



BUDGET AND FINANCIAL FORECAST

FISCAL YEARS
ending JUNE 30, 2024 - 2028

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OAKLAND
COMMUNITY
COLLEGE®

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May 16, 2023

As the educational landscape continues to shift and move forward from the impact of the pandemic, OCC has readily adapted to the changes to ensure students are at the forefront of everything we do. Together, we continue to deliver on our strategic objectives of access, inclusion, equity, innovation and collaboration.

To meet the challenges in higher education, our strategic plan is focused on excellence, sustainability, people and diversity. We are planning for and addressing national and local trends that include declining enrollments, job market factors and student choice. Strategic changes to academic programs, support services and educational spaces will ensure that we enhance the student experience, increase student success and respond to our community, all while improving financial operations.

As we continue to focus on student success and shift to becoming a student-ready college, OCC needs to improve the path to success for our students. The changes we make in the next three years will enhance the student experience by:

- Increasing student retention and graduation rates
- Making student services more convenient
- Consolidating buildings and learning spaces to create more vibrant, well-maintained, and safer, state-of-the-art teaching spaces
- Growing in-demand academic programs and certificates to help students find meaningful careers

One trend that OCC continues to factor into our future academic offerings is the increasing demand for online course options. Currently, 50 percent of our enrolled students are taking classes online; that number is expected to grow to more than 75 percent in the next few years.

As we increase our online class options, we are faced with the reality that the traditional community college campuses will be less relevant in the future. As a result, we are taking steps to reduce our footprint while continuing to offer our students a combination of viable course options to ensure continued academic progress toward a bright future.

OCC continues to be a cost-effective way for students to reach their academic and career goals, and our faculty is helping students further lower the cost of college while reducing barriers and improving completion rates by adopting Open Education Resources for their classes.

From textbooks, videos and labs to course modules, assignments and assessments, Open Education Resources (OERs) have saved OCC students more than \$1 million since the College began tracking OER usage in Winter 2020.

Due in part to our dedication, ability and tireless work to adapt to the challenges higher education has faced over the past few years, OCC continues to exceed all regional and most statewide peers in our overall enrollment numbers. We continue to be at the forefront of providing degrees, certificates, transfer options, training and workforce development that meet the needs of our community.

Maintaining a financially sustainable organization is a crucial component to fulfilling our commitment to student success and plans for the future. The College's budget and financial forecast serves as a fiscal blueprint to achieve those ends. Through an alignment of resources with institutional goals and input from our employees, the fiscal year 2024 budget is balanced with a budget surplus of just over \$1 million.

While we are changing the way we serve our students, our unwavering focus on teaching and learning will never change. OCC has offered students value and affordability for nearly 60 years, and the changes we are making will ensure we can continue to do so for the next 60 years.

Peter Provenzano, Jr., CPA, CGMA
Chancellor



GFOA **AWARD**



OAKLAND
COMMUNITY
COLLEGE

Culinary Studies Institute

R.D., C.C.E.

GFOA's Distinguished Budget Presentation Award

In 1984, the Government Finance Officers Association (GFOA) established the Distinguished Budget Presentation Awards Program to inspire and assist state and local governments to develop budget documents of the very highest quality and to provide a vehicle to recognize individual governments that accomplished that goal. Receipt of the annual Distinguished Budget Presentation Award requires the entity to publish a budget document that meets program criteria as a policy document, financial plan, operations guide, and communications device.

On September 16, 2022, the GFOA awarded the College the Distinguished Budget Presentation Award for its June 30, 2023-2027 budget document, along with a Certificate of Recognition for Budget Preparation to the Budget and Financial Planning Department. In addition to receiving the award and certificate, Oakland Community College achieved special recognition for its Strategic Goals and Strategies.

The award is valid for a period of one year only. The College believes our current budget document continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award. The continued participation in the program represents the College's support of best practices in community college budgeting and a commitment to budget process excellence.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Oakland Community College
Michigan**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Oakland Community College, Michigan**, for its Annual Budget for the fiscal year beginning **July 01, 2022**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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



**The Government Finance Officers Association
of the United States and Canada**

presents this

CERTIFICATE OF RECOGNITION FOR BUDGET PREPARATION

to

**Budget and Financial Planning Department
Oakland Community College, Michigan**



The Certificate of Recognition for Budget Preparation is presented by the Government Finance Officers Association to those individuals who have been instrumental in their government unit achieving a Distinguished Budget Presentation Award. The Distinguished Budget Presentation Award, which is the highest award in governmental budgeting, is presented to those government units whose budgets are judged to adhere to program standards

Executive Director

Christopher P. Morrell

Date: **September 16, 2022**



OCC[®]



COLLEGE **OVERVIEW**



College History

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 close to 1.3 million residents, Oakland County is home to a mix of urban and rural communities, encompassing 62 cities, villages and townships, and about 40,000 businesses.

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 that opened in the fall of 1982.

Since 1964, over one million students have attended OCC, with nearly 100,000 degrees and certificates granted. As a comprehensive two-year institution of higher education, Oakland Community College offers more than 1,000 courses and 98 programs in art, business, technology, health, science, humanities, public service and advanced manufacturing. The College provides high quality curriculum that meets the needs of the community while preparing individuals for high wage, high demand occupations, as well as providing pathways for students who wish to pursue advanced study at a four-year university.

As one of the top transfer institutions in Michigan, students intending to transfer to four-year schools make up nearly half of OCC's student body. To assist students who wish to pursue advanced study at a four-year institution, the College maintains 50 articulation agreements with 21 post-secondary institutions that cover 77 transfer pathways and 49 different associate degree programs. These agreements provide for the smooth transfer of course credits earned at OCC and avoids unnecessary repeating of courses at the four-year institution. As a result, students are able to complete their advanced study in a more cost effective and timely manner.

OCC's dedicated faculty and staff are committed to providing academic and developmental experiences that will allow each student to reach their full potential and enhance the diverse communities they serve. OCC is a caring College that values innovation, strong student outcomes, high-quality service, and professionalism, at an affordable price.

OCC's 2022 Points of Pride

COLLEGE

College Academics & Student Services

- ◆ One of Michigan's largest multi-campus community colleges and top transfer institution in the state offering nearly 100 degree and certificate programs
- ◆ Accredited by the Higher Learning Commission of the North Central Association since 1971
- ◆ 100% online campus with 16 online degree and certificate programs and 24/7 student services to assist students anytime/anywhere
- ◆ Fifteen additional program accreditations offered in specialized fields including nursing, health sciences, EMIT and more
- ◆ Broke ground on 78,000 square-foot addition that will house the College's award-winning Culinary Studies Institute on the College's Royal Oak campus
- ◆ Awarded more than \$480,000 in scholarship dollars, the highest single-year total in the OCC Foundation's history
- ◆ Bequest received by OCC Foundation of approximately \$1.1 million from the trusts of late sisters Joan and Margaret Hinkle
- ◆ Career Services Department partnered with a nationwide employment database - Handshake - to provide both current students and graduates with special access to thousands of job opportunities and allow them to easily apply for local and national jobs

Economics & Employability

- ◆ Economic and Workforce Development leader in business and industry providing nearly \$5 million in contract training to 22 companies
- ◆ Top school in Michigan for awarding skills certifications through the National Coalition of Certification Centers (NC3)
- ◆ National accreditation by the Automotive Service Education (ASE) Foundation
- ◆ Named Apprenticeship Educator of the Year by the Michigan Educators and Apprenticeship Training Association
- ◆ Lead college and fiduciary for a multi-college/agency collaboration expanding apprenticeships in southeast Michigan through a \$4 million federal grant

Administration

- ◆ Received Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive Financial Report for the Fiscal Year ended June 30, 2021*
- ◆ Given GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting for the Annual Financial Report for the Fiscal Year ended 2021*
- ◆ Office of Institutional Effectiveness and the College's Student Outcomes Assessment Committee (SOAC) launched professional collaborative and developed the Student Learning Assessment in Michigan (SLAM) Consortium to achieve the common objective of improving the learning of all students in Michigan's higher education system

*The Certificate of Achievement for Excellence in Financial Reporting and Award for Outstanding Achievement in Popular Annual Financial Reporting are valid for a period of one year only. We believe that our current reports for fiscal year ended June 30, 2022 continue to conform to the Certificate of Achievement program requirements and to the Popular Annual Financial Reporting requirements and we have submitted them to the GFOA to determine eligibility for another certificate and award.

