operating revenues	38,763,819	(20,101,976)	45,119,679	-	3,103,809	-	10,349,101	-	293,206	-
Operating expenses										
Instruction	48,034,596	(151,037)	48,365,785	(3,416,763)	3,183,287	-	53,324	-	-	-
Academic Support	21,262,014	(36,059)	16,751,927	(1,147,723)	2,781,220	-	2,912,649	-	-	-
Student Services	25,833,580	(19,905,023)	13,991,957	(737,853)	-	-	32,484,499	-	-	-
Institutional Administration	19,205,666	(4,601)	19,588,279	(668,632)	52,104	-	165,070	-	73,446	-
Information Technology	8,545,429	(762)	8,659,019	(112,828)	-	-	-	-	-	-
Physical Plant Operations	14,781,997	(3,802)	17,876,995	(828,059)	-	-	-	-	(2,263,137)	-
Depreciation and amortization expense	20,850,791	-	-	-	-	-	-	-	20,850,791	-
Public services	442,464	(692)	116,144	(8,805)	335,317	-	500	-	-	-
Total operating expenses	158,956,537	(20,101,976)	125,350,106	(6,920,663)	6,351,928	-	35,616,042	-	18,661,100	-
Operating (loss) income	(120,192,718)	-	(80,230,427)	6,920,663	(3,248,119)	-	(25,266,941)	-	(18,367,894)	-
Non-operating revenues										
Pell grant revenue	20,827,905	-	-	-	-	-	20,827,905	-	-	-
Other federal grant revenue	3,943,194	-	-	-	-	-	3,943,194	-	-	-
State appropriations	35,677,637	-	35,677,637	-	-	-	-	-	-	-
State appropriations for UAAL	14,575,007	-	-	14,575,007	-	-	-	-	-	-
Property taxes	107,469,661	-	107,469,661	-	-	-	-	-	-	-
Investment income	14,786,390	-	14,359,272	-	-	-	-	427,118	-	-
Gain on sale of asset	1,562,156	-	-	-	-	-	-	-	1,562,156	-
Net realized/unrealized gain on investments	4,862,690	-	4,544,880	-	-	-	-	317,810	-	-
Net non-operating revenues	203,704,640	-	162,051,450	14,575,007	-	-	24,771,099	744,928	1,562,156	-
Income (loss) before transfers	83,511,922	-	81,821,023	21,495,670	(3,248,119)	-	(495,842)	744,928	(16,805,738)	-
Transfers in (out)	-	-	(79,738,634)	-	3,327,541	-	411,093	-	76,000,000	-
Increase (decrease) in net position	83,511,922	-	2,082,389	21,495,670	79,422	-	(84,749)	744,928	59,194,262	-
Net position - beginning of year	347,956,381	-	68,083,869	(202,216,467)	78,898,249	-	363,536	17,806,476	385,020,718	-
Net position - end of year	\$ 431,468,303	\$ -	\$ 70,166,258	\$ (180,720,797)	\$ 78,977,671	\$ -	\$ 278,787	\$ 18,551,404	\$ 444,214,980	\$ -



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ACTION

Board Agenda Item 6.1
October 20, 2025

2026 Board of Trustees Meeting & Conference Schedule

PROBLEM/NEEDS STATEMENT

As a public body, Oakland Community College is required to publicly post at its principal office a listing stating the dates, times, and places of all of its regular and special meetings.

WHY THE ACTION IS BEING RECOMMENDED

In order to comply with the Michigan's Open Meetings Act, the Board of Trustees is being asked to approve the January to December 2026 Regular Meeting and Conference Schedule dates as attached.

MOTION

Move the Board of Trustees approve the January to December 2026 Board of Trustees Regular Meeting and Conference Schedule attached hereto.



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Board of Trustees
2026 Regular Meetings and Conference Schedule*

<u>Date</u>	<u>Location</u>	<u>Time</u>	<u>Event Title</u>
January 20, 2026	Auburn Hills Campus - G240	6:00 p.m.	Regular Meeting
February 17, 2026	Auburn Hills Campus – G240	6:00 p.m.	Regular Meeting
March 17, 2026	Auburn Hills Campus – G240	6:00 p.m.	Regular Meeting
March 28 - 30 2026	Denver, CO		AGB National Trusteeship Conference
April 10 - 14, 2026	Seattle, WA		AACC Annual Conference
April 21, 2026	Auburn Hills Campus - G240	6:00 p.m.	Regular Meeting
May 19, 2026	Auburn Hills Campus - G240	6:00 p.m.	Regular Meeting
June 16, 2026	Auburn Hills Campus - G240	6:00 p.m.	Regular Meeting
July 29 - 31, 2026	Mission Point, Mackinac Island		MCCA Summer Conference
September 15, 2026	Auburn Hills Campus - G240	6:00 p.m.	Regular Meeting
October 20, 2026	Auburn Hills Campus - G240	6:00 p.m.	Regular Meeting
October 21 - 24, 2026	Chicago, IL		ACCT Leadership Congress
November 17, 2026	Auburn Hills Campus - G240	6:00 p.m.	Regular Meeting

**The Board has the right to call additional meetings as needed.*

**The third Tuesday of the months July, August and December will be 'held' for the possibility of Special meetings and/or trainings.*



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ACTION

Board Agenda Item 6.2
October 15, 2025

FISCAL YEAR 2024-25 GENERAL FUND APPROPRIATION AMENDMENT

PROBLEM/NEEDS STATEMENT

The College needs to approve an amendment to increase the 2024-25 fiscal year General Fund appropriation by \$35,812,318 to allow for an additional transfer to the Plant Fund to fund the long-term capital plan.

WHY THE ACTION IS BEING RECOMMENDED

The additional transfer will provide funding for the College's long-term capital plan, including building renovations and ongoing maintenance.

Consistent with the approach taken in the prior fiscal year, surplus General Fund resources are recommended for transfer to the Plant Fund to support future capital projects. Historically, these additional transfers have not resulted in exceeding the General Fund appropriation initially approved for the fiscal year.

For fiscal year 2024-25, however, the recommended additional transfer to the Plant Fund will exceed the General Fund appropriation of \$193,001,460 by \$35,812,318.

The Audit Committee reviewed the financial audit results, including the additional transfer, on October 13, 2025.

FUNDING SOURCE

General Fund

MOTION

Move the Board of Trustees approve an amendment to increase the fiscal year 2024-25 General Fund appropriation by \$35,812,318 for a total of \$228,813,778.



ACTION

**Board Agenda Item 6.3
October 20, 2025**

Proposed Amended and New Board Policies, Bylaws and Associated Committees (Second Reading)

PROBLEM/NEEDS STATEMENT

The Board Policy Committee proposes amended and new Board policies, bylaws, and associated committees. The amended and new policies, bylaws and committees are intended to supersede all existing Board of Trustee policies, bylaws, and committees. To the extent the language of these policies, bylaws and committee conflicts with any portion of any other previously existing policy, bylaw or committee, the new language is intended to control.

The Board Policy Committee has worked tirelessly this year, meeting close to a dozen times to refine and develop the proposed amendments and new policies.

WHY THE ACTION IS BEING RECOMMENDED

To fully align the Board of Trustee policies, bylaws and committees with the current Policy Governance platform.

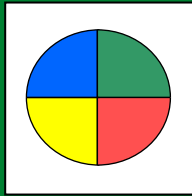
MOTIONS

Move that the Board of Trustees approve the second reading of the amended and new Board policies as additionally modified at the September 27, 2025 Special Board meeting. The approved amended and new Board policies will take effect November 1, 2025, the amended and new policies shall supersede any previously existing policies on the same subject matter. To the extent the language of the policies conflicts with any other previously existing policy, new language shall control.

Move that the Board of Trustees approve the second reading of the new bylaws as reviewed at the September 27, 2025 Special Board meeting. The approved new bylaws will take effect November 1, 2025, the new bylaws shall supersede any previously existing policies on the same subject matter. To the extent the language of the bylaws conflicts with any other previously existing bylaw, new language shall control.

OAKLAND COMMUNITY COLLEGE

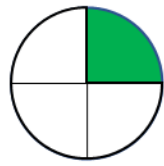
POLICY MANUAL (October 20, 2025)



ENDS		GOVERNANCE PROCESS	
E-00	p. 2	GP-00 Global Governance Commitment	p.17
E-01 to E-06	p. 2	GP-01 Governing Style	p.18
		GP-02 Board Job Contributions	p.19
		GP-03 Board Planning Cycle and Agenda Control	p.21
EXECUTIVE LIMITATIONS		GP-04 Role of the Chair	p.24
EL-00 Global Executive Limitation	p.3	GP-05 Role of Vice-Chair	p.25
EL-01 Treatment of Students	p.4	GP-06 Board Committee Principles	p.26
EL-02 Access to Education	p.5	GP-06.1 Audit Committee Charter	p.27
EL-03 Treatment of Employees	p.6	GP-06.2 Ownership Linkage Committee Charter	p.29
EL-04 Planning	p.7	GP-06.3 Governance Committee Charter	p.31
EL-05 Financial Conditions & Activities	p.9	GP-07 Board and Committee Expenses	p.33
EL-06 Asset Protection	p.10	GP-08 Board Code of Conduct	p.35
EL-07 Compensation & Benefits	p.12	GP-09 Investment in Governance	p.38
EL-08 Communication & Support to the Board	p.13	GP-10 Board Linkage with Ownership	p.40
EL-09 Organizational Integrity	p.15	GP-11 Handling Operational Complaints	p.41
EL-10 Land Development and Construction	p.16		
BOARD-MANAGEMENT DELEGATION			
BMD-00 Global Board Management Delegation	p.42	BMD-04 Monitoring of CEO Performance	p.46
BMD-01 Unity of Control	p.43	BMD-05 CEO Succession	p.48
BMD-02 CEO Accountability	p.44	BMD-06 CEO Compensation	p.50
BMD-03 Delegation to the CEO	p.45		

Oakland Community College Board of Trustees

Policy Manual



Policy Name: Ends

Number: E

Date Approved:

Policy Type: Ends

Date Amended:

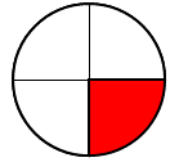
Date Last Reviewed:

Oakland Community College exists so that:

Students and residents are enabled to advance their economic mobility and personal growth and contribute to the economic and social vitality of Oakland County and the regional community warranting continuing investment by taxpayers and individuals.

1. Students acquire the knowledge, skills and self-confidence required for employment and career advancement in a global economy.
 - 1.1. Graduates seeking employment have credentials for jobs that pay family-sustainable wages.
 - 1.2. Students develop life and leadership skills.
2. Students identify, pursue, persist and complete their academic goals.
3. High school students can obtain dual credits. Students seeking to transfer to upper division colleges and universities have the required course and program credits or qualifications for success in those institutions.
 - 3.1. Students have accurate information about agreements and opportunities.
4. Students' skills and knowledge prepare them for entry level employment or industry recognized apprenticeships.
5. Individuals upgrade occupational skills, retrain for new jobs, or prepare for a new career.
 - 5.1. Adult students successfully transition to college.
6. Economic, social and cultural well-being of the County and region is enhanced.
 - 6.1. Employers have access to workforce training, consulting and technical assistance that support improved business productivity and profitability
 - 6.1.1. Businesses have qualified trained workers available to meet their needs.
 - 6.2. Residents have the opportunity to improve their quality of life.
 - 6.2.1. Residents have opportunities to pursue personal enrichment.
 - 6.2.2. Residents participate in social, cultural, arts and wellness experiences.

Oakland Community College Board of Trustees Policy Manual



Policy Name: General Executive Constraint

Number: EL-00

Date Approved:

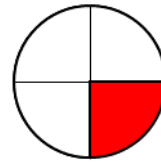
Policy Type: Executive Limitations

Date Amended:

Date Last Reviewed:

The CEO shall not cause or allow any practice, activity, decision or organizational circumstance which is either unlawful, imprudent or in violation of commonly accepted business and professional ethics.

Oakland Community College Board of Trustees Policy Manual



Policy Name: Treatment of Students

Number: EL-01

Date Approved:

Policy Type: Executive Limitations

Date Amended:

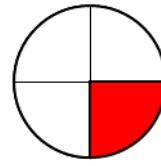
Date Last Reviewed:

The CEO shall not cause or allow conditions, procedures or decisions related to the treatment of students that are unsafe, unfair, disrespectful, or unnecessarily intrusive.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. Permit students and others who use College property to be without reasonable protections against hazards or conditions that might threaten their health, safety or well-being.
 - 1.1. Allow students to be without current, enforced policies that minimize the potential for exposure to discrimination and harassment, provide remedy for discrimination or harassment situations, and provide methods for dealing with individuals who harass and discriminate.
2. Deliver programs in a manner that is insensitive to students' culture and/or ethnicity.
3. Permit violation of student confidentiality and privacy, except where specific disclosure is required by legislation or regulation.
 - 3.1. Use forms or procedures that elicit information for which there is no clear necessity.
 - 3.2. Use methods of collecting, reviewing, storing or transmitting student information that inadequately protect against improper access to personal information.
4. Permit admission, registration, evaluation, or recognition processes that treat students unfairly.
5. Permit unfair, inconsistent or untimely handling of student complaints.
 - 5.1. Permit students to be without a process for registering a complaint or concern, including an appeal process, or to be uninformed of the process.
 - 5.2. Retaliate against any student for non-disruptive expression of dissent.