Programs

- ◆ Sign Language Interpreter Program first accredited program in Michigan, one of only four accredited associate degree programs nationwide
- ◆ Largest Police and Fire Academies in southeast Michigan
- ◆ Fire Academy only nationally and internationally accredited program in Michigan
- ◆ Library Service and Technology online program only program offered in four state Great Lakes region
- ◆ Respiratory Therapy Program distinguished nationally for credentialing success by the Commission on Accreditation for Respiratory Care
- ◆ Announced a pre-engineering articulation agreement with Lawrence Technological University (LTU) making it easier for OCC graduates to complete a bachelor's degree in various engineering disciplines at LTU
- ◆ Signed articulation agreement with Iron Workers Local 25 Training Center in Wixom to enable journey iron workers to apply their education and training experiences and be awarded 32 academic credits towards a degree at the College
- ◆ Partnered with Northwestern Michigan College's Great Lakes Maritime Academy to create a pathway toward OCC students earning a Bachelor of Science in Maritime Technology - Engineering Officer program
- ◆ Science Department acquired advanced 3D visualization system called Anatomage Table making OCC only community college in Metro Detroit using state-of-the-art digital technology to study human anatomy and physiology used by medical schools

PEOPLE

Faculty/Staff & Students

- ◆ Student Rosiland Townes awarded one of 15 U.S. State Department Critical Language Scholarships for the study of Arabic
- ◆ OCC Alum Mariel Matthews received one of 31 national scholarships awarded by the Foundation for Surgical Technology
- ◆ Forensic Team placed 2nd at Fall 2022 Michigan Intercollegiate Speech League Tournament and OCC students took 1st, 2nd, and 3rd place in the Informative Speaking category
- ◆ Students placed second in the Midwest Region and sixth place nationally in the Student Mathematics League annual competition administered by the American Mathematical Association of Two-Year Colleges
- ◆ Computer Information Systems Faculty Ken Sigler had tenth book, "Teaching Cybersecurity: A Handbook for Teaching the Cybersecurity Body of Knowledge in the Conventional Classroom" published by Routledge
- ◆ Welding/Fabrication Faculty Cameron Berrier recipient of District 11 Annual Educator Award from the American Welding Society (AWS)
- ◆ Engineering, Manufacturing and Industrial Technologies Faculty Robert Featherstone one of only three Michigan Certified Master Heating, Ventilation, Air Conditioning and Refrigeration (HVACR) Educators
- ◆ Dean of Student Services Stacey Crews recognized as a Michigan Chronicle 2022 Women of Excellence Honoree

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 8, 2022, 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 2021 per capita personal income (PCPI) of \$80,962 was also ranked the highest among Michigan counties according to the latest data released by the BEA on November 16, 2022.²

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 as of January 2023 the rate had declined to 3.4%.⁴ Local economists predict by the end of 2024, the county will see unemployment rates drop to 2.9%, which is .5% below the county's 2019 average of 3.4%.⁵

Oakland County Executive Dave Coulter in his recent 2023 State of the County Address announced new and revived initiatives that support prosperity and continued growth within the county. During his speech, Coulter cited the recently formed non-profit organization Oakland Thrive. Oakland Thrive looks to provide resources and services to entrepreneurs and small businesses in the county with a special focus on businesses owned by women, minorities, and veterans. After a pandemic induced hiatus of over three years, Executive Coulter revealed the re-launch of MI Career Quest of Southeast Michigan. The popular event that OCC has participated and sponsored in the past, allows thousands of regional high school students the opportunity to experience hands-on interactive activities in high-demand career areas of healthcare, advanced manufacturing, construction, and IT. Coulter explained, "After the last Career Quest, 82% of the students said they learned about employment, education and training opportunities that they had never heard of before. And 72% said the event helped them make plans for their life and career after high school."⁶ Coulter also updated the progress of a program aimed at promoting education beyond high school to create new opportunities for county residents. Oakland80 is a commitment to ensure 80 percent of the county's adults secure a post-secondary degree or certified training by 2030. Since the program was launched in 2020, the county has gone from 61% of its residents meeting the goal to 67.5%.⁷ Oakland Community College has been a partner in this program with certificate and degree programs to support the county's goal and advance the economic success of the community.

¹ Table 1. Real Gross Domestic Product, by County, 2018-2021. U.S. Bureau of Economic Analysis. (2022, December 8). <https://www.bea.gov/sites/default/files/2022-12/lagdp1222.pdf>

² Table 1. Per Capita Personal Income, by County 2019-2021. U.S. Bureau of Economic Analysis. (2022, November 16). <https://www.bea.gov/sites/default/files/2022-11/lapi1122.pdf>

³ Local Area Unemployment Statistics Map. U.S. Bureau of Labor Statistics. (accessed 2023, April 2). https://data.bls.gov/lausmap/showMap.jsp;jsessionid=6B2B1C1930DC42161F69AE1A111F6F1A. t3_06v

⁴ Ibid.

⁵ Oakland County, Michigan and the University of Michigan. *Oakland County Economic Outlook 2022-2024*. (2022, April). <https://oakgov.prod.govaccess.org/home/showpublisheddocument/26/638023054855370000>

⁶ Oakland County, Michigan. (2023, March 14). *Living our Values. Achieving our Goals. 2023 State of the County Address*. <https://oaklandcountyblog.com/2023/03/14/2023-state-of-the-county-address-recap/>

⁷ Ibid.

Related to available occupations and college programming within our region, the College believes there to be approximately 238,293 projected annual job openings across all occupations and education levels.⁸ When OCC considers the occupations most likely to need a two-year post-secondary education, there are approximately 73,352 job openings projected each year for the next five years in our region.⁹

OCC currently offers programs with approximately 12,508 job openings in the region. For these occupations, the average of the median wages is \$25.83 hour.¹⁰

The ten occupations supported by OCC programs (based on the number of projected job openings) include:¹¹

- | | |
|---|---|
| 1. Medical Assistants | 6. Billing and Posting Clerks |
| 2. Registered Nurses | 7. Automotive Service Technicians and Mechanics |
| 3. Bookkeeping, Accounting, and Auditing Clerks | 8. Computer User Support Specialists |
| 4. Medical Secretaries | 9. Police and Sheriff's Patrol Officers |
| 5. Cooks, Restaurant | 10. Accountants and Auditors |

Prospects for the Future

Since there are approximately 12,000 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:¹²

- | | |
|---|--|
| 1. General Accounting Certificate | 6. Paralegal |
| 2. Business Administration-Concentration International Business | 7. Paralegal Post Baccalaureate Professional Certificate |
| 3. Medical Assisting | 8. Welding/Fabrication Technology |
| 4. Medical Assisting Certificate | 9. Criminal Justice - Law Enforcement |
| 5. Culinary Arts | 10. Automobile Servicing |

⁸ Lightcast™ (2022, December). <https://www.economicmodeling.com/>

⁹ Ibid.