Oakland Community College Board of Trustees Policy Manual



Policy Name: Access to Education

Number: EL-02

Date Approved:

Policy Type: Executive Limitations

Date Amended:

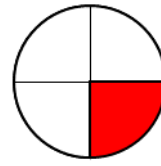
Date Last Reviewed:

The CEO shall not allow conditions that unnecessarily restrict student or potential student access to education.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. Cause or allow the setting of tuition fees that are not based on the nature and number of instructional hours, requirements for special services, requirements for total cost recovery or a contribution to the overhead of the College, and a reasonable balance of fiscal responsibility between students and taxpayers, within the context of facilitating access to programs and courses.
2. Permit academically qualified students with disabilities or insufficient economic means, to be without a supportive environment that, without compromising academic standards, wherever possible enables them to complete their programs.

Oakland Community College Board of Trustees Policy Manual



Policy Name: Treatment of Employees

Number: EL-03

Date Approved:

Policy Type: Executive Limitations

Date Amended:

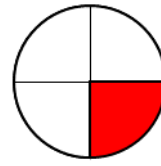
Date Last Reviewed:

The CEO shall not cause or allow a workplace environment that is unfair, disrespectful, unsafe, disorganized, or otherwise interferes with employees' ability to do their jobs.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. Allow employees, or those seeking to be employees, to be without current, enforced, written human resource procedures that clarify expectations and working conditions, provide for effective handling of grievances, and protect against wrongful conditions.
 - 1.1. Permit employees to be without adequate protection from discrimination, harassment and bias.
 - 1.2. Permit employees to be uninformed of the performance standards by which they will be assessed.
2. Permit workplace conditions which do not comply with current collective bargaining agreements or the rules, regulations or procedures pertaining to staff and faculty labor unions or union labor agreements.
3. Retaliate against any employee for non-disruptive expression of dissent.
4. Allow employees to be unprepared to deal with emergency situations.
5. Permit staff to be without reasonable opportunity for professional growth and development.

Oakland Community College Board of Trustees Policy Manual



Policy Name: Planning

Number: EL-04

Date Approved:

Policy Type: Executive Limitations

Date Amended:

Date Last Reviewed:

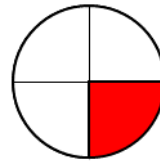
The CEO shall not permit planning that allocates resources in a way that risks fiscal jeopardy or that is not aligned with achievement of the board's Ends.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. Operate without a documented, multi-year strategy that can be expected to achieve a reasonable interpretation of the Ends.
 - 1.1. Permit planning that does not explain and justify objective business assumptions and identify relevant environmental factors.
2. Permit budgeting for any fiscal period or the remaining part of any fiscal period that is not derived from the multi-year plan.
3. Permit financial planning that omits credible projection of revenues and expenses, separation of capital expenditures and operational expenses, fund balance, and disclosure of planning assumptions.
 - 3.1. Projects registration revenue on any basis other than the current Board-authorized tuition fees.
4. Permit financial planning that risks any situation or condition described as unacceptable in the "Financial Condition and Activities" policy.
5. Permit financial planning that does not provide the amount needed annually by the Board, such as costs of fiscal audit, Board development, Board and committee meetings, Board legal fees, and ownership linkage.
6. Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve Ends in future years.
 - 6.1. Operate without succession plans to facilitate smooth operations during key personnel transitions and ensure competent operation of the organization over the long term.

- 6.2. Permit the College to be without sufficient organizational capacity and current information about CEO and Board issues and processes for the competent operation of the organization to continue in the event of sudden loss of CEO services.
- 6.2.1. Permit CFO (Vice Chancellor for Administrative Services) to be unprepared to assume operation of the organization for a Board determined interim period.

Oakland Community College Board of Trustees Policy Manual



Policy Name: Financial Conditions and Activities

Number: EL-05

Date Approved:

Policy Type: Executive Limitations

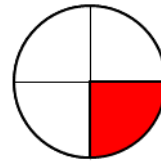
Date Amended:

Date Last Reviewed:

With respect to the actual, ongoing financial conditions and activities, the CEO shall not cause or allow the development of fiscal jeopardy or actual expenditures that are not aligned with achievement of the Board's Ends. Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. Use any portion of a restricted fund balance for purposes other than those for which the fund was established.
2. Allow the College's cash position in any month to be less than is needed to satisfy obligations in that month.
 - 2.1. Allow the operating fund balance to be less than the average of three months' operating expenses.
3. Allow the untimely payment of payroll and debts.
4. Write off receivables without having first aggressively pursued payment after a reasonable grace period.
5. Allow tax payments or other government ordered payments or reports to be overdue or inaccurately filed.
6. Acquire, encumber, sell or convey land or buildings.
7. Engage in entrepreneurial activity inconsistent with contribution to the overall Ends of the college in order to generate revenue.
8. Enter into any grant arrangement or fundraising initiative that does not emphasize the production of Ends.
9. Use any resources of the College, to contribute to, or pay for fundraising events for, any political party or candidate for public office.

Oakland Community College Board of Trustees Policy Manual



Policy Name: Asset Protection

Number: EL-06

Date Approved:

Policy Type: Executive Limitations

Date Amended:

Date Last Reviewed:

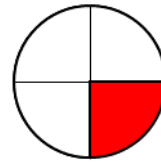
The CEO shall not allow assets to be unprotected, inadequately maintained or unnecessarily risked.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. Permit the organization to have inadequate bonding and/or inadequate insurance against property and casualty losses.
 - 1.1. Permit the organization to insure its property with inadequate valuation and limits and for damage due to an insufficient scope of perils.
 - 1.1.1. Permit the organization to have inadequate insurance for theft, disappearance or destruction of money and securities inside or outside the premises.
 - 1.2. Permit the Board members, College staff and individuals engaged in activities on behalf of the organization, or the organization itself, to have inadequate liability insurance.
 - 1.3. Permit the organization to have inadequate Privacy/Cyber insurance.
2. Allow personnel who are not included under a bond or fidelity and faithful performance insurance to have access to material amounts of funds.
3. Unnecessarily expose the organization, its Board members or staff to claims of liability.
4. Receive, process or disburse assets under controls that are insufficient to meet the Board-appointed auditor's standards.
5. Cause or allow buildings and equipment to be subjected to improper wear and tear or insufficient maintenance.
6. Allow the organization to operate without a plan to mitigate loss to organizational assets damaged by a disaster and to expedite recovery from a disaster.
7. Make purchases that do not result in an appropriate level of quality, after-purchase service and value for dollar, or do not provide opportunity for fair competition.

8. Compromise the independence of the Board's audit or other external monitoring or advice.
9. Permit investments that are inconsistent with state law or managed in a way that is inconsistent with the primary objectives of capital preservation and reasonable growth.
10. Allow intellectual property, trademarks and copyrights, information, and files to be exposed to loss or significant damage.
11. Allow information and files to be retained for an inappropriate period of time, stored in a manner that does not enable efficient access, or improperly destroyed.
12. Endanger the organization's public image, credibility, or its ability to accomplish Ends.
13. Change the organization's name or substantially alter its identity in the community.
14. Decide or change the name of any College building or facility.
15. Create or purchase any subsidiary entity.

Oakland Community College Board of Trustees Policy Manual



Policy Name: Compensation and Benefits

Number: EL-07

Date Approved:

Policy Type: Executive Limitations

Date Amended:

Date Last Reviewed:

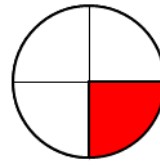
With respect to employment, compensation and benefits to employees, consultants, contract employees, independent contractors, and volunteers, the CEO shall not cause or allow jeopardy to the College's fiscal integrity or public image.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. Change their own compensation and benefits.
2. Permit hiring of employees or engagement with consultants or contract workers who have a conflict of interest with the organization.
3. Create obligations over a longer term than revenues can be safely projected.
4. Permit workplace conditions which do not comply with current collective bargaining agreements or the rules and regulations pertaining to staff and faculty labor unions or union labor agreements.

Oakland Community College Board of Trustees

Policy Manual



Policy Name: Communication & Support to the Board

Number: EL-08

Date Approved:

Policy Type: Executive Limitations

Date Amended:

Date Last Reviewed:

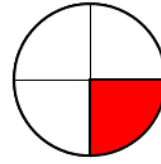
The CEO shall not permit the board to be uninformed or unsupported in its work.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. Withhold, impede, or confound information relevant to the Board's informed accomplishment of its job.
 - 1.1. Allow the Board to be without sufficient timely and relevant decision information.
 - 1.2. Neglect to submit timely monitoring data including interpretations of Board policies that provide the observable metrics or conditions that would demonstrate compliance, rationale for why the interpretations are reasonable, and evidence of compliance.
 - 1.3. Let the Board be unaware of any actual or anticipated non-compliance with any Ends or Executive Limitations policy, regardless of the Board's monitoring schedule.
 - 1.4. Let the Board be unaware of any incidental information it requires such as anticipated negative media coverage, actual or anticipated material legal settlements, and material or publicly visible internal changes or events, including changes in executive personnel.
 - 1.5. Allow the Board to be unaware that, in the CEO's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior which is detrimental to the work relationship between the Board and the CEO.
 - 1.6. Present information in unnecessarily complex or lengthy form, or in a form that does not clearly differentiate among monitoring, decision preparation, and general incidental or other information.
2. Allow the Board to be without reasonable administrative support for Board activities.
 - 2.1. Neglect to designate the support required for the organization and administration of regular, closed, and special board meetings

3. Impede the Board's holism, misrepresent its processes and role, impede its lawful obligations, or assume prerogatives of the Board.
 - 3.1. Neglect to supply for the Required Approvals Agenda all items delegated to the CEO, yet required by law, regulation or contract to be Board-approved, along with the applicable monitoring information.

Oakland Community College Board of Trustees Policy Manual



Policy Name: Organizational Integrity

Number: EL-09

Date Approved:

Policy Type: Executive Limitations

Date Amended:

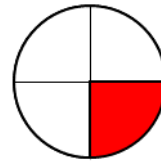
Date Last Reviewed:

The CEO shall not permit an organizational culture that lacks a high degree of integrity at all levels of the organization.

Further, without limiting the scope of the above by the following list, the CEO shall not:

1. Operate without enforced internal expectations of behavior, of which all employees are made aware, that clearly outlines the rules of expected behavior for employees.
2. Permit employees and others to be without a mechanism for confidential reporting of alleged or suspected improper activities, without fear of retaliation.

Oakland Community College Board of Trustees Policy Manual



Policy Name: Land Development and Construction

Number: EL-10

Date Approved:

Policy Type: Executive Limitations

Date Amended:

Date Last Reviewed:

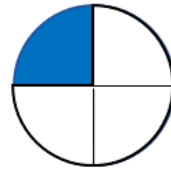
The CEO shall not allow development of the campus or other College lands in a manner that is inconsistent with the core business of the College, environmentally irresponsible, aesthetically displeasing, or that does not make the most effective use of land.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. Allow the College to be without a long-term land use plan for future development that will avoid infrastructure redundancy and redevelopment costs.
2. Permit joint ventures or partnerships that do not provide for design and construction standards consistent with overall campus design.
3. To the extent reasonably practicable, allow development that adversely impacts the environment or the preservation of the natural landscape.
4. Permit construction or reconstruction of facilities which is not energy efficient.
5. Permit new development that does not meet at least one of the following criteria:
 - Provision of enhanced learning and ancillary space consistent with Ends achievement.
 - Extending the College's alliances with business and industry
 - Creation of opportunity to generate new revenue streams.
 - An opportunity to differentiate the College's learning environment.
 - Positioning the College as an innovative leader in new programs targeted at future market opportunities.

Oakland Community College Board of Trustees

Policy Manual



Policy Name: Global Governance Commitment

Number: GP-00

Date Approved:

Policy Type: Governance Process

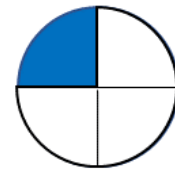
Date Amended:

Date Last Reviewed:

The purpose of the Board, on behalf of the citizens and business interests in the College District (the owners) is to ensure that Oakland Community College achieves appropriate results for the appropriate people at an appropriate cost as specified in the Board's Ends policies and avoids unacceptable actions and situations as specified in the Board's Executive Limitations policies.

Oakland Community College Board of Trustees

Policy Manual



Policy Name: Governing Style

Number: GP-01

Date Approved:

Policy Type: Governance Process

Date Amended:

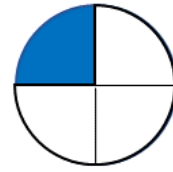
Date Last Reviewed:

The Board will govern lawfully and with the authority granted and duties defined in the Michigan Constitution and laws, federal laws, the Michigan Community College Act, and Higher Learning Accreditation standards with an emphasis on outward vision, commitment to obtaining Ownership input, encouragement of diversity in viewpoints, strategic leadership, clear distinction of Board and staff roles, collective decision-making, and a proactive, future focus. This means the Board will not be preoccupied with the present or past, or with internal, administrative detail.

1. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will initiate policy, not merely react to CEO initiatives. The Board will use the expertise of individual Trustees and Board committees to enhance the ability of the Board as a body to make policy, rather than to substitute their individual judgements for the group's values.
2. The Board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the Owners' values and perspectives. The Board's major policy focus will be on the intended long-term results to be produced for beneficiaries outside the operational organization, not on the administrative means of attaining those results.
3. The Board will enforce upon itself whatever self-discipline is needed to govern with excellence. Self-discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, regular self-evaluation, and ensuring the continuity of governance capability. Although the Board can change its governance process policies at any time, it will scrupulously observe those currently in force.
 - 3.1. The Board will conduct their work in a manner that is consistent with the Michigan Open Meetings Act.
4. The Board will not allow any Trustee or committee of the Board to hinder or be an excuse for not fulfilling Board obligations.