¹⁰ Ibid.

¹¹ Ibid.

¹² Ibid.

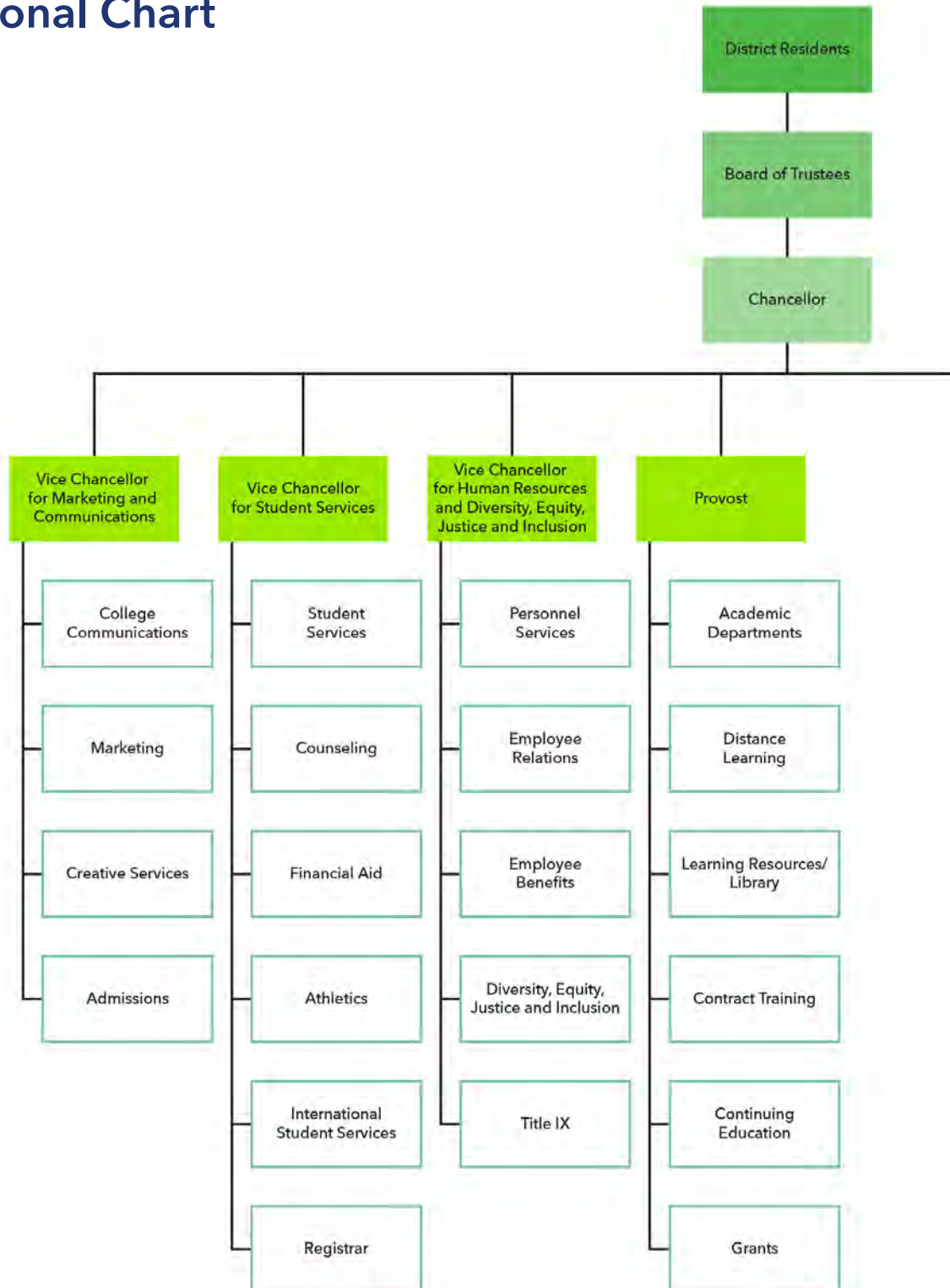
Accreditation

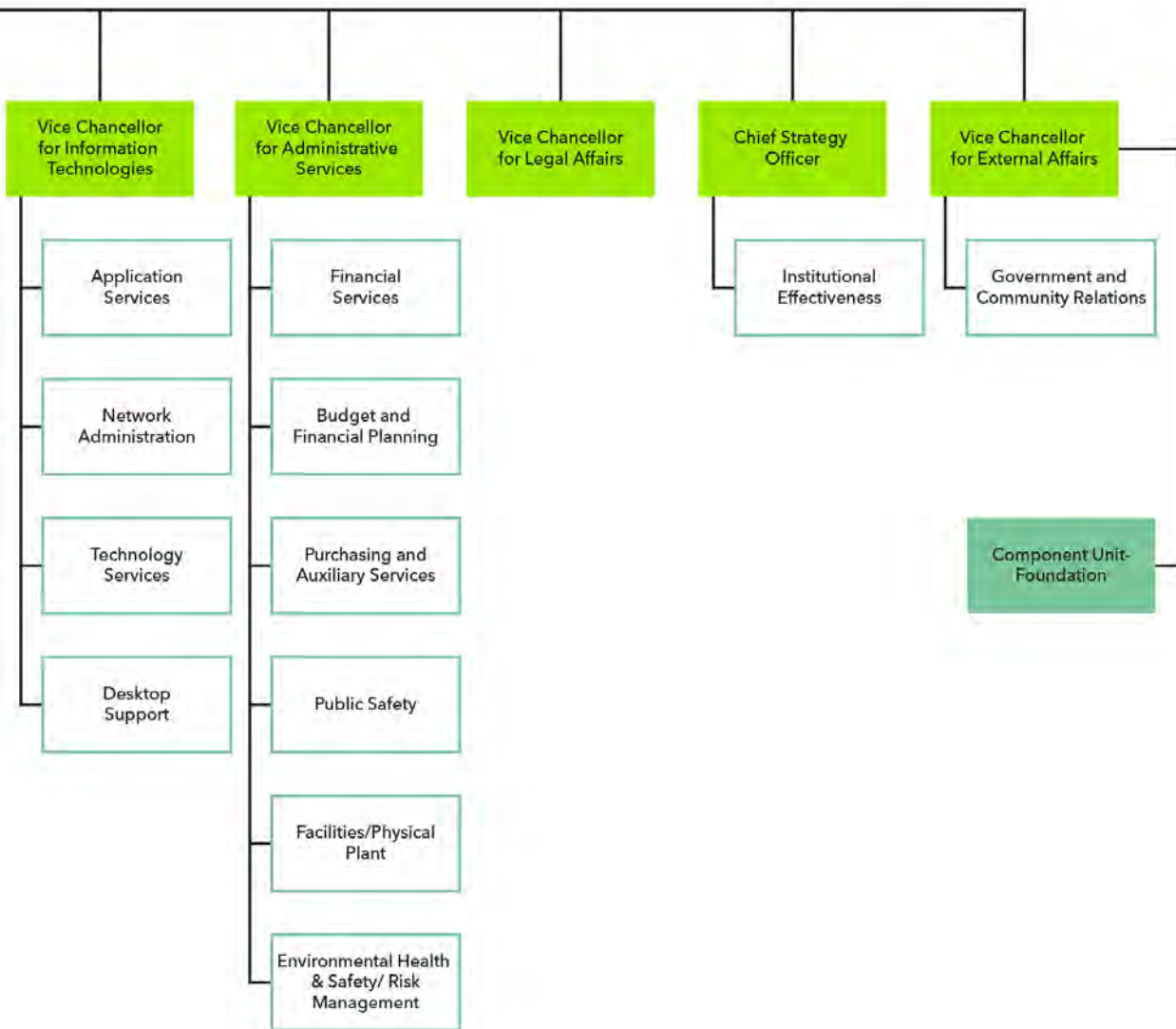
Oakland Community College has been regionally accredited by The Higher Learning Commission of the North Central Association (www.hlcommission.org) since 1971. The most recent reaffirmation of Accreditation was in the Academic Year 2018/2019. The next reaffirmation of Accreditation will be in 2028/2029.