Oakland Community College Board of Trustees

Policy Manual



Policy Name: Board Job Contributions

Number: GP-02

Date Approved:

Policy Type: Governance Process

Date Amended:

Date Last Reviewed:

As an informed agent of the Ownership, the Board's specific job products are those that ensure appropriate organizational performance.

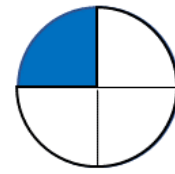
Accordingly, the Board has direct responsibility to create:

1. The link between the the citizens and business interests in the College district (Owners) and the College.
2. Written governing policies that address the broadest levels of all organizational decisions and situations:
 - 2.1. *Ends*: What good or benefit the College is to produce, for which recipients, at what worth.
 - 2.2. *Executive Limitations*: Constraints on executive authority that establish the boundaries of prudence and ethics within which all executive activity and decisions must take place.
 - 2.3. *Governance Process*: Specification of how the Board conceptualizes, carries out, and monitors its own task.
 - 2.4. *Board-Management Delegation*: How authority is delegated and its proper use monitored, including the CEO role, authority, and accountability.
3. Assurance of organizational performance on Ends and Executive Limitations.
 - 3.1. Continuity of the CEO function.
 - 3.2. Structured monitoring of the CEO as outlined in Board-Management Delegation policies.
4. Approval of annual operating millage rate levy.
5. Approval of language for ballot initiatives.
6. Approval of tuition and fees.

7. Operational decisions that the Board has prohibited the CEO from making by its Executive Limitations policies.
 - 7.1. Decisions regarding acquisition, encumbering, sale or conveyance of land or buildings.
 - 7.2. Decisions regarding change of organizational name or identity in the community.
 - 7.3. Decisions regarding the creation of a subsidiary legal entity.
 - 7.4. Decisions regarding the CEO's own compensation and benefits.

Oakland Community College Board of Trustees

Policy Manual



Policy Name: Board Planning Cycle and Agenda Control

Number: GP-03

Date Approved:

Policy Type: Governance Process

Date Amended:

Date Last Reviewed:

To accomplish its job products with a governance style consistent with Board policies, the Board will develop and follow a multi-year cycle that includes all elements of the Board's work.

1. The Board shall maintain control of its own agenda by developing an annual schedule based on the multi-year cycle. [See cycle at the end of this policy.]
 - 1.1. Review of the Ends in a timely fashion which allows the CEO to build a budget based on accomplishing a one-year segment of the Board's most recent statement of long-term ends.
 - 1.2. Linkage with the ownership to gain a representative mix of owner values, perceptions and expectations, prior to the above review.
 - 1.3. Education related to development and revision of Ends. The Board will consider including environmental scanning, presentations by thought leaders or experts, and activities which develop strategic foresight.
 - 1.4. Risk assessment, including probability of risks and impact of particular risks, as background context for policy review.
 - 1.5. Content review of selected Executive Limitations, Governance Process and Board – Management Delegation policies, consistent with a multi-year schedule that includes all policies.
 - 1.6. Self-evaluation of the Board's own compliance with selected Governance Process and Board – CEO Delegation policies, consistent with the schedule in the policy Investment in Governance.
 - 1.7. Documentation of monitoring compliance by the CEO with Executive Limitations and Ends policies. Monitoring reports will be read in advance of the Board meeting, and discussion will occur only if Board members assess interpretations as unreasonable, identify non-compliance, or identify potential need for policy amendments.
 - 1.8. Education about the process of governance.

- 1.9. Where HLC accreditation visits are anticipated, a meeting to prepare the Board for the visit.
2. Based on the outline of the annual schedule, the Board delegates to the Chair the authority to fill in the details of the meeting content. Potential agenda items including any submitted by individual Trustees, shall be carefully screened. Screening questions shall include:
 - Clarification as to whether the issue clearly belongs to the Board or the CEO.
 - Identification of what category an issue relates to - Ends, Executive Limitations, Governance Process, Board-CEO Delegation.
 - Review of what the Board has already said in this category, and how the current issue is related.
- 2.1. A Trustee may propose an item for a meeting agenda by submitting it to the Chair prior to the timeline for posting of the agenda and Board meeting package.
3. Throughout the year, the Board will attend to Required Approvals Agenda items as expeditiously as possible. When an item is brought to the Board via the Required Approvals Agenda, deliberation, if any, will only be in regard to whether or not the CEP's decision complies with relevant board policies.

Month	Planned Linkage with Owners*	Board Education*	Ends Decisions*	Governance Process & Board-CEO Delegation Decisions	Executive Limitations Decisions	Monitoring CEO & Board Self-Evaluation**
Month						
Month						
Month						
Month						
Month						
Month						
Month						

*Shaded columns should take majority of Board meeting time.

** Include self-evaluation of meeting process at each meeting

TO BE SCHEDULED:

Annual Board retreat

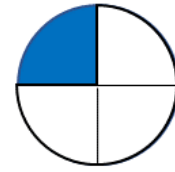
Biennial retreat to prepare HLC Accreditation

Budget not later than June

Board's annual self-evaluation

Oakland Community College Board of Trustees

Policy Manual



Policy Name: Role of the Chair

Number: GP-04

Date Approved:

Policy Type: Governance Process

Date Amended:

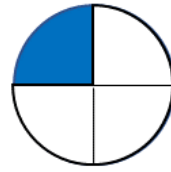
Date Last Reviewed:

The Oakland Community College Board Chair who is the Chief Governance Officer, a specially empowered member of the Board, assures the integrity of the Board's process.

1. The assigned result of the Board Chair/CGO's job is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - 1.1. Meeting discussion content will include only those issues that, according to Board policy, clearly belong to the Board to decide or monitor.
 - 1.2. Information that is neither for monitoring performance nor for Board decisions will be avoided or minimized and always noted as such.
 - 1.3. Deliberation will be timely, fair, orderly and thorough, but also efficient and kept to the point.
 - 1.4. The Board's Vice Chair will be sufficiently informed of Board issues and processes to provide continuity in the event of planned or unexpected Board Chair/CGO absences.
2. The authority of the Board Chair/CGO consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-CEO Delegation, with the exception of (a) employment, discipline or termination of a CEO; evaluation of CEO performance, determination of CEO compensation or changing the conditions of employment of a CEO and (b) instances where the Board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.
 - 2.1. The Board Chair/CGO is empowered to chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.
 - 2.2. The Board Chair may call emergency and special meetings.
 - 2.3. The Board Chair has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the CEO.
 - 2.4. The Board Chair/CGO may represent the Board to outside parties in announcing board-stated positions and in stating Chair's decisions and interpretations within the area delegated to the Board Chair/CGO.
 - 2.4.1. The Board Chair/CGO will represent the Board at College published events.
 - 2.5. The Chair may delegate this authority but remains accountable for its use.

Oakland Community College Board of Trustees

Policy Manual



Policy Name: Role of Vice-Chair

Number: GP-05

Date Approved:

Policy Type: Governance Process

Date Amended:

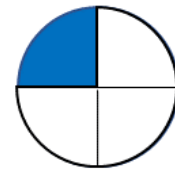
Date Last Reviewed:

The Vice Chair shall, in the absence of the Board Chair/CGO, preside at all meetings of the Board and have such other duties and powers as the Board may specify.

1. If a Board Chair is unavailable to fulfill the Role of Chair (GP-04) over a continuous period, the Board may decide to elect a new Board Chair from among themselves to serve the remainder of the Chair's term at its next publicly noticed meeting.

Oakland Community College Board of Trustees

Policy Manual



Policy Name: Board Committee Principles

Number: GP-06

Date Approved:

Policy Type: Governance Process

Date Amended:

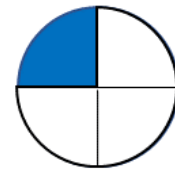
Date Last Reviewed:

Board committees, when used, will be assigned to reinforce the wholeness of the Board's job, and will never interfere with delegation from Board to CEO.

1. Board committees are to help the Board do its job, never to help or advise the staff. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the CEO.
2. Rather than providing recommendations which would interfere with the Board's holism and its responsibility to govern the whole of the organization, Board committees may be used to provide the Board with alternatives and implications for the Board's informed decision making.
3. Board committees cannot exercise authority over staff. Because the CEO works for the full board, the CEO will not be required to obtain approval of a board committee before an executive action.
4. Board committees may not speak or act for the Board except when formally given such authority for specific and/or time-limited purposes.
5. Committees will be used sparingly and ordinarily in an ad hoc capacity.
6. This policy applies to any group that is formed by Board action, whether or not it is called a committee, and whether or not it includes board members. It does not apply to committees formed under the authority of the CEO.
7. All committee members shall abide by the same Code of Conduct as governs the Board.
8. Except as defined in written Terms of Reference, no Committee has authority to commit the funds or resources of the organization.

Oakland Community College Board of Trustees

Policy Manual



Policy Name: Audit Committee Charter

Number: GP-06.1

Date Approved:

Policy Type: Governance Process

Date Amended:

Date Last Reviewed:

The Audit Committee enhances the Board's effectiveness and efficiency in fulfilling its external and direct inspection monitoring responsibilities of fiscal policy.

Committee Products

1. The committee products are to support the Board's job, never to decide for the Board unless explicitly stated below:
 - 1.1. A transparent process of review and disclosure that enhances owner and stakeholder confidence in the organization's financial reporting.
 - 1.1.1. At the request of the Board, considerations for the Board's decision re: selection of financial auditor, and liaison with auditor on behalf of the Board.
 - 1.1.2. At the request of the Board, an opinion as to CEO compliance with criteria specified in the Executive Limitations on finance or selected policy items from the Executive Limitation on Asset Protection.
 - 1.1.3. At the request of the Board, an opinion as to CEO compliance with criteria specified in Executive Limitations policies on data and information security.
 - 1.1.4. An opinion for the Board, based on evidence required of the external auditor, as to whether the independent audit of the organization was performed in an appropriate manner.
 - 1.1.5. An annual report to the Board highlighting the committee's review of the audited financial statements and any other significant information arising from their discussions with the external auditor.
 - 1.1.6. At the request of the Board, options for changes to the board's GP policy on board expenses.

Committee Authority

2. The Committee's authority enables it to assist the Board in its work, while not interfering with Board holism.

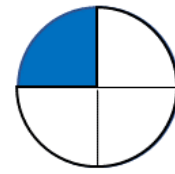
- 2.1. The committee cannot change or contravene Board policies, or instruct the CEO or any other staff member, other than to request information required in the conduct of its duties.
- 2.2. The committee may not spend or commit organization funds, other than those specifically allocated by the Board.
- 2.3. The committee may use staff resource time consistent with the CEO's interpretation of a reasonable amount for administrative support around meetings.
- 2.4. The committee may meet independently with the organization's external auditors.
- 2.5. The Committee Chair has the authority to make any reasonable interpretation of this policy.

Committee Composition and Tenure

3. The committee's composition shall enable it to function effectively and efficiently.
 - 3.1. The Committee shall be composed of up to three Trustees appointed by the Board using the recommendations made by the Chair.
 - 3.1.1. Individual Trustees shall be appointed on a two-year rotational basis. The Board may appoint a Trustee for a continuous term if the Trustee has a professional skill set that the Board deems appropriate for the Committee.
 - 3.1.2. The Board may appoint persons from the community to the Committee.
 - 3.1.3. The Board will appoint the Committee Chair from among the appointed Trustees.

Oakland Community College Board of Trustees

Policy Manual



Policy Name: Ownership Linkage Committee

Number: GP-06.2

Date Approved:

Policy Type: Governance Process

Date Amended:

Date Last Reviewed:

The Ownership Linkage Committee will assist the Board in fulfilling its responsibilities regarding connection to Owners.

Committee Products:

1. The committee products are to support the Board's job, never to decide for the Board unless explicitly stated below.
 - 1.1. A current Ownership linkage plan that enables constructive Board dialogue with Owners related to Ends issues.

Committee Authority:

2. The Committee's authority enables it to assist the Board in its work, while not interfering with Board holism.
 - 2.1. The committee cannot change or contravene Board policies, or instruct the CEO or any other staff member, other than to request information required in the conduct of its duties
 - 2.2. The committee may not spend or commit organization funds, other than those specifically allocated by the Board.
 - 2.3. The committee may use staff resource time consistent with the CEO's interpretation of a reasonable amount for administrative support around meetings, as well as administrative support included in the Board's Ownership linkage plan.
 - 2.4. The Committee Chair has the authority to make any reasonable interpretation of this policy.

Committee Composition and Tenure:

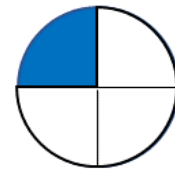
3. The Committee's composition shall enable it to function effectively and efficiently.
 - 3.1. The Committee shall be composed of up to three Trustees appointed by the Board using recommendations made by the Chair/CGO.
 - 3.1.1. Individual Trustees shall be appointed on a two-year rotational basis. The Board may appoint a Trustee for a continuous term if the Trustee has a professional skill set that the Board deems appropriate for the Committee.

3.1.2. The Board may appoint persons from the community to the Committee.

3.2. The Board shall appoint a Chair from among its members.

Oakland Community College Board of Trustees

Policy Manual



Policy Name: Governance Committee

Number: GP-06.3

Date Approved:

Policy Type: Governance Process

Date Amended:

Date Last Reviewed:

The Governance Committee will assist the board with the orderly and effective operation of board process and in fulfilling its responsibilities for ongoing review of board policy and the planning of board development.

Committee Products:

1. The committee's products are to support the board's job, never to decide for the board unless explicitly stated below.
 - 1.1. For the board's consideration, and in concert with the Board Planning Cycle and Agenda schedule, a plan for development and implementation of ongoing Policy Governance education for current trustees.
 - 1.2. For the board's consideration, a plan for development and implementation of Policy Governance® orientation for new members each election year.
 - 1.3. For the board's consideration, an annual plan based on the schedule in GP-10 for the board's self-monitoring and policy content review of Governance Process and Board-Management Delegation policies.
 - 1.4. If requested by the board, aggregation of the outcomes of the assessment of the monitoring data for the evaluation period needed by the board for CEO performance evaluation.
 - 1.5. As required, an opinion for the board on required Bylaws amendments.
 - 1.6. At the request of the Board, research and preparation of policy options and pre-work for content review of the Board's policies.
 - 1.7. If requested by the Board, an opinion for the Board's consideration regarding the validity of any alleged breach of conflict of interest provisions of the Board's policy on code of conduct

Committee Authority:

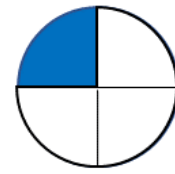
2. The committee's authority enables it to assist the board in its work, while not interfering with board holism.
 - 2.1. The committee has no authority to change board policies.
 - 2.2. The committee chair has the authority to make any reasonable interpretation of this policy.

Committee Composition and Tenure:

3. The committee's composition shall enable it to function effectively and efficiently.
 - 3.1. The Committee shall be composed of up to three Trustees appointed annually by the Board on odd years at the Board of Trustees January organizational meeting using recommendations made by the Chair/CGO.
 - 1.8. Members shall be appointed for a two-year term. The Board may appoint a Trustee for a continuous term if the Trustee has a professional skill set the Board deems appropriate for the Committee.
 - 1.9. The Board shall appoint annually a Chair from among the appointed Trustees.

Oakland Community College Board of Trustees

Policy Manual



Policy Name: Board and Committee Expenses

Number: GP-07

Date Approved:

Policy Type: Governance Process

Date Amended:

Date Last Reviewed:

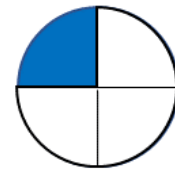
As provided by law 389.112 of Part 2, Chapter 11 of the Community College Act of 1966, the Oakland Community College Board of Trustees shall not receive any compensation for services rendered but may be reimbursed for reasonable expenses incurred in the conduct of their Board duties.

1. Trustees travelling on official College business and related events will be reimbursed for reasonable travel expenses. All such activity must have the prior approval of the Board of Trustees, except where the Trustee has been appointed to serve as a delegate/alternate to organizations of which the College is a member. In the event of an emergency where travel is required, the Board Chair, or Vice-Chair, in the Board Chair's absence, must approve travel in advance.
2. Travel requests for out-of-state travel must receive prior approval of the Board Chair, or Vice-Chair, in the Board Chair's absence. Approval should take into consideration available budget, conference agenda, and number of Trustees attending. Travel request by the Chair must receive prior approval of the Vice Chair.
3. International travel outside the continental United States must be approved by a Board majority.
4. Travel expenses eligible for reimbursement include:
 - Travel to the event for period not earlier than the day before or arrival not later than a day after the event dates.
 - Common carrier coach class fare, luggage charges, meal charges or similar airline add-on charges.
 - Travel insurance.
 - Ground transportation - public transportation, limousine, taxi, ridesharing – or rental car in the event none of public transportation, limousine, taxi, ridesharing are not available.
 - Mileage for use of a personal vehicle when public transportation is not available, or when it is more economical. Mileage will be reimbursed at the current IRS business mileage rate. The claim for mileage by Trustees who use a personal car for out of state travel cannot exceed the cost of coach air fare.

- Mileage for travel to any Campus at the current IRS business rate if reimbursement is not otherwise permitted in this policy.
 - Parking and toll expenses. Long term or extended-lot parking should be used when available.
 - Registration fees which are paid before the registration deadline. Trustees are encouraged to take advantage of reduced fees for early registration.
 - Meal expenses will be reimbursed at the current rate allowed by the IRS per diem.
 - Expense of lodging consistent with the geographic area or the established convention rate for single occupancy only. If a Trustee chooses to stay elsewhere, reimbursement will not exceed the conference or event hotel rate. If a Trustee is accompanied by spouse, children, or guest and the room rate exceeds that of single occupancy, the Trustee will request that the single rate be noted on the bill upon checkout.
5. Personal expenses unrelated to college business may be further reviewed and may not be approved.
 6. Travel expenses will be submitted using the college administrative policies.

Oakland Community College Board of Trustees

Policy Manual



Policy Name: Board Code of Conduct

Number: GP-08

Date Approved:

Policy Type: Governance Process

Date Amended:

Date Last Reviewed:

The Oakland Community College Board of Trustees expects of itself and its members ethical, business-like and lawful conduct. This includes proper use of authority and appropriate decorum when acting as Trustees. It expects Trustees as first ambassadors of the College to treat one another, the CEO, College employees, citizens of the Oakland College District, students and their parents, with respect, co-operation and a willingness to deal openly on all matters.

1. Trustees must have loyalty to the Ownership that supersedes any loyalties to the CEO, College employees, constituents of the District who elected them, other organizations or any personal interest as a consumer.
2. Trustees are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Trustees shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
3. Trustees must avoid a conflict of interest with respect to their fiduciary responsibility.
 - 3.1. There must be no self-dealing or any conduct of private business or personal services between any Trustee and the College, except as procedurally controlled to assure openness, competitive opportunity, and equal access to otherwise “inside” information. Trustees will annually sign and submit a statement that discloses conflicts of interest and confirms that they have read the board’s conflict of interest policy.
 - 3.1.1. Trustees will disclose at the start of regular meetings any new involvement with other organizations, vendors, or any associations that might be or might reasonably be seen as being a conflict.
 - 3.2. When the Board is to decide upon an issue about which a Trustee has an unavoidable conflict of interest, that Trustee shall recuse herself or himself without comment, from not only the vote, but also from the deliberation. This absence shall be recorded in the minutes.

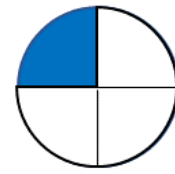
- 3.3. Trustees will not use their Board position to obtain employment with or furnish services or goods to the College for themselves, family members, associates or organizations upon which a Trustee serves as a Board member.
- 3.4. Should a Trustee assume a position in any capacity in the College for which the Trustee will be compensated by the College, the Trustee must resign from the Board before the first day of said position.
4. Trustees shall not attempt to exercise individual authority over the organization or the CEO.
 - 4.1. When interacting with College employees, Trustees must recognize that individual Trustees have no authority to instruct or evaluate employees, and no authority to insert themselves into employee operations.
 - 4.2. The Board Chair or designee is the only person authorized to speak to the public, the media or other entities on behalf of the Board. Trustees shall not presume to speak for the Board when interacting with the press or the public. Media inquiries should be directed to the Board Chair.
5. Trustees shall be familiar with the incorporating documents, relevant legislation and regulations, by-laws, governing policies of the organization, issues pertaining to higher education, as well as the rules of procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable and expeditious fashion.
6. Trustees will be properly prepared for Board deliberation through the review of all Board meeting materials in advance of Board meetings.
7. Trustees will collaborate with other Trustees and share information on matters of substance related to their governance role so that no one Trustee possesses information that all other Trustees should have. Such collaboration must adhere to the legal requirements of board assemblage.
8. Trustees will support the legitimacy and authority of Board decisions, regardless of the member's personal position on the issue.
9. Trustees shall review college publications and regularly take part in educational activities including state, regional and national meetings and events that will assist them in their ability to serve effectively as a member of the College's governing Board.
10. Trustees shall hold themselves and other Trustees accountable for complying with this Code of Conduct.
11. Trustees who are found to have violated the Board's Code of Conduct are subject to a Board review of their actions and a possible formal Board rebuke in the form of a direct criticism noted in the Board minutes. Remediation or continuing behavior which is in violation of the Board's Code of Conduct could lead to motion of censure.
12. Trustees shall attend meetings on a regular and punctual basis. Each Board member shall notify the Chair or Recording Secretary of an absence from a Board meeting as far in

advance of the meeting as possible. Failure to notify the Board Chair/CGO or Recording Secretary of their absence shall be unexcused. All absences shall be indicated in the meeting's roll call section and noted whether the absence is excused or unexcused.

13. Trustees shall hold themselves and other Trustees accountable for complying with this Code of Conduct.

Oakland Community College Board of Trustees

Policy Manual



Policy Name: Investment in Governance

Number: GP-09

Date Approved:

Policy Type: Governance Process

Date Amended:

Date Last Reviewed:

Consistent with its commitment to excellence in governance, the Board will invest in its governance capacity.

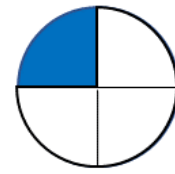
1. Anyone who is or is considering being a candidate for Trustee shall be provided with information that clearly outlines the role of the Board and the Board's expectations of Trustee, including the Policy Governance methodology.
2. Board skills, methods, and support will be sufficient to assure governing with excellence.
 - 2.1. New Trustees shall receive a thorough orientation to ensure familiarity with the organization's issues and structure, and the Board's process of governance.
 - 2.2. Trustees shall have ongoing opportunity for continued education to enhance their Policy Governance capabilities.
 - 2.3. Outreach mechanisms will be used as needed to ensure the Board's ability to listen to owner viewpoints and values.
 - 2.4. Outside monitoring assistance will be arranged so that the Board can exercise sufficient control over organizational performance. This includes but is not limited to fiscal audit.
3. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior governance capability.
4. The Board will use its governance means policies as measurable standards against which the Board's performance can be evaluated.
 - 4.1. The Board will evaluate and discuss the Board's process and performance at each meeting.
 - 4.2. Under the leadership of the Board Chair, at least annually the Board will conduct a self-evaluation. As a result of this evaluation, the Board will establish a governance action plan for improvement of identified areas.
 - 4.2.1. The Board will monitor its adherence to its own Governance Process and Board – Management Delegation policies regularly. Upon the choice of the Board, any

policy can be monitored at any time. However, at minimum, the Board will monitor its own adherence to them, according to the following schedule:

Number	Policy	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6
GP-00	Global Governance Commitment			Sept			Sept
GP-01	Governing Style		Apr			Apr	
GP-02	Board Job Contributions			Nov			Nov
GP-03	Board Planning Cycle and Agenda Control	Oct		Oct		Oct	
GP-04	Role of the Board Chair		Jan			Jan	
GP-05	Role of the Vice Chair		Jan			Jan	
GP-06	Board Committee Principles			Mar			Mar
GP-06.1	Audit Committee Terms of Reference	Feb		Feb		Feb	
GP-06.2	Ownership Linkage Committee Terms of Reference		Nov		Nov		Nov
GP-06.3	Governance Committee Terms of Reference	Mar		Mar		Mar	
GP-07	Board and Committee Expenses	Sept	Sept	Sept	Sept	Sept	Sept
GP-08	Board Code of Conduct	Jun	Jun	Jun	Jun	Jun	Jun
GP-09	Investment in Governance		May			May	
GP-10	Board Linkage with Ownership			Jan			Jan
GP-11	Handling Operational Complaints			Oct			Oct
BMD-00	Global Board-Management Delegation		Sept			Sept	
BMD-01	Unity of Control	Jan			Jan		
BMD-02	Accountability of the CEO	Jan			Jan		
BMD-03	Delegation to the CEO		Feb			Feb	
BMD-04	Monitoring CEO's Performance	Apr		Apr		Apr	
BMD-05	CEO Compensation		Mar			Mar	

Oakland Community College Board of Trustees

Policy Manual



Policy Name: Board Linkage with Ownership

Number: GP-10

Date Approved:

Policy Type: Governance Process

Date Amended:

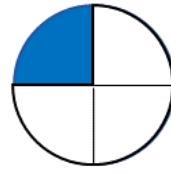
Date Last Reviewed:

The Owners of Oakland Community College are defined the citizens and business interests in the College district. The Board shall be accountable for the organization to its Owners as a whole. Trustees shall act on behalf of the Owners as a whole, rather than being advocates for specific geographic areas, ethnic groups or other interest groups.

1. When making governance decisions, Trustees shall maintain a distinction between their personal interests as customers, or citizen interests as customers, of the College's services, and their obligation to speak for others as a representative of the Owners as a whole. As the agent of the Owners, the Board is obligated to identify and know what the Owners want and need.
2. The Board shall gather data in a way that reflects the diversity of the Ownership. It shall meet with, gather input from, and otherwise interact with Owners in order to understand the diversity of their values and perspectives.
3. The Board will establish and maintain a three-year Ownership linkage plan, in order to ensure that the Board has intentional and constructive dialogue and deliberation with the Owners, primarily around the organization's Ends. The plan will include selection of representative Owners for dialogue, methods to be used, and questions to be asked of the Owners. The information obtained from this dialogue with Owners will be used to inform the Board's policy deliberations.
 - 3.1. All Trustees are accountable to the Board for participating in the linkage with Owners as identified in the plan.
4. The Board will consider its Ownership linkage successful if, to a continually increasing degree:
 - When developing or revising Ends, the Board has access to diverse viewpoints that are representative of the Ownership regarding what benefits this organization should provide, for whom, and the relative priority of those benefits.
 - The Owners are aware that the Board is interested in their perspective, as owners and not as customers.
 - If asked, the Owners would say that they have had opportunity to let the Board know their views.
 - The Owners are aware of how the Board has used the information they provided.