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
Automobile Servicing	ASE Education Foundation (Partnerships with Mopar CAP and NC3)	Accredited / Approved	2025
Culinary Arts	Primary: American Culinary Federation (Secondary: National Restaurant Association)	Accredited / Approved	2026
Dental Hygiene	American Dental Association Commission on Dental Accreditation	Accredited / Approved	2024
Diagnostic Medical Sonography	Commission on Accreditation of Allied Health Education Programs	Accredited / Approved	2025
Emergency Medical Services	Primary: Committee on Accreditation for the EMS Professions (CoAEMSP) (Secondary: Michigan Department of Health and Human Services)	Accredited / Approved	2023
Fire Academy	Primary: Pro Board Fire Service Professional Qualifications System (Secondary: State of Michigan - Michigan Firefighters Training Council)	Accredited / Approved	Annual Process
Medical Assisting	Commission on Accreditation of Allied Health Education Programs	Accredited / Approved	2029
Nursing Associate Degree	Primary: Accreditation Commission for Education in Nursing (Secondary: Michigan Board of Nursing)	Accredited / Approved	2023
Paralegal	Primary: American Bar Association (Secondary: American Association for Paralegal Education (AAfPE))	Accredited / Approved	2023
Police Academy	State of Michigan - Michigan Commission on Law Enforcement Standards	Accredited / Approved	Annual Process
Radiologic Technology	The Joint Review Committee on Education in Radiologic Technology	Accredited / Approved	2024
Respiratory Therapy	The Commission on Accreditation for Respiratory Care (CoARC)	Accredited / Approved	2023
Sign Language Interpreter	Commission on Collegiate Interpreter Education	Accredited / Approved	2026
Surgical Technology	Commission on Accreditation of Allied Health Education Programs	Accredited / Approved	2023

Organizational Chart





Board of Trustees

Oakland Community College is governed by a seven-person board of trustees. The members of the board are elected on a non-partisan, at-large basis by voters living within the college district, an area generally coinciding with the boundaries of Oakland County. Members are elected for a six-year term.

Members of the Board



Pamela S. Jackson
Chairperson



Kathleen A. Bertolini
Vice Chairperson



Susan Gibson
Secretary



Shirley J. Bryant
Treasurer



Edward D. Callaghan
Trustee



Pamala M. Davis
Trustee



Christine M. O'Sullivan
Trustee



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STRATEGIC **PLANNING**



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.



Mission: Why an organization exists and what its purpose is. A mission is an enduring and limitless pursuit.

Values: Based on what is already important and built upon passion and conviction.

Vision: Defines what the organization will look like in ten years.

Strategic Direction: Broad areas of interconnected organizational centers.

Strategic Objectives: The most important objectives that will best move an organization toward its vision.

Action Plan: A well-defined program or project to achieve Strategic Objectives.



Strategic Planning and Stewardship

Strategic planning at Oakland Community College (OCC) is an inclusive model that actively engages volunteers from across the enterprise. The College recognizes that only through the direct engagement and contribution of those actors closest to our core functions can the organization create meaningful, high-impact, and pragmatic strategy.

OCC understands that one of the biggest threats to a strategic planning process is an environment without accountability. Too often, the creation of the plan becomes the primary output for strategic planning. 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 action across the College. Within the strategic plan process, the Steering Committee assures that the College is following a cyclical and intentional process of planning, deployment, and evaluation. The Steering Committee views the strategic plan function as a live document, rather than a document on the shelf. It ensures that the College lives and models a regular, intentional, and cyclical process of continuous quality improvement.

The Strategic Planning Process

The narrative of strategic planning at Oakland Community College is one of evolution. In 2012, OCC embarked on a strategic planning process that provided a foundation for several ongoing academic initiatives. The outcome of this work was the Educational Master Plan (EMP). After the completion of the EMP, the College began working on its next strategic plan with the help of Six Disciplines Consulting, Inc. The Six Disciplines (SixD) six-step process provided a systematic approach to planning that has improved the College's planning process and overall approach to strategy development, deployment, and execution. It is also the point at which the College began to see the underpinnings of a more engaged and inclusive planning model.

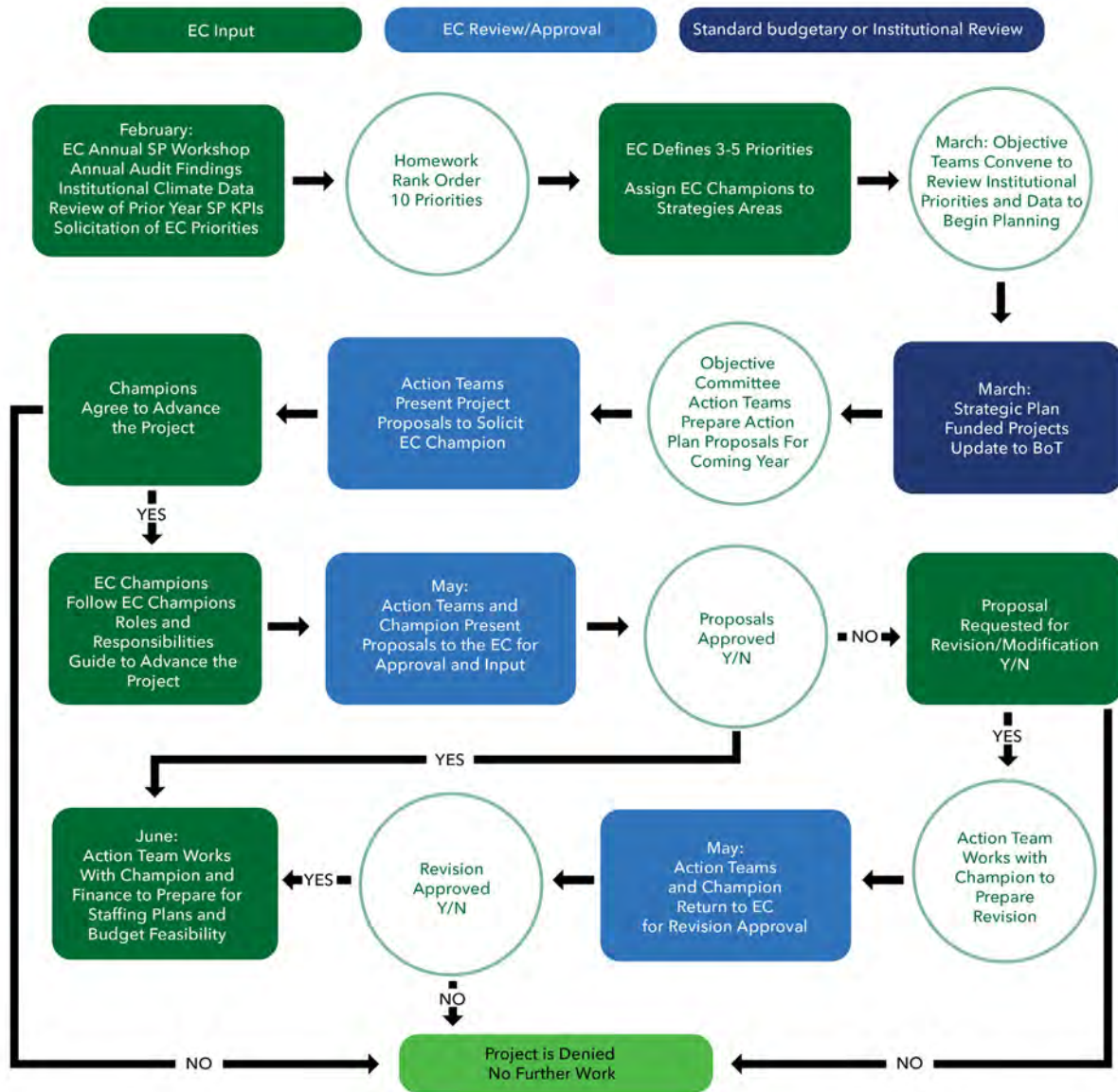
Through 2018 and 2019, the College continued traditional quality improvement processes with Six Disciplines, including several surveys, ongoing SWOT (Strengths, Weaknesses, Opportunities, and Threats) analyses with College stakeholders, and the expansion of the organization's data infrastructure. The output of this process resulted in the finalization of the current language for Mission, Values, and Vision as well as the definition of Strategic Directions and Strategic Objectives.