Oakland Community College Board of Trustees

Policy Manual



Policy Name: Handling Operational Complaints

Number: GP-11

Date Approved:

Policy Type: Governance Process

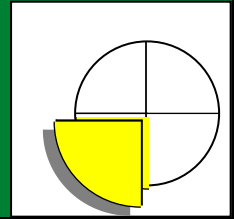
Date Amended:

Date Last Reviewed:

To ensure that the Board fulfils its accountability to the Ownership but does not interfere in matters it has delegated to the CEO, the following process shall be followed in the case of a Trustee receiving a complaint regarding an operational matter.

1. The individual shall be directed to the appropriate person, and the Trustee shall take no further action.
2. The Trustee shall not offer any evaluative comments or solutions.
3. Indicate that the CEO will be asked to ensure that the matter is looked into and respond directly or through a delegate.
4. The Trustee shall inform the CEO or individual designated by the CEO of the complaint, and request that it be handled.

Oakland Community College Board of Trustees Policy Manual



Policy Name: Global Board Management Delegation

Number: BMD-00

Date Approved:

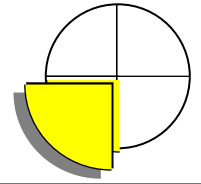
Policy Type: Board-Management Delegation

Date Amended:

Date Last Reviewed:

The Board's sole official connection to the operational organization, its achievements and conduct will be through a chief executive officer, titled Chancellor, hereinafter "CEO".

Oakland Community College Board of Trustees Policy Manual



Policy Name: Unity of Control

Number: BMD-01

Date Approved:

Policy Type: Board-Management Delegation

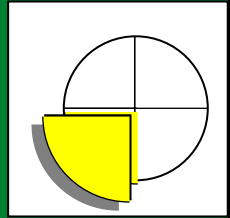
Date Amended:

Date Last Reviewed:

Only officially passed motions of the Board are binding on the CEO.

1. Decisions or instructions of individual Trustees, officers, or committees are not binding on the CEO.
2. In the case of Board members or committees requesting information or assistance without Board authorization, the CEO can refuse such requests that require, in the CEO's opinion, a material amount of staff time, other resources, or is deemed disruptive.
3. Only the Board acting as a body corporate can employ, terminate, discipline, or change the conditions of employment of the CEO.

Oakland Community College Board of Trustees Policy Manual



Policy Name: CEO Accountability

Number: BMD-02

Date Approved:

Policy Type: Board-Management Delegation

Date Amended:

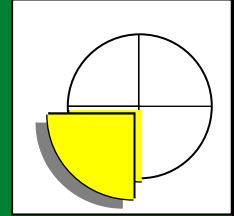
Date Last Reviewed:

The CEO is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the CEO.

1. The Board will never give instructions to staff or contractors who report directly or indirectly to the CEO.
2. The Board will refrain from evaluating, either formally or informally, any staff other than the CEO.
3. Since the CEO is accountable for operational achievement, the Board will view CEO performance as identical to organizational performance. Therefore, the CEO's job description is to accomplish a reasonable interpretation of Board-stated Ends and comply with a reasonable interpretation of Executive Limitations.

Oakland Community College Board of Trustees

Policy Manual



Policy Name: Delegation to the CEO

Number: BMD-03

Date Approved:

Policy Type: Board-Management Delegation

Date Amended:

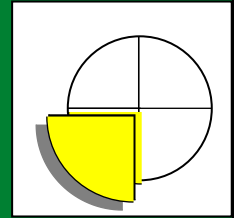
Date Last Reviewed:

The Board will instruct the CEO through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, i.e., Executive Limitations, allowing the CEO to use any reasonable interpretation of these policies.

1. The Board will develop Ends policies instructing the CEO to achieve specified results, for specified recipients at a specified worth.
 - 1.1. Policies that do not address the subjects of results, recipients or worth will not be included in Ends, as they relate to means.
 - 1.1.1. Specifically, documents such as the College's Strategic Plan and budget will not be considered Ends, as they relate to operational means of achieving the Ends.
2. The Board will develop Executive Limitations policies which limit the latitude the CEO may exercise in choosing the organizational means.
 - 2.1. These limiting policies will describe those practices, activities, decisions and circumstances that the Board would find unethical or imprudent, and therefore unacceptable, even if they were to be effective.
 - 2.2. The Board will never prescribe organizational means delegated to the CEO.
3. All policies will be developed systematically from the broadest, most general level to more defined levels.
4. As long as the CEO uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the CEO shall have full force and authority as if decided by the Board.
5. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice given to the CEO. But as long as any particular delegation is in place, the Board will respect and support any reasonable CEO interpretation of the policies. This does not prevent the Board from obtaining information from the CEO about the delegated areas, except for data protected by privacy legislation.

Oakland Community College Board of Trustees

Policy Manual



Policy Name: Monitoring CEO Performance

Number: BMD-04

Date Approved:

Policy Type: Board-Management Delegation

Date Amended:

Date Last Reviewed:

CEO job performance will be measured **solely** by systematic and rigorous monitoring of the CEO's job performance in comparison to the Board's required CEO job outputs: organizational accomplishment of the CEO's reasonable interpretation of Ends policies and organizational operation within the boundaries of the CEO's reasonable interpretation of Executive Limitations policies.

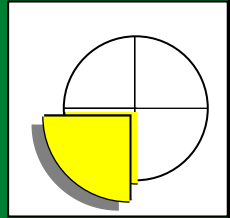
1. The purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled. Only information which achieves this purpose will be considered to be monitoring.
2. A given policy may be monitored in one or more of three ways:
 - 2.1. Internal report: Disclosure of compliance information by the CEO, along with his or her explicit interpretation of Board policy, and justification for the reasonableness of interpretation.
 - 2.2. External report: Discovery of compliance information by an external, disinterested third party, who has appropriate qualifications and a suitable level of independence from management, who is selected by and reports directly to the Board. The CEO should be notified of this activity.
 - 2.3. Direct Board Inspection: Discovery of compliance information by a designated Board member, a committee or the Board as a whole. Such an inspection is only undertaken at the instruction of the Board and with notification of the CEO.
3. Regardless of the method of monitoring, the standard for compliance shall be any reasonable CEO interpretation of the Board policy being monitored. The Board is the final arbiter of reasonableness but will always judge with a "reasonable person" test rather than interpretations favored by Board members, the disinterested third party, or even the Board as a whole.
4. Upon the choice of the Board, any policy can be monitored by any of the above methods at any time. For regular monitoring, however, each Ends and Executive Limitations policy will be classified by the Board according to frequency and method.
5. A formal evaluation of the CEO by the Board will occur annually no later than November 30, based on the achievement of the Board's *Ends* Policies and non-violation of its Executive

Limitations policies. This formal evaluation will be conducted by cumulating the regular monitoring data provided during the year and the Board's recorded acceptance or non-acceptance of the reports and identifying performance trends evidenced by that data.

MONITORING SCHEDULE				
Number	Policy	Method	Frequency	Month
E-01	Ends	Internal Report	Annually	September
EL-00	General Executive Constraint	Internal Report	Every 2 yrs	November
EL-01	Treatment of Students	Internal Report	Every 2 yrs	March
EL-02	Access to Education	Internal Report	Annually	September
EL-03	Treatment of Employees	Internal Report	Every 2 yrs	April
EL-04	Planning	Internal Report	Annually	May
EL-05	Financial Conditions & Activities	Internal Report	Annually	October
EL-06	Asset Protection	Internal Report	Annually	November
EL-07	Compensation and Benefits	Internal Report	Annually	April
EL-08	Communication & Support to the Board	Internal Report	Annually	June
EL-09	Organizational Integrity	Internal Report	Annually	April
EL-10	Land Development & Construction	Internal Report	Every 3 yrs	February

Oakland Community College Board of Trustees

Policy Manual



Policy Name: CEO Succession

Number: BMD-05

Date Approved:

Policy Type: Board-Management Delegation

Date Amended:

Date Last Reviewed:

In its role of assuring organizational performance and continuity, the Board shall take action in the event of a CEO absence to ensure consistent leadership for the management or the organization and, when necessary, an orderly transition in CEO succession.

Short- and Long-Term Absences

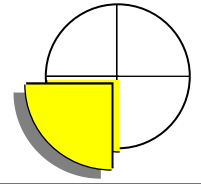
1. The Board considers a short-term absence to be one which is longer than one month and less than six months in which it is expected that the CEO will return to his or her position once the events that precipitated the absence are resolved. Any absence longer than six months is considered to be a long-term absence.
2. Should an absence of the CEO arise, the Board will meet as soon as feasible at a special or regular meeting. The Board will review the CEO's most recent reasonable interpretation for Executive Limitation EL-4 #7.2 (*"Permit the College to be without sufficient organizational capacity and current information about CEO and Board issues and processes for the competent operation of the organization to continue in the event of sudden loss of CEO services."*).
3. The Board will appoint the CFO as Acting CEO.
 - 3.1. If the CFO is unable to serve as the Acting CEO, the Board may engage interim CEO services.
4. The Acting CEO will have the same authority and accountability as the CEO.
5. The Board will determine if it wishes to amend its Executive Limitations in areas of significant organizational risk or increase the frequency of monitoring for any policy or any part of any policy for the period of the absence.
6. In addition to monitoring Acting CEO performance through the normal cycle of monitoring reports, the Board will provide a summative performance assessment of the Acting CEO at agreed upon intervals.
7. The Board will determine compensation for the interim appointment.

8. Immediately upon the appointment of the Acting CEO taking effect, the Board Chair will notify staff, Board members, and key community and organizational leaders of the delegation of authority.

Return from Absence

9. The Board and CEO shall mutually decide upon the schedule for return to the position.
 - 9.1. A reduced schedule for a specified period of time is allowed with the commitment of working towards full-time schedule.
10. In the event that either the short term or long-term absence entails a medical or other event rendering performance in the position untenable, the Board shall determine the anticipated return to service and/or the inability to do so and the period of time that it is prudent to continue with the interim appointment.
11. In the event that the CEO notifies the Board that the absence will be permanent, the Board Chair, with input and direction from Board members, will develop a plan for recruitment and selection.
 - 11.1. Service as Acting CEO shall not preclude a person from being considered by the Board for permanent appointment as CEO.
12. Regardless of the process used, the Board as a whole will approve the person to be appointed CEO.

Oakland Community College Board of Trustees Policy Manual



Policy Name: CEO Compensation

Number: BMD-06

Date Approved:

Policy Type: Board-Management Delegation

Date Amended:

Date Last Reviewed:

The CEO's compensation will be decided by the Board, acting as a body corporate and based on organizational performance and executive market conditions.

1. Organizational performance will be only that performance revealed by the monitoring system to be directly related to criteria given by the Board in policy.
2. Compensation will cover the entire range of salary, benefits, and all other forms of compensation.
3. Compensation is to be competitive with similar performance within the marketplace.



OAKLAND
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Board Bylaws

Title: Bylaws

Officer Responsible: Board Chair

Related Laws: Michigan Community College Act and Open Meetings Act

HLC Criterion: 2A

Bylaw Statement

The Board shall comply with all statutory requirements related to provisions of Board authority, membership, officer selection, and the administration of its bylaws.

Article I. Authority

Section 1. Board Authority. The Board operates under the authority granted in the Michigan Community College Act, MCL 389.1 et seq., Public Act 331 of 1966, as amended. Trustees accept all legal responsibilities and regulations associated with this Act. All business conducted by the Board shall be in conformance with current Michigan statutes.

Article II. Trustees

Section 1. Trustee Qualifications. Candidates for election to the Board must be a resident elector in the Oakland Community College District and eighteen (18) years of age or older at the time of his or her election or appointment. If a Trustee ceases to reside in the Community College District during the Trustee's term of office, the Trustee must resign from service.

Section 2. Number of Trustees. Seven (7) Trustees shall be elected at large from the territory included in the Oakland Community College District.

Section 3. Term of Office. The term of office for Trustees shall be six (6) years.

Section 4. Election of Trustees. Elections of Trustees shall be held biannually on the general November election date (the November election date in even numbered years), in the manner as prescribed by law. The Oakland County Clerk shall serve as the Election Coordinator for the College and shall receive all filing fees or nominating petitions and affidavits of identity from candidates and shall certify candidates. In such capacity, the County Clerk shall also canvass the election, certify results and mail Certificates of Election.

Section 5. Installation. All Trustees shall be required to file with the designated administrative support to the Board prior to assuming office, all forms prescribed by law. Trustees shall also be required to take and subscribe to the Oath of Office as prescribed by law and file the Oath of Office with the designated administrative support to the Board, prior to assuming office.

Section 6. Trustee Orientation. Any newly elected Trustee must complete an orientation as determined by the Board.