In 2020, the College created the position of Chief Strategy Officer to continue the work of Six Disciplines and to provide a single dedicated unit responsible for the administration and execution of the College's strategies and actions. As the College engaged in a CQI (Continuous Quality Improvement) process specifically around planning, the next evolution of the planning schema was created. Outputs of this process included a more concise and easily understood plan, a documented annual process map, the identification of Executive Council Strategic Plan Action Project Champions, and the realignment of planning process around the College's normal business rhythms for resource allocation and budgeting. Along with these procedural improvements, OCC began intentionally aligning the philosophy of its planning processes and infrastructure to the Baldrige model while also using Lean Six Sigma methodologies as a framework for CQI.

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. In 2023, a strategic planning survey was also implemented to gauge the awareness and engagement of stakeholders across every functional area of the College.

Strategic planning is an ongoing endeavor at Oakland Community College with a continuously evolving set of stakeholders, actions, and planning. Throughout the year, there is a committee assigned to each of the College's strategic objectives. There is a duality of work occurring simultaneously but with clearly different focal points. At any point in time, these committees are actively deploying actions defined in the prior year's planning while engaging in planning for the upcoming fiscal year's actions. These committees meet consistently throughout the year and manage their scope of work according to the process calendar outlined below. Underneath each strategic objective committee are strategic action teams. These teams include an even broader set of subject matter and process experts. The strategic action teams are the deployment entity that manage the execution of the strategic actions defined at the objective level.

Oakland Community College Strategic Plan Annual Process



Strategic Planning

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.

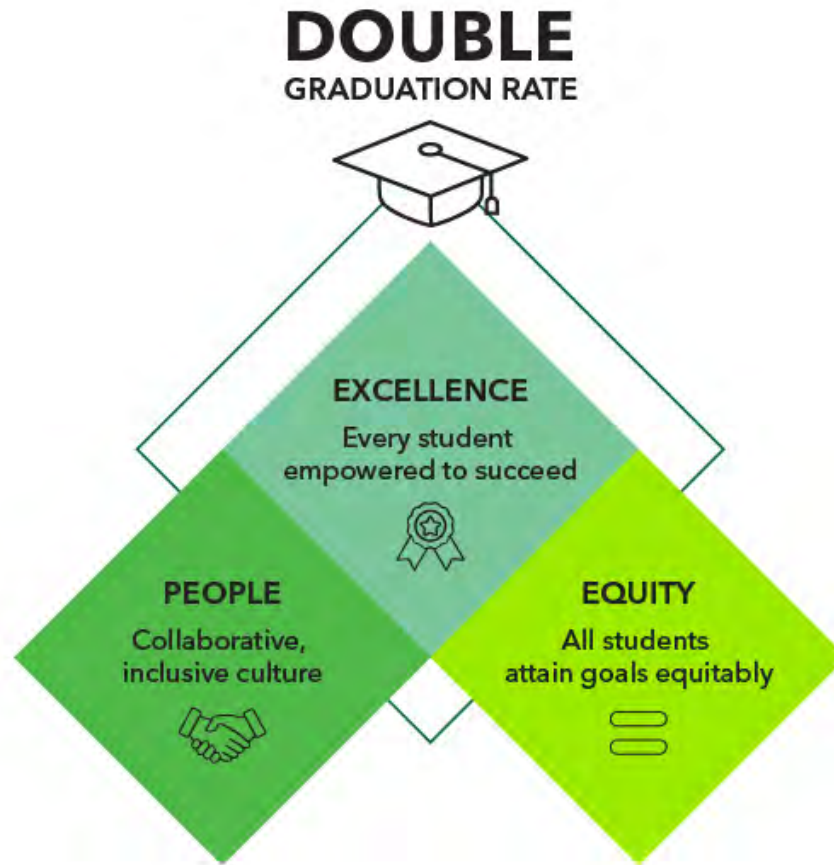
Vision

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 launched a primary institutional goal to double graduation. This key focal point can help the organization align activities and resources toward achieving significant improvement on this critical indicator of success in realizing OCC's mission. This focus also helps evaluate progress across the strategic directions and objectives in relation to student completion. In 2023, OCC began to disseminate "badge buddies" including strategic planning highlights to all OCC employees, to help keep college goals accessible for all.



Strategic Direction #1

Cultivate Operational Excellence and Sustainability

Objectives

- Become a student-ready college, promoting agency, access, and success for all students
- Promote educational excellence, innovation, and support
- Engage in continuous improvement through organizational analysis to nimbly respond to external opportunities and threats

Strategic Direction #2

Build a People First Organization

Objectives

- Create transparent data infrastructure that allows for high levels of accountability and engagement from all employees
- Promote a culture of communication, collaboration, respect, and civility

Strategic Direction #3

Advance Diversity, Equity, Inclusion, and Justice (DEIJ) Policy & Practice

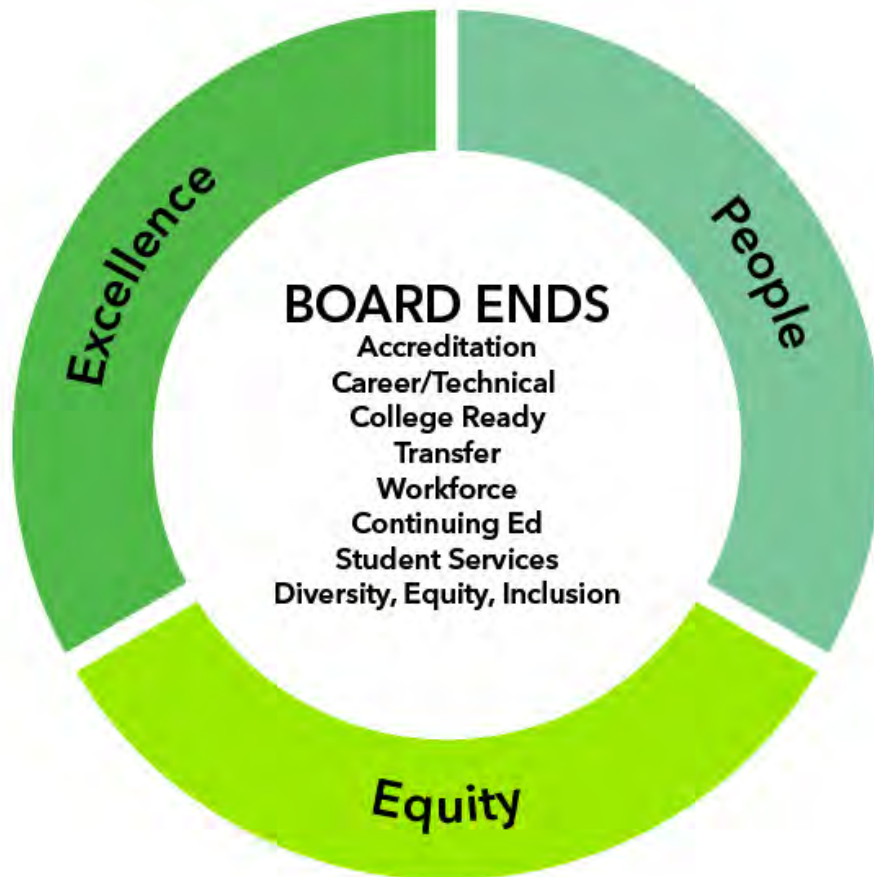
Objective

- Build an integrated diversity, equity, inclusion, and justice (DEIJ) infrastructure to support students, staff, and community