Section 7. Trustee Vacancy

- a. The office of a member of the Board of Trustees shall become vacant immediately without declaration of any officer or any acceptance of the Board of Trustees or its members, upon the death of the incumbent, or their being adjudicated insane or being found to be mentally incompetent by the proper court; their resignation; their removal from office; their conviction of a felony; their election or appointment being declared void by a competent tribunal; their refusal or neglect to file their acceptance of office, or their refusal or neglect to take and subscribe to the constitutional oath of office and deposit the same in the manner and within the time prescribed by law; their ceasing to possess the legal qualifications for holding office including their residence qualification. Resignations shall be in writing and delivered electronically, via U.S. mail, or in person to the Board Chair. Resignations shall be effective immediately upon delivery and may not be withdrawn.
- b. Whenever a vacancy occurs, the remaining members of the Board, by majority vote shall fill the vacancy with a qualified elector of the Community College District within thirty (30) days of the occurrence of a vacancy or other time frame as prescribed by law. The vacated or incumbent Trustee shall not be entitled to vote under any circumstances. All deliberations towards and selection decisions shall take place at a properly noticed public Board Meeting(s) at which a quorum is present and held in accordance with the Michigan Open Meetings Act.
- c. Within three (3) days after the appointment to fill a vacancy, the designated administrative support to the Board shall provide written notice of the appointment to the County Clerk. Notice shall include the name, address, and office of the person who has vacated and the name of the person filling the vacancy.
- d. The appointed Trustee begins serving as a Trustee immediately after being appointed by the Board.
- e. The appointed Trustee shall fill the general board member seat created by the vacancy but not any office held by the vacating Trustee. Vacant officer positions are filled under Bylaw Article III Section. 5 Vacancies of Officers.
- f. The appointed Trustee shall hold the general office of Trustee only until the next regular Community College District election at which time the electors of the Community College District shall fill the office for the unexpired portion of the term.

Section 8. Compensation. Trustees shall not directly or indirectly receive compensation or remuneration for services rendered to the College. Furthermore, Trustees shall not use their status as a Trustee to derive personal profit or gain. However, Trustees may be reimbursed for expenses authorized by Board policy. [Reference: MCL 389.112]

Section 9. Indemnification. The College shall indemnify and defend its current and former Trustees, employees and authorized volunteers from and against certain civil claims of alleged wrongdoing arising out of the performance of their duties and within the scope of their authority. The College shall assume financial responsibility for costs and expenses associated with the defense or resolution of such claims and all judgements and settlements as long as eligibility criteria are met and applicable procedures are followed as per the Indemnity Policy.

The College shall maintain appropriate insurance to cover this obligation adequately.

Article III. Board Officers

Section 1. Officer Positions. Board officers shall be Board Chair and Vice Chair. Board officers must be duly elected Trustees.

Section 2. Duties of Officers. The duties of the Board Officers shall be those as determined by the Board.

Section 3. Election of Officers. Board officers shall be nominated and elected at the Board's organizational meeting. Officers shall be elected by a majority vote of the Trustees. Board officers shall assume office immediately upon election and shall hold office until the election of a qualified successor.

Section 4. Term of Office. Each Board officer shall be elected for a term of two (2) years or a shorter term as determined by the Board. A Board officer may be re-elected to a successive term of office

Section 5. Vacancy of Officers. In the event of a vacancy of a Board officer, the Board shall fill the vacancy from among its members at the same meeting at which the vacancy occurs or at the next regularly scheduled meeting.

Section 6. Removal of Officers. Any Board officer may be removed by resolution of a majority of the Board at a regular Board meeting. The resolution for removal of a Board officer shall appear on the Agenda.

Article IV. Meetings

Section 1. Compliance with the Open Meetings Act. Meetings of the Board shall comply with the Michigan Open Meetings Act (MCL 15.261 et seq.) and be open to the public and in a place available to the public. All decisions and deliberations of the Board constituting a quorum shall take place at a meeting open to the public except when the Board meets in closed session as permitted by the Michigan Open Meetings Act.

As permitted by the Michigan Open Meetings Act, the Board may conduct a regular meeting, closed meeting, special meeting, or an emergency meeting.

Section 2. Definitions.

- a. Meeting – Convening of the Board, at which a quorum is present, for the purpose of deliberating toward or rendering a decision.
- b. Decision – A determination, action, vote or disposition upon a motion, proposal, recommendation, resolution, order, ordinance, bill, or measure on which a vote by the Board is required.
- c. Deliberating – Exchanging affirmative and opposing views, debating, or engaging in a discussion about a matter.
- d. Regular Meeting – A meeting that appears on the Board's annual schedule of meetings.
- e. Closed Session – A meeting or part of a meeting that is closed to the public. The terms *closed meeting* and *executive session* are synonymous with *closed session*.
- f. Special Meeting – A meeting which does not appear on the Board's annual schedule of meetings, called for the purpose of deliberating on Board-related issues, which may include workshops, study sessions, retreats, or any other gathering that involves a quorum of the Board

- g. Emergency Meeting – A meeting which does not appear on the Board’s annual schedule of meetings, called for the purpose of deliberating on a severe and imminent threat to the health, safety, or welfare of the College
- h. Organizational Meeting – The first scheduled meeting of the Board in January following the date of the regular community college election
- i. Legal Meeting – Any meeting that has been noticed and convened in accordance with the Michigan Open Meetings Act and at which a quorum is present.
- j. Board Committee Meeting – Any meeting in which less than a quorum of Trustees is present and the purpose of the committee is authorized by the Board.

Section 3. Bylaws Applicable to All Meetings. For all Board meetings, the following bylaws apply:

- a. All Board meetings shall be held within the Oakland Community College District at a location accessible to the public.
- b. Attendance – Trustees must attend a meeting in person to participate unless otherwise permitted by the American Disabilities Act or other legislation. Proxies are prohibited.
- c. Individuals and groups may attend any regular, special, or emergency Board meeting. They may address the Board during the section of the agenda designated as Public Comments.
- d. Public comments shall allow three (3) minutes to each individual or group given the floor by the Board Chair.
- e. Persons attending a meeting may record or broadcast live proceedings of a public meeting in accordance with reasonable rules and regulations as determined from time to time by the Board designed to minimize the possibility of disrupting a meeting or obstructing the view or audibility of other members of the public in attendance.
- f. A majority of the entire membership of the Board shall constitute the required quorum to do business at all meetings of the Board. No act of the Board is valid unless voted at a legal meeting by a majority of the Board unless a super majority is required by statute or contract The outcome must be recorded in the minutes.
- g. The Board is responsible for preparation of meeting agendas, posting of all legal notices, recording of minutes, and maintenance of records of all meetings for which the Board shall avail itself of the necessary administrative support. Administrative support may also include assistance with meeting coordination activities.
- h. The Board shall use the most current edition of *Robert’s Rules of Order Newly Revised* as a general guide for conducting its meetings.
- i. A meeting notice must, at minimum, contain the College’s name, address, phone number, date, time, and place for each meeting. In addition, a statement indicating where official minutes of the Board are stored and available for inspection must be included. Ament must also include the Americans with Disabilities Act required notice specifying how an individual with a disability wishing to attend or participate in a Board meeting can secure the auxiliary aid or service necessary for their attendance.
- j. The Michigan Open Meetings Act requires the keeping of minutes for all meetings. Minutes must contain all of the following:
 - i. The date, location and start time of the meeting.
 - ii. Names of the Trustees present and absent.

- iii. A record of motions and decisions made at the meeting and a record of all roll call votes.
- iv. Purpose of a closed session, if applicable.
- v. Corrections to previous minutes, if applicable.
- vi. Time of adjournment.
- vii. As applicable, a record of approval of the minutes of the previous meeting.

Except for minutes taken during a closed session, all minutes are considered public records, open for public inspection, posted on the College website and must be available for review at the College. Copies of the minutes shall be available to the public at the reasonable estimated cost for printing and copying.

In the event the Board votes to go into closed session, the purpose(s) for calling a closed session shall be recorded in the minutes of the meeting at which the vote is taken.

- k. All communications between and among Trustees related to College business are subject to the Michigan Open Meetings Act (OMA). In addition, electronic devices, including personal electronic devices, cannot be used to circumvent OMA. Electronic communications cannot be used for the purpose of deliberating about or making a decision. This would include sequential communications forwarded to or among Trustees with respect to deliberations, opinions or matters that could result in a Board decision. Electronic communications include email, texting, messaging applications, and all forms of social networking. These stipulations apply before, during, and after a Board meeting.

Section 4. Bylaws Unique to Regular and Special Meetings. The following bylaws also apply to Regular and Special Meetings.:

- a. A schedule of regular meetings shall be adopted by the Board at a meeting in the fall prior to the new calendar year. The schedule shall be posted publicly after it is adopted.
- b. All meeting notices shall be posted at least eighteen (18) hours prior to the start of each scheduled meeting and shall be posted on the College website.
- c. All meeting notices shall be posted at least eighteen (18) hours prior to the start of the meeting at the Auburn Hills Campus, the College's official address, and on the College's website.
- d. Any intentional change to the regular meeting schedule shall be posted at least three (3) days after the meeting in which the schedule change is made.
- e. The Board Chair shall prepare an agenda for each Board meeting. Meeting agendas shall be provided to the Trustees electronically. Generally, the agenda and materials supporting decision items on the agenda shall be provided to each Trustee at least one (1) week prior to the day of a regular meeting. Trustees may make a request to the Board Chair 48 hours in advance of the start of the meeting that items related to Board policy be placed on the agenda. The agenda may be modified during the acceptance of a majority vote of the Trustees in attendance at the regular meeting.
- f. The Board shall conduct an organizational meeting biannually following the regular community college election cycle as part of its first scheduled meeting in January. Prior to conducting normal business, the Board shall elect Board officers and determine Board committee memberships,.

The organizational meeting shall be called to order by the Board Chair of the preceding Board, who shall serve as the presiding Board Chair until the election of a new Board Chair. If the preceding Board Chair is no longer a member of the Board, the Vice Chair shall serve as the presiding Board Chair until the election of a new Board Chair. If the preceding Board Chair and

Vice Chair are no longer members of the Board the Board shall select from among the members present a member to serve as the presiding Board Chair until the election of a new Board Chair.

- g. Any meeting of the Board may be recessed to a specific time and place. Only items on the agenda of the recessed meeting may be acted upon at the time the meeting is reconvened. If the meeting is recessed for more than thirty-six (36) hours, then advance notice of at least eighteen (18) hours must be posted prior to reconvening the meeting.
- h. Regular meetings of the Board may be audio or video recorded and posted on the College website.
- i. Any regular meeting of the Board may be cancelled at any time by the Board Chair unless the agenda for the regular meeting includes an action item that cannot be effectively addressed at the next regularly scheduled Board meeting or for any purpose prohibited by the Michigan Open Meetings Act.

Notice of cancellation shall be provided to Trustees whenever possible at least 24 hours prior to the regularly scheduled meeting. This notice shall be delivered electronically in a manner consistent with regular Board communication

Public notice of cancellation shall be posted in the same manner as notices for a regularly scheduled meeting as soon as possible after the decision to cancel has been made.

Section 5. Bylaws Unique to Special Board Meetings

- a. A special meeting can be scheduled at any legal Board meeting.
- b. A special meeting can be scheduled by the Board Chair at any time. Trustee requests for a special meeting shall be directed to the Board Chair who shall decide whether the Special Meeting should be scheduled. If the Board Chair decides that a special meeting is not warranted the Trustee may submit a motion to schedule a special meeting at the next regularly scheduled Board meeting.
- c. All Trustees shall be given at least twenty-four (24) hours' notice prior to the start of a special meeting. This notice will be delivered electronically in a manner consistent with all Board communication.
- d. All special meetings of the Board may be recorded (video or audio) as determined by the Board Chair. If it is determined that a special Board meeting is to be recorded, the recording shall be posted in an easily located position on the College website.

Section 6. Bylaws Unique to Emergency Board Meetings

- a. If two-thirds of the Trustees agree that an emergency meeting is required and delaying the meeting for the purpose of providing notice would be detrimental to efforts to respond to the emergency, then eighteen (18) hours' prior notice to the public shall not be required. In this situation, print copies of the public notice shall be provided to all attendees at the meeting and, additionally, must specify the circumstances that necessitated the emergency meeting. This notice shall be posted on the College website, as soon as feasible.
- b. The Board shall notify the Oakland County Board of Commissioners within forty-eight (48) hours after the emergency meeting ends that an emergency meeting with less than eighteen (18) hours' public notice has taken place and provide them with a copy of the official meeting notice.

Section 7. Bylaws Unique to Closed Session Meetings

- a. The Board can enter into a closed session for purposes identified in the Michigan Open Meeting Act. A majority roll call vote of Trustees at a legal open meeting is required. The following specific situations require a two-thirds roll call vote:
 - i. Consideration of the purchase or lease of property up to the time an option to purchase or lease that real property is obtained.
 - ii. Consultation with an attorney on pending litigation when consultation with counsel in an open meeting would have a detrimental financial effect on the litigation or settlement position of the College.
 - iii. Review and consideration of job applications for CEO when candidates request confidentiality (all interviews, however, shall be held in an open meeting).
 - iv. Consideration of material exempt from disclosure under another statute.
- b. Minutes for closed sessions must be recorded and retained separate from the minutes of regular or special meetings. Closed session minutes shall not be available for public inspection and shall only be disclosed if required by law. These minutes shall be maintained by the CEO and kept as confidential documents. In the event the minutes pertain to a meeting from which the CEO was excluded, the Board Chair shall maintain the minutes. These minutes may be destroyed one year and one day (366 days) after approval of the minutes of the regular meeting at which the closed session was approved.

Section 8. Board Committee Meetings. Board committees shall serve in an advisory capacity only. Board Committees shall not make any decisions.

Change Log

Date of Change	Description of Change	Responsible Party
10/20/2025	Proposed adoption 10/20/2025, to become effective 11/1/2025	Board of Trustees
11/1/2025	Proposed Effective date; supersedes any previously existing bylaws on the same subject matter	Board of Trustees



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INFORMATION

Board Agenda Item 7.1
October 20, 2025

Finance Quarterly Report
For the Quarter Ended June 30, 2025



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INTRODUCTION

Oakland Community College is a public, non-profit educational institution operating academic campuses across Oakland county. The academic services of the College are provided during terms and the majority of the expenditures follow the terms– not calendar months. In the General Fund, the College has three major revenue sources following different receipt schedules. Tuition revenues are received on a term schedule. State appropriations are received on a monthly schedule, October through August. Property taxes are received primarily from August through October.

The Operating Funds of the College are included in the quarterly report – General Fund and Designated Funds.

COMMENTS

For the Quarter Ended June 30, 2025

This report includes year-to-date information as of the 4th quarter of the fiscal year and reflects financial activity from July 1, 2024 to June 30, 2025.

FINANCIAL HIGHLIGHTS

Revenues:

In the General Fund, the College recorded total revenues of \$229,755,731 (column 3) compared to \$207,171,129 (column 4) as of the end of the same quarter last year. In the Designated Funds, the College recorded total revenues of \$3,776,636 (column 3) compared to \$3,103,809 (column 4) at the end of the same quarter last year.

Property Taxes: The total amount is \$113,880,201 (column 3) compared to \$107,469,661 (column 4) at the end of the same quarter last year in the General Fund. Property taxes are primarily received between August through October. Looking ahead, the College will continue to closely monitor the impact of housing market trends, continued high interest rates and low turnover on property tax values.

State Appropriations: The total amount is \$34,828,538 (column 3) compared to \$35,677,637 (column 4) at the end of the same quarter last year in the General Fund. There is additional \$3.2 million in 2025 primarily attributed to state appropriations under Section 147a(4), aimed at reducing the College's Unfunded Actuarial Accrued Liability (UAAL) from 20.96% to 15.21% of covered payroll and in 2024 there was an additional \$5.0 million for ITEMS grant funding for equipment.

Tuition and Fees: The total amount is \$51,805,386 (column 3) compared to \$44,075,071 (column 4) in the General Fund at the end of the same quarter last year. Enrollment for Fall 2024, Winter 2025

and Summer 2025 indicate growth in both headcount and contact hours compared to the previous fiscal year. In the Designated Fund, tuition and fees for Economic & Workforce Development and Police/Fire Academy programs total \$3,563,747 (column 3) as of June 30, 2025 compared to \$2,872,041 (column 4) at the end of the same quarter last fiscal year. While these programs experienced a prolonged impact from COVID-19 for over three years, enrollment and tuition revenue have shown steady increases each fiscal year as more offerings become available.

Investment income: The total amount of investment income as of the fourth quarter is \$15,654,519 (column 3) compared to \$14,359,272 (column 4) for same quarter last fiscal year. The increase is primarily driven by higher interest rates and higher average investment balances.

Expenditures:

The College recorded total expenditures in the General Fund of \$136,682,983 (column 3) compared to \$125,350,106 (column 4) as of the end of the same quarter last year. In the Designated Funds, the College recorded total expenditures of \$7,182,300 (column 3) compared to \$6,351,928 (column 4) as of the end of the same quarter last year.

Employee Salaries and Wages: The amount is \$73,313,958 (column 3) compared to \$69,170,045 (column 4) as of the end of the same quarter last year in the General Fund. The majority of this increase is due to higher faculty and teaching expenses driven by increased enrollment for Fall 2024, Winter 2025 and Summer 2025. In the designated fund, the amount is \$3,567,464 (column 3) compared to \$2,937,723 at the end of the same quarter last year and attributable to increased activity.

Other Operating Expenses: In the General Fund, other operating expenses of \$24,740,034 (column 3) are higher than the same quarter last year totaling \$19,170,873 (column 4). The total expenses for fiscal year 2025 are budgeted and anticipated to exceed last year, primarily due to inflationary pressures.

SUMMARY:

Like many educational institutions across the nation, OCC continues to face a range of challenges—among them, sustaining and growing student enrollment, adapting to evolving learning modalities, navigating supply chain disruptions, and responding to the pressures of a competitive labor market and persistent inflation. Despite these headwinds, the College remains focused on its mission and strategic priorities. Through the shared commitment of faculty, staff, and leadership, OCC is proactively addressing these issues while maintaining a strong sense of accountability and progress toward its primary goal: doubling the graduation rate.

The fiscal year ended on a positive financial note, with revenues increasing across all major categories compared to the previous year. However, expenses have also risen, reflecting both external cost pressures and the investments needed to support students and campus operations. The College remains diligent in its financial oversight—continuously monitoring spending, evaluating economic conditions, and tracking enrollment trends to guide responsible decision-making. This balanced approach ensures OCC is well-positioned to navigate the uncertainties ahead while continuing to deliver on its promise to students and the community.



GENERAL FUND BUDGET STATUS REPORT

For the Quarter Ended June 30, 2025

(1)	(2) TOTAL REVENUES BUDGET	(3) REVENUES YTD	(4) PRIOR YTD REVENUES	(5) YTD PERCENT OF REVENUES RECOGNIZED
REVENUES:				
Property Taxes	\$ 112,500,000	\$ 113,880,201	\$ 107,469,661	101.23%
State Appropriations	28,400,000	34,828,538	35,677,637	122.64%
Tuition & Fees	46,666,045	51,805,386	44,075,071	111.01%
Investment Income	6,000,000	15,654,519	14,359,272	260.91%
Miscellaneous Revenue	851,002	1,376,402	1,044,608	161.74%
Unrealized Gain/(Loss) on Investments	-	12,210,685	4,544,880	0.00%
TOTAL REVENUES	\$ 194,417,047	\$ 229,755,731	\$ 207,171,129	118.18%
EXPENDITURES:				
	TOTAL EXPENSES BUDGET	EXPENSES YTD	PRIOR YTD EXPENSES	YTD PERCENT OF EXPENSES INCURRED
Employee Salaries and Wages	\$ 76,067,957	\$ 73,313,958	\$ 69,170,045	96.38%
Fringe Benefits	38,746,500	32,374,858	30,810,973	83.56%
Contracted Temporary Personnel	2,541,308	2,006,035	1,890,760	78.94%
Utilities	4,771,000	4,248,098	4,307,455	89.04%
Other Operating Expenses	28,333,589	24,740,034	19,170,873	87.32%
TOTAL EXPENDITURES	\$ 150,460,354	\$ 136,682,983	\$ 125,350,106	90.84%
TRANSFERS:				
Transfer (to) from General Fund	\$ -	\$ -	\$ -	0.00%
Transfer (to) from Loan Fund	-	-	-	0.00%
Transfer (to) from Designated Fund	(4,041,106)	(3,500,974)	(3,327,541)	86.63%
Transfer (to) from Endowment/Restricted	(500,000)	(629,820)	(411,093)	125.96%
Transfer (to) from Plant Fund	(38,000,000)	(88,000,000)	(76,000,000)	231.58%
All Other Transfers	-	-	-	0.00%
TOTAL TRANSFERS	\$ (42,541,106)	\$ (92,130,794)	\$ (79,738,634)	216.57%



DESIGNATED FUND BUDGET STATUS REPORT

For the Quarter Ended June 30, 2025

(1)	(2) TOTAL REVENUES BUDGET	(3) REVENUES YTD	(4) PRIOR YTD REVENUES	(5) YTD PERCENT OF REVENUES RECOGNIZED
REVENUES:				
Property Taxes	\$ -	\$ -	\$ -	0.00%
State Appropriations	-	-	-	0.00%
Tuition & Fees	4,833,239	3,563,747	2,872,041	73.73%
Investment Income	-	-	-	0.00%
Miscellaneous Revenue	147,945	212,889	231,768	143.90%
Unrealized Gain/(Loss) on Investments	-	-	-	0.00%
TOTAL REVENUES	\$ 4,981,184	\$ 3,776,636	\$ 3,103,809	75.82%
	TOTAL EXPENSES BUDGET	EXPENSES YTD	PRIOR YTD EXPENSES	YTD PERCENT OF EXPENSES INCURRED
EXPENDITURES:				
Employee Salaries and Wages	\$ 3,419,966	\$ 3,567,464	\$ 2,937,723	104.31%
Fringe Benefits	1,709,768	1,508,640	1,277,718	88.24%
Contracted Temporary Personnel	2,253,472	940,230	1,101,051	41.72%
Utilities	-	-	-	0.00%
Other Operating Expenses	1,973,152	1,165,966	1,035,436	59.09%
TOTAL EXPENDITURES	\$ 9,356,358	\$ 7,182,300	\$ 6,351,928	76.76%
TRANSFERS:				
Transfer (to) from General Fund	\$ 4,041,106	\$ 3,500,974	\$ 3,327,541	86.63%
Transfer (to) from Loan Fund	-	-	-	0.00%
Transfer (to) from Auxiliary Fund	-	-	-	0.00%
Transfer (to) from Endowment/Restricted	-	-	-	0.00%
Transfer (to) from Plant Fund	-	(264,694)	-	0.00%
All Other Transfers	-	-	-	0.00%
TOTAL TRANSFERS	\$ 4,041,106	\$ 3,236,280	\$ 3,327,541	80.08%



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INFORMATION

Board Agenda Item 7.2
October 20, 2025

College Facilities Quarterly Report
For the Quarter Ended June 30, 2025

FY2025 RENOVATION / MAJOR MAINTENANCE PROGRAM

Quarter End Date: June 30, 2025

Row #	Project ID	Project Name	BoT Approved	Adjustments + / -	Adjusted Budget	Status	Committed Cost	Balance
1	AH21-004	Exterior Signage Upgrade Project	\$2,700,055.00	-\$35,418.54	\$2,664,636.46	1	\$1,852,984.07	\$811,652.39
2	AH22-002	Building F Rooftop Unit Replacements	\$3,253,360.00	\$16,740.00	\$3,270,100.00	1		\$3,270,100.00
3	AH23-013	CREST Expansion	\$50,577,275.00	-\$90,580.00	\$50,486,695.00	1	\$1,669,440.81	\$48,817,254.19
4	AH24-010	CREST Door & Hardware Upgrade	\$0.00	\$115,703.00	\$115,703.00	1	\$79,735.46	\$35,967.54
5	AH24-016	Miscellaneous Door & Hardware Upgrades	\$170,000.00	\$37,774.17	\$207,774.17	1	\$127,894.53	\$79,879.64
6	AH24-017	Miscellaneous Office Reconfigurations	\$0.00	\$7,026.80	\$7,026.80	1	\$2,619.46	\$4,407.34
7	AH25-001	Site Work & Small Projects	\$250,000.00	-\$50,000.00	\$200,000.00	1	\$16,958.63	\$183,041.37
8	AH25-002	Building A Site Restorations	\$0.00	\$40,000.00	\$40,000.00	2	\$30,750.66	\$9,249.34
9	AH25-003	Campus Chilled Water Upgrades	\$25,000,000.00	\$0.00	\$25,000,000.00	3	\$662,269.79	\$24,337,730.21
10	AH25-004	Potential Softball Field	\$50,000.00	\$0.00	\$50,000.00	3	\$7,472.50	\$42,527.50
11	AH25-005	Library Modifications	\$0.00	\$35,000.00	\$35,000.00	3	\$30,083.30	\$4,916.70
12	AH25-006	Building A Miscellaneous Lab Upgrades	\$0.00	\$530,000.00	\$530,000.00	3	\$16,737.57	\$513,262.43
13	AH25-007	Building G Courtyard Renovations	\$0.00	\$50,000.00	\$50,000.00	3		\$50,000.00
14	AH25-008	Building F Miscellaneous Enhancements	\$0.00	\$70,000.00	\$70,000.00	3	\$59,862.04	\$10,137.96
15	AH25-009	CREST Control Tower Flooring Replacement	\$0.00	\$15,000.00	\$15,000.00	3		\$15,000.00
16	CW23-001	CCTV & Security Monitoring Enhancements	\$0.00	\$1,272,419.73	\$1,272,419.73	4	-\$22,584.57	\$1,295,004.30
17	CW24-007	College-wide Catch Basin Restoration	\$0.00	\$89,646.38	\$89,646.38	5	\$54,212.20	\$35,434.18
18	CW25-001	Carpet/Flooring Replacement	\$200,000.00	-\$135,000.00	\$65,000.00	5	\$7,236.24	\$57,763.76
19	CW25-002	Paving, Catch Basin & Sidewalk Restorations	\$500,000.00	\$0.00	\$500,000.00	5		\$500,000.00
20	CW25-003	Parking Lot Fixture Upgrade Program	\$100,000.00	\$0.00	\$100,000.00	5		\$100,000.00
21	CW25-004	Roof Upgrades	\$1,000,000.00	-\$40,000.00	\$960,000.00	5		\$960,000.00
22	CW25-005	Elevator Restorations	\$500,000.00	-\$100,000.00	\$400,000.00	5		\$400,000.00
23	CW25-006	Restroom Upgrade Program	\$500,000.00	-\$50,000.00	\$450,000.00	5		\$450,000.00
24	CW25-007	Roof Maintenance Program	\$0.00	\$40,000.00	\$40,000.00	5	\$34,966.00	\$5,034.00
25	CW25-997	Construction Management Core Staff	\$470,000.00	\$0.00	\$470,000.00	5	\$463,126.32	\$6,873.68
26	CW25-998	Academic/Campus Enhancements	\$1,000,000.00	-\$970,000.00	\$30,000.00	6		\$30,000.00
27	CW25-999	Emerging Needs/Contingency/Emergency	\$2,000,000.00	-\$380,000.00	\$1,620,000.00	6		\$1,620,000.00
28	HL24-999	Closure Activities	\$20,000.00	\$0.00	\$20,000.00	6	\$19,031.51	\$968.49
29	HL25-001	Site Work & Small Projects	\$50,000.00	\$0.00	\$50,000.00	6	\$13,078.68	\$36,921.32
30	HL25-002	Interior Hardware Renovation	\$150,000.00	\$0.00	\$150,000.00	6		\$150,000.00