Monitoring Progress

In order to determine progress in achieving established objectives, a system must be in place that tracks key performance indicators (KPIs) and reports results to stakeholders on a regular basis. The College's Board of Trustees adopted a model of policy governance in 2018, which includes an ongoing system of monitoring reports that aligns with strategic planning directions, objectives and actions, showing their impact on the Board's Ends. The eight Board Ends are the College's purpose and related statements that clearly state the desired results of the College's actions; they describe the needs to be met, for whom, and at what cost.

OCC's [monitoring reports \(www.oaklandcc.edu/about/board-of-trustees/board-reports\)](http://www.oaklandcc.edu/about/board-of-trustees/board-reports) provide the Board with a comprehensive and consistent evaluative framework to assess overall institutional effectiveness. Reports are delivered on a semester basis (in October, February, and June) and track continuous process improvements related to strategic key performance indicators, culminating in an annual report (in August).



Key Performance Indicators (KPIs) and Strategic Objectives

Institutional KPIs	Division(s)	Core Strategic Objective Alignment
Conversion rate Headcount enrollment Average enrolled credits	Marketing and Communications Student Services	SO1.1: Become a student-ready college, promoting agency, access, and success for all students
Fall to Fall persistence Six-year completion	Academics Student Services	SO1.2: Promote educational excellence, innovation, and support

In service of OCC's Board Ends and strategic objectives, and as core measures of continuous improvement, the College has established several Key Performance Indicators (KPIs) to track and evaluate throughout the year.

- Targets for each indicator are determined based on the range of normal fluctuation, a forecast aligned with recent performance, the current context inside and outside OCC, and the College's actions for improvement.
- Enrollment projections use statistical ARIMA methods that incorporate past enrollment, the number of high school graduates, the unemployment rate, and student applicant activity to predict future enrollment. In recent years, projections were more challenging due to external factors such as public health and economic impacts of the pandemic that are difficult to incorporate into the statistical model.
- Input from faculty and staff helped inform targets. Ongoing research and analysis will continue to refine targets and support alignment with the College's strategic plan.

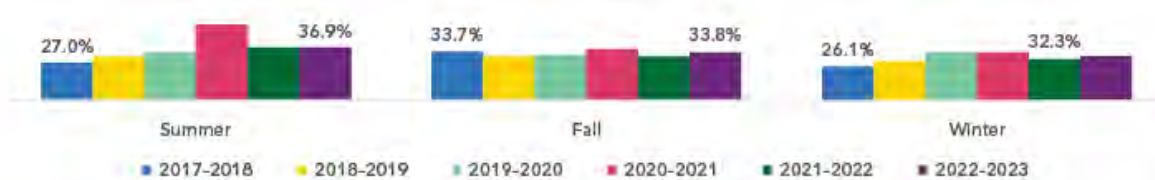
#	2021-2022 Core KPIs	Semester	2020-2021	2021-2022	2022-2023	Past Year % Change	2022-2023 Target	Target to Actual	2023-2024 Target
1	Conversion rate	Summer	48.5%	36.2%	36.9%	+1.9%	33.0%	+3.9	33.0%
		Fall	35.7%	32.5%	33.8%	+4.0%		+0.8	
		Winter	34.1%	30.2%	32.3%	+7.0%		-0.7	
2	Headcount enrollment	Summer	10,323	10,183	9,266	-9.1%	9,609	-343	9,403
		Fall	14,727	14,174	13,677	-3.5%	13,666	+11	13,518
		Winter	14,223	13,776	13,574	-1.5%	13,111	+463	TBD
3	Average enrolled credits	Summer	5.93	6.10	5.87	-3.3%	5.84	+0.03	5.64
		Fall	8.51	8.19	8.37	+2.2%	7.87	+0.50	8.41
		Winter	8.21	8.06	8.24	+2.2%	8.36	-0.12	TBD
4	Fall to Fall persistence	Fall	52.6%	54.1%	TBD	+2.9%	53.2%	+0.9	54.5%
5	Six-year completion	Annual	37%	39%	TBD	TBD	40%	TBD	TBD

 Last available data

Conversion Rate

The conversion rate is the percentage of admitted students that register and stay enrolled in the semester past the drop/add deadline. In recent years, summer and winter conversion have seen marked improvement, while the fall rate has held steadier at 34%, which exceeds the college goal of 33% each term. Marketing and Admissions outreach efforts, community partnerships to attract students to programs that provide skills for high-demand careers, and an increase in online program options are being pursued to maintain or improve the conversion rate for future semesters.

Conversion Rate Trends

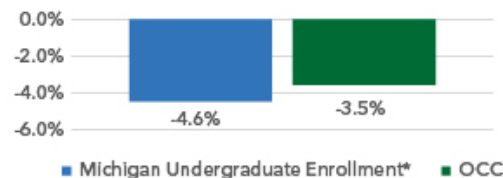


Source: OCC's Institutional Effectiveness

Headcount Enrollment and Average Enrolled Credits

Community colleges nationwide have begun to see enrollment stabilize in 2022. OCC saw a 3.5% decline in headcount enrollment in Fall 2022, but only a 1% decline in credit hour enrollment thanks to an increase in average credits per student that can drive improved student progress toward goal attainment.

Fall 2022 Enrollment Comparison



*Note: NSC source includes national data <https://nscresearchcenter.org/stay-informed/>

Students continue to look for flexibility in their course options, to fit their college learning into their complex lives. As the College grows its course modalities of online, hybrid (both online and in person), compressed (shortened semester), and block scheduled courses (meet one day a week), students can have additional choices to help them earn more credits each semester. This metric is particularly important to track as it contributes to student momentum and accelerates academic progress toward meeting a degree or transfer goal.

Average Enrolled Credits Trend

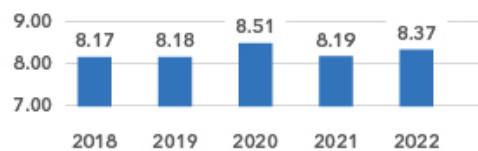


Source: OCC's Institutional Effectiveness

An analysis of Fall 2022 student course enrollment found:

- Increasing demand for online sections
- Greatest gain in average enrolled credits among students taking both on-ground and online courses simultaneously
- A balance of modalities can help meet the needs of various student populations and support their progression toward achieving academic goals

Fall Semester Average Credits



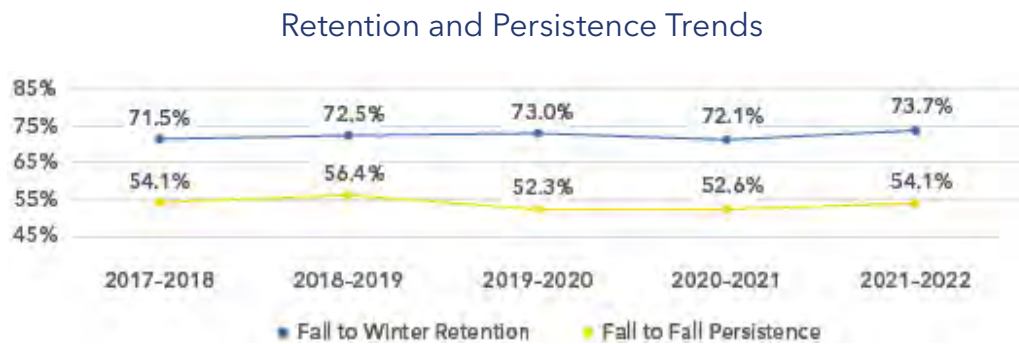
Source: OCC's Institutional Effectiveness

Fall 2022: Student Course Taking Type	# of Students	Total Course Credits	Average Enrolled Credits
On-Ground Only Student	5,381	41,692	7.7
Online Only Student	3,972	27,782	7.0
Hybrid Student (Both Online and On-Ground)	4,324	44,998	10.4
Overall	13,677	114,472	8.4

In response to these trends, in 2021-22, OCC created a real-time registration dashboard that tracks student demand at a section level across multiple variables, to more dynamically respond to student enrollment needs and preferences each semester. These trends have persisted over the course of several semesters, showing a consistent opportunity to advance student credit enrollment through a strategic blend of modalities.

Retention and Persistence

Retention includes students enrolled in a fall semester that also enroll in the following winter semester, minus those that successfully complete a credential or transfer to a four-year institution. Persistence includes students enrolled in a fall semester that also enroll in the following fall's semester, minus those that successfully complete a credential or transfer to a four-year institution.



Strategic Actions

Many strategic action projects are working to continually advance the college and student success through cross-functional workgroups, innovative approaches, and ongoing equity-based evaluation.

#	Strategic Objective
SO1.1	Become a student-ready college, promoting agency, access, and success for all students
SO1.2	Promote educational excellence, innovation, and support
SO1.3	Engage in continuous improvement through organizational analysis to nimbly respond to external opportunities and threats
SO2.1	Create transparent data infrastructure that allows for high levels of accountability and engagement from all employees
SO2.2	Promote a culture of communication, collaboration, respect, and civility
SO3.1	Build an integrated diversity, equity, inclusion, and justice (DEIJ) infrastructure to support students, staff, and community

2022-2023 Strategic Action Update

College Unit(s)	Strategic Objective	2021-2022 Strategic Action Project	2022-2023 Goal	Completion Timeline
Student Services, Academics	SO1.1	Improve developmental education outcomes through corequisite models & placement	In 2021-22, corequisite courses (www.oaklandcc.edu/admissions/placement-testing/corequisite) were offered for the first time in English and Math. In 2022-23, increase student enrollment in these sections by at least 15%. Evaluate outcomes for increased success/equity and continuous improvement.	Completed in 2023, continues to scale at department level
Academics	SO1.1	Expand online portfolio of programs & courses	Over the past few years, OCC expanded online programs from 3 to 14. In 2022-23, continue expansion to 16 programs.	Completed in 2023, continues to scale at department level
Student Services, Academics	SO1.2	Adopt and implement a student satisfaction tool (e.g. Student Satisfaction Inventory (SSI) RNL (ruffalonl.com))	Create and track action strategies tied to all sections of Fall 2021 survey results. Reimplement survey in Fall 2023 and evaluate impact. Continue measurement every other year.	Completed in 2023, actions established for continuous improvement
Academics	SO1.2	Advance OCC's Teaching and Learning Center (TLC)	Apply the "Help One More Student Stay" initiative. Support faculty impact on student retention through data, innovative pedagogy, and best teaching practices.	Completed in 2023, continues to scale at department level
Student Services	SO1.2	Increase student life/engagement opportunities through collaboration & planning	Utilize increased staffing created in 2021-22 to coordinate student engagement across campuses and platforms. Consider software tools to expand student engagement.	Completed in 2023, continues to scale at department level
Institutional Effectiveness	SO2.1	Expand student lifecycle data dashboards	Continue development, application, and integration of dynamic data dashboards (www.oaklandcc.edu/ie/dashboard) to grow a data-informed culture, capacity, and mindset throughout college processes and practices.	Completed in 2023, continues to scale at department level
Institutional Effectiveness	SO2.1	Institutional process mapping	Work with departments to map, communicate, and clarify processes across the college community.	Initial work completed 2022-2023, will address as needed in future strategic work
College Leadership	SO2.2	Pursue continual improvement of institutional culture and practices	Convene an inclusive culture taskforce with representation from across the institution to inform, guide, and advise culture initiatives for college climate and mission.	Initial work completed 2022-2023, will expand into 2023-2024
College Leadership	SO2.2	Advance the Collaborative Decision-Making model (CDM)	Utilize the content created in 2021-22 to inform the college community of collaborative decision-making practices via text, video, and case study materials.	Completed in 2023. Fully launched collaborate decision making model and tools, being implemented now and communicated college-wide.
Human Resources	SO3.1	Adopt & deploy a benchmarked DEIJ climate tool (GDEIB)	Results from the Global Diversity Equity Inclusion Benchmarking (www.centreforglobalinclusion.org) survey in 2021 will be used to improve DEIJ climate and practices for employees and students. The survey will continue to be offered every other year to track improvement and additional opportunities for growth.	Completed in 2023, actions established for continuous improvement

In fiscal year 2023, OCC has reviewed and refreshed its strategic plan. The updated plan goes into effect for fiscal year 2024. A substantial portion of this updated plan focuses on grant-funded innovation through OCC's partnership with the [Detroit Drives Degrees Community College Collaborative \(D3C3\)](#). In fiscal year 2024, the College also plans to launch the creation of additional key performance indicators (KPIs) at the department/division level as shown in the 2023-2024 Strategic Action Goals table.

2023-2024 Strategic Action Goals

College Unit(s)	Strategic Objective	2022-2023 Strategic Action Project	2023-2024 Goal	Completion Timeline
Student Services Academics	SO1.1	Proactive, Systematic, Student Success Analytics	Year 1 of 3-year goal: Launch Ellucian CRM Advise* and Ellucian Experience** to help integrate college-wide data-driven student success processes.	D3C3 Grant-Funded Project 2023-2026
Information Technology Student Services	SO1.1	Operational Efficiency & Impact	Year 1 of 3-year goal: Streamline processes, digitize forms, and improve technological systems usage to optimize impact and connection.	D3C3 Grant-Funded Project 2023-2026
Academics Student Services	SO1.1	Oakland Schools Partnerships (Bridges to Success, Bridging the Gap, Increased Dual Enrollment, K-14 System)	Year 1 of 3-year goal: Expand K-12 partnerships with a focus on growing dual enrollment opportunities and equity-based college access and success.	D3C3 Grant-Funded Project 2023-2026
Academics Student Services	SO1.2	Accelerate Credit Attainment: Expand Credit for Prior Learning (CPL)	Meet state legislative requirements from 2022 and 2023 while expanding and integrating CPL opportunities for students.	2023-2025
Academics Student Services	SO1.2	Accelerate Credit Attainment: Optimized Modalities (Online, Hybrid, Block, Compressed)	Operationalize college strategy for compressed courses to help increase student early momentum and academic progression.	2023-2025
Academics	SO1.2	Accelerate Credit Attainment: Gatekeeper Course Enhanced Instruction	Year 1 of 3-year goal: Embed enhanced instruction and support into core gatekeeper courses with low success rates, to improve student outcomes.	D3C3 Grant-Funded Project 2023-2026
Academics Student Services	SO1.2	Employer-Based Mobility Pathways and Integrated Career Development	Year 1 of 3-year goal: Create, adapt, and incorporate emerging mobility technologies into OCC's programs while building ongoing career connectedness opportunities for students.	D3C3 Grant-Funded Project 2023-2026
College Leadership	SO2.1	Optimize Organization to Invest in Mission (Partnership with rpkgROUP)	Create models for the ongoing analysis of college structures and processes to intentionally invest in our mission and future success.	Consulting project will be completed 2022-2023; findings will help guide strategies in 2023-2024 and beyond
College-wide	SO2.1	Launch Departmental Key Performance Indicators (KPIs)	Help each area of the college identify and define KPIs and benchmarks that contribute to the advancement of institutional goals.	Launch in 2023-2024
Human Resources	SO3.1	Establish Ongoing DEIJ Professional Development	Implement programming, training, and opportunities for personal and professional development focused on growing DEIJ-based knowledge and practices throughout the OCC community.	Initial work completed 2022-2023, will expand into 2023-2024