1 = Planning 2 = Programming 3 = Design 4 = Bid 5 = Construction 6 = Completed 7 = Postponed 8 = Annual Project

Kathleen Kelly - 2025-10-17 14:36:16 UTC
Oakland Community College

FY2025 RENOVATION / MAJOR MAINTENANCE PROGRAM

Quarter End Date: June 30, 2025

31	OR20-011	Building M Remodel	\$0.00	\$294,248.55	\$294,248.55	6	\$153,175.30	\$141,073.25
32	OR21-002	Building L Renovation	\$3,200,000.00	-\$1,718,278.77	\$1,481,721.23	6	\$1,394,095.20	\$87,626.03
33	OR22-002	Interior Hardware Renovation	\$0.00	\$587,486.03	\$587,486.03	6	\$329,003.63	\$258,482.40
34	OR23-011	Building H - Health Professions and Sciences	\$90,873,369.00	\$1,958,373.38	\$92,831,742.38	6	\$9,456,911.04	\$83,374,831.34
35	OR25-001	Site Work & Small Projects	\$250,000.00	-\$80,000.00	\$170,000.00	6	\$23,008.22	\$146,991.78
36	OR25-002	Miscellaneous Campus Restorations	\$0.00	\$30,000.00	\$30,000.00	6	\$21,706.31	\$8,293.69
37	OR25-003	Building K Restroom Renovation Study	\$0.00	\$50,000.00	\$50,000.00	6		\$50,000.00
38	OR25-004	Library Refreshing Study	\$0.00	\$15,000.00	\$15,000.00	7		\$15,000.00
39	OR25-005	Buildings A/B Elevator Renovation	\$0.00	\$100,000.00	\$100,000.00	7	\$42,586.50	\$57,413.50
40	OR25-006	Theatre Sound System Upgrades	\$0.00	\$30,000.00	\$30,000.00	8	\$16,439.39	\$13,560.61
41	OR25-007	Building F Refurbishment	\$0.00	\$120,000.00	\$120,000.00	8		\$120,000.00
42	RO22-003	Parking Structure Evaluation	\$0.00	\$90,300.00	\$90,300.00	8	\$45,500.00	\$44,800.00
43	RO22-004	Building E Construction	\$56,511,721.00	-\$2,640,107.07	\$53,871,613.93	8	\$29,204,741.39	\$24,666,872.54
44	RO24-004	Building D Roof Replacement	\$250,000.00	-\$77,409.82	\$172,590.18	8	\$91,856.42	\$80,733.76
45	RO24-005	Miscellaneous Window Replacements	\$30,000.00	\$40,000.00	\$70,000.00	8	\$54,145.89	\$15,854.11
46	RO25-001	Site Work & Small Projects	\$150,000.00	-\$40,000.00	\$110,000.00	8	\$26,245.84	\$83,754.16
47	RO25-002	Interior Hardware Renovation	\$150,000.00	\$0.00	\$150,000.00	8		\$150,000.00
48	RO25-003	Parking Structure Maintenance	\$1,700,000.00	\$0.00	\$1,700,000.00	8	\$228,540.88	\$1,471,459.12
49	RO25-004	Ceramics Lab Modifications	\$0.00	\$20,000.00	\$20,000.00	8	\$14,890.50	\$5,109.50
50	SF22-004	Chiller Plant Upgrade	\$0.00	\$88,173.66	\$88,173.66	8	\$63,826.54	\$24,347.12
51	SF24-003	Controls Upgrade	\$0.00	\$63,902.50	\$63,902.50	8	\$39,770.00	\$24,132.50
52	SF25-001	Site Work & Small Projects	\$100,000.00	\$0.00	\$100,000.00	8	\$3,542.50	\$96,457.50
53	SF25-002	Interior Hardware Renovation	\$150,000.00	\$0.00	\$150,000.00	8		\$150,000.00
54	SF25-003	Driving Pad	\$100,000.00	\$600,000.00	\$700,000.00	8	\$421,834.45	\$278,165.55
		Grand Total	\$241,955,780.00	\$0.00	\$241,955,780.00		\$46,757,695.20	\$195,198,084.80

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OAKLAND COMMUNITY COLLEGE®
Excellence *Empowered.*®

INFORMATION

Board Agenda Item 7.3
October 20, 2025

INFORMATION TECHNOLOGY QUARTERLY REPORT

April 1, 2025 - June 30, 2025

Quarterly Status Report as of June 30, 2025

Select a Quarter End Date to view the Report:

June 30, 2025 ▼

Description	Location	Status	Progress	2024-25 Budget \$	2024-25 Committed Costs	2024-25 Balance	Multi-year Project
Add OCC Chatbot to IT portal	CW	Implementation		\$0	\$0	\$0	1
Campus Server Replacement	CW	Complete		\$100,000	\$94,200	\$5,800	1
Colleague migration to SaaS	CW	Implementation		\$756,155	\$588,736	\$167,419	2
College Data Backup Solution	CW	Implementation		\$360,000	\$359,000	\$1,000	1
Destiny One	CW	Complete		\$150,000	\$150,000	\$0	1
Eforms and workflows	CW	Implementation		\$904,000	\$570,000	\$334,000	3
Firewall replacement	CW	Implementation		\$1,725,000	\$1,600,000	\$125,000	1
Infosilem	CW	Testing		\$45,000	\$45,000	\$0	1
Network Edge Replacement	CW	Definition		\$3,500,000	\$3,500,000	\$0	1
Public Safety Paperless Key application	CW	Implementation		\$0	\$0	\$0	1
Simple Syllabus	CW	Complete		\$20,162	\$20,162	\$0	1
VDI replacement	CW	Testing		\$4,200,000	\$4,192,090	\$7,910	1
Totals				\$11,760,317	\$11,119,188	\$641,129	

IT Project Descriptions

Add OCC Chatbot to IT Portal

This is a project to integrate existing Chatbot functionality to the IT Support Center Portal. The Chatbot is Artificial Intelligence (AI) software currently used to improve/streamline our students' interactions. Adding it to our ITSC will expand support availability to 24x7x365; and to help off-load traffic during business hours allowing our front-line staff to handle more complex technical questions and issues.

Campus Server Replacements

This refers to servers and disk storage installed on our campuses used to manage printer queues, host campus specific software applications, and deploy computer images. The existing servers are past their useful lives and need to be replaced.

Colleague migration to SaaS (Software as a Service)

This is a D3C3-funded project with 2 major components: 1) to streamline Colleague processes and allow better integration across programs by de-customizing screens and increasing the consistency and effectiveness of how the system is used. The second component is to move the hosting of Colleague from on-premise to the cloud. By doing so, OCC can further increase the long-term maintenance, security, and sustainability of our Student Information System, freeing up time for proactive technology-based projects in service of our goal to double graduation rates and increase equitable access to education.

College Data Backup Solution

This refers to the software and storage devices that are used to make daily backups of the College's digital data. In the event of a hardware failure or accidental deletion, this solution can restore the lost data.

Destiny One

Destiny One is a comprehensive web-based Marketing, Communication, Registration, and Management system for OCC's Economic and Workforce Development department offering non-credit courses and programs and corporate training.

eForms and Workflows

This project refers to the expansion of our document imaging solution in an attempt to eliminate all paper documents and move to a 'paper-free' workplace. This project provides a 'greener', more efficient, more effective college and allows for anytime anywhere access to forms for students and employees.

Firewall Replacement

This refers to the specialized security equipment that filters, monitors and blocks cybersecurity threats from the Internet. Firewalls create a gateway barrier that limits what traffic can enter the college from the Internet.

Infosilem

Infosilem is a sophisticated software tool used to automate the management of OCC campus building/room facilities as well as creating optimized academic schedules balancing locations, classrooms, instructors, and course offerings. The tool helps to streamline students' academic pathways to completion as well as improving facility utilization.

Public Safety Paperless Key application

This software automates the Public Safety process to manage and track the hundreds of physical door keys and electronic access badges throughout the college.

Simple Syllabus

This is a cloud-based, centralized platform for managing and on-line publishing our academic syllabi. The solution simplifies syllabus management, and improves syllabus consistency and accessibility for our students.

VDI (Virtual Desktop Infrastructure) Replacement

VDI is a virtualization technology that hosts a desktop (PC) operating system and/or software on a centralized server in a data center. VDI provides easier access to academic software for students by publishing the software to the device where they log in while allowing better asset utilization for the college by reducing the need for discipline-specific classrooms and labs.

INFORMATION

Board Agenda Item 7.4
October 20, 2025

OCC FOUNDATION QUARTERLY REPORT
April 1, 2025 to June 30, 2025

The mission of the OCC Foundation is to improve equitable access to a quality education by connecting student and program needs to philanthropic support.

Organizational Highlights:

- The OCCF Solicitation License has been filed and renewed, now expiring June 30, 2026.
- 2024 Year-End Appeal results exceeded goal. Proceeds raised: \$157,290 vs. a goal of \$75,000.
- Inaugural Talon Day of Giving: Tuesday, April 15, 2025
 - Over \$4,800 raised, from 80 donors, supporting Student Success Fund
 - Email analytics:
 - Emma (OCC platform)
 - 2,058 delivered | avg. open rate 38%
 - Constant Contact (Foundation platform)
 - 927 delivered | 63% open rate
- For the 2425 AY, the Foundation offered over 200 scholarships:
 - Endowed scholarships: 93
 - Annual scholarships: 42
 - Miscellaneous: 70
- Scholarships awarded as of 3.31.25, with data provided by Financial Aid:
 - Endowed awards offered: 363 | awards accepted: 243 | 67% utilization rate
 - Annual awards offered: 319 | awards accepted: 167 | 52% utilization rate
- The 2024 Scholarship Luncheon was a memorable event for our donors and students. Over 140 guests joined us as we celebrated our students for their academic achievements and scholarship sponsors for their generosity.
- Newly created annual scholarships:
 - AAUW Rochester Branch Scholarship
 - Disability Law Scholarship
 - Bob Montgomery Annual Scholarship

Fundraising Results:

	FY2024 Total 7/1/23 - 6/30/24		FY2025 Q4 4/1/25 - 6/30/25		FY2025 to date 7/1/24 – 6/30/25	
	Count	Amount	Count	Amount	Count	Amount
Total	354	\$408,926	197	\$161,692	470	\$560,602
<u>Giving Level</u>						
\$100,000 and up	0	\$ -	0	\$ -	0	\$ -
\$10,000 and up	13	\$193,074	3	\$89,935	19	\$318,999
\$1,000 to \$9,999	64	\$164,721	21	\$50,425	82	\$176,391
Under \$1,000	277	\$51,130	173	\$21,332	369	\$65,212

INFORMATION

Board Agenda Item 7.5

October 20, 2025

STRATEGIC PLAN UPDATE

The Office of the Chief of Staff and Strategy has completed the strategic plan reaffirmation and revision process. The team has finished reviewing and digesting the input from more than 200 institutional stakeholders across the college. The new strategic plan language for 2026-2028 is now available on the college's strategic plan website https://www.oaklandcc.edu/about/strategic_plan/. The College is pleased with the collaborative and inclusive nature of the process and received and integrated a number of great improvements as a result of this work. The Strategic Plan language is adapted and the Office of College Strategy is aligning the current actions and new actions under the new Directions and Objectives.

Each year, OCC's strategic planning teams engage in an independent external audit with [Strategic In/Sight Partners](#) focused on continual growth in strategic processes and advancement. This audit and the findings have been shared with the school community.

The College continues to have success in obtaining grant funding to support college initiatives. Most recently, OCC received the [Michigan Department of Lifelong, Education, Advancement and Potential \(MiLEAP\)](#), to further advance student success strategies collegewide. This funding will assist and accelerate the deployment of the Summer Course Redevelopment Institute, expanding the utility features of CRM Advise, and the Caring Campus program. OCC also received an MCAN grant to support online course redesign and an Achieving the Dream grant to support the tactical deployment of a compressed course and program framework to assist with credit momentum and attainment.

Alongside our own analytics, dynamic data dashboards, and quality review processes, in 2024 OCC joined the [Postsecondary Data Partnership \(PDP\)](#) through the National Student Clearinghouse (NSC). The PDP is a nationwide effort to help colleges and universities gain a fuller picture of student progress and outcomes, meet various reporting requirements, benchmark their outcomes against peer institutions, and identify where to focus their resources. These data and funding resources combine to move the College forward while measuring impact and continuously improving on leading indicators toward the broader graduation goal. While previously in the pre-deployment stage, OCC is now actively using these data to assess not only transfer, but also the quality, outcome, and success rate of transfer students after leaving OCC. These data become a powerful measure not only of the base metric but also of the quality of outcomes to our students.

Significant growth in headcount and average credit enrollment across all terms continues for Summer and Fall. These are positive early momentum indicators toward achieving our primary goal to double the graduation rate. We will continue to build on these gains and evaluate our progress toward increased completion for all students we serve. And finally, as reported in the fall monitoring report summary, the end metric of graduation continues to show growth across all cohorts, rising to 17% for the 6-year cohort, a 45% increase over five years. Sustained growth in this measure is expected for each of the next four years, with all leading indicators trending positively across the cohorts. OCC continues to see more students taking more credits than ever before, on a faster path to graduation than ever before, with higher graduation rates than ever before.