*Ellucian CRM Advise is a software solution to help identify and assist at-risk students using a variety of media.

**Ellucian Experience is a software solution to simplify tasks and information access with a personalized dashboard.

The College is poised to grow and innovate in numerous ways during the coming years. Through a dedication to its mission and a continual use of data, research, and analysis to inform ongoing improvement, OCC has established structures, systems, and processes to strategically serve the community through access to quality education and pathways to future success in work and life.



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BUDGET POLICIES & **PLANNING**



In accordance with General Accepted Accounting Principles (GAAP) as applicable to public colleges and universities and as described in Governmental Accounting Standards Board (GASB), Oakland Community College uses the accrual basis of accounting for financial reporting. Under the accrual basis, revenues are recognized when earned and expenses are recorded when an obligation has been incurred.

The College's three primary sources of revenue are property taxes, state appropriations, and tuition and fees. Revenue from state appropriations are recognized in accordance with the accounting method described in the *State of Michigan Manual for Uniform Financial Reporting - Michigan Public Community Colleges, 2001*, which provides that state appropriations be 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. Property taxes are recorded as revenue when levied. Functional expense categories are in accordance with the Activities Classification Structure as defined in the *Michigan Postsecondary Data Inventory Data Manual*.

The College uses the accrual basis of accounting when it develops its budget as described above for financial reporting, except for the depreciation of capital assets. The Capital Budget reflects the anticipated cost of capital assets rather than the annual depreciation expense.

The College utilizes a system of funds to report on its operations. A fund is a separate accounting entity with a self-balancing set of accounts consisting of assets, liabilities, fund balances, revenues and expenses. The institutional budget has two major fund groups consisting of the Operating Fund and the Capital Fund. The Operating Fund includes the General Fund and the Designated Fund.* The General Fund provides the revenue that covers the College's core instruction, academic support, student services, information technology, general administrative costs, physical plant operations and public services. The Designated Fund accounts for activities related to specific projects and purposes. The Capital Fund provides for the capital needs of the College, including capital equipment, information technology and physical facility projects, and where appropriate the principal and interest payments on bond debt. At present, the College has no outstanding bonds or debt service requirements. To ensure that the College provides appropriate and effective stewardship of funds through integrated long-term planning and budget management, the institution annually presents a balanced budget and four-year forecast to the Board of Trustees for consideration and approval. A balanced budget is achieved when proposed operating expenses, including transfers out, do not exceed projected revenues.

The College has a financial reserve policy adopted by the Board of Trustees that requires that the Operating Fund maintain a fund balance (net position) that reflects three months of operating expenses. The policy ensures financial sustainability for future years, while addressing the operating and capital needs of the College.

On a quarterly basis, the Board of Trustees receive financial reports for the Operating and Capital Funds. The Operating report provides the annual budget as compared to year-to-date and prior year-to-date actual revenues and expenses, while the Capital report shows cumulative expenditures for the year on a project basis.

The Board of Trustees for Oakland Community College governs the College in accordance with the Michigan Constitution, the Michigan Community College Act, Higher Learning Commission Accreditation standards, bylaws, and through adherence to the principles of Carver's policy governance model. Included within this document are Budgeting and Forecasting (Policy 3.4), the Financial Condition (Policy 3.5), and the Board Planning Cycle (Policy 1.12).

*Prior to fiscal year 2023, the Operating Fund included the Auxiliary Fund which accounted for the activities of the College's campus bookstores. During fiscal year 2022, the bookstore operations were transferred to an outside vendor.

Budgeting and Forecasting (Policy 3.4)

Policy Statement

The Board has a fiduciary responsibility to ensure that public funds are used in a transparent, ethical, and fiscally responsible manner. As such, the Board shall adopt a budget prior to the start of each fiscal year. The budget is a tool that allows the Board to make resource allocation decisions and monitor institutional performance based upon institutional strategic priorities that are focused on achieving Board Ends. This annual budget is a resource deployment plan that can be amended by the Board throughout the fiscal year to improve strategic outcomes.

To assist the Board with these functions, the Chief Executive Officer (CEO) shall prepare and present a proposed budget for Board consideration and approval. The CEO shall then operate the College within the budget parameters approved by the Board.

Accordingly, the CEO shall not present a proposed budget that fails to:

1. Support the accomplishment of the Board's Ends policies and the College's strategic plan.
2. Support the continuous improvement of student learning, student success and operational effectiveness.
3. Anticipate emerging factors (such as the influence of technology, demographic shifts and globalization) on College programs and services.
4. Consider input from College employees.
5. Reasonably project cash flow, income and expenses.
6. Provide a projection of facility maintenance and improvement projects.
7. Ensure that the fund balance reflects a minimum of three months of operating expenses.
8. Provide adequate support for Board Development activities.
9. Comply with applicable law.

In addition, the CEO shall not present a proposed budget document that fails to:

1. Provide written budget assumptions.
2. Provide a format that is acceptable to the Board.
3. Provide a detailed comparison of the budgeted revenue and expenditures to prior fiscal year actual revenue and expenditures.
4. Include anticipated impact of proposed strategic initiatives on the key performance areas noted in the Monitoring College Effectiveness Policy (4.3).

Financial Condition (Policy 3.5)

Policy Statement

The Board has a fiduciary responsibility to ensure that public funds are used in a transparent, ethical and fiscally responsible manner. The Board adopts a budget for College operations, which will be administered by the CEO who shall administer this Board-approved budget within parameters approved by the Board and shall protect the College from financial risk.

Accordingly, the CEO shall not:

1. Fail to comply with laws, administrative codes, rules, or agency regulations that apply to college activities.
2. Fail to comply with the College's administrative policies, administrative rules, guidelines and procedures.
3. Materially deviate from the approved budget by:
 - a. Expending more funds, without prior Board approval, than have been budgeted in the fiscal year without prior Board approval, except in emergencies.
 - b. Failing to notify the Board of an emergency purchase within a reasonable timeframe and to seek budget amendment, as may be appropriate.
 - c. Obligating the organization in an amount greater than can be repaid by unencumbered revenues within the current fiscal year or can be repaid from accounts previously established by the Board for that purpose.
4. Make any purchase without prudent protection against conflict of interest.
5. Fail to implement a system that subjects all contracts for goods and services to a periodic cycle of review for quality and cost, including an assessment of the market.
6. Accept gifts or grants that require the College to commit resources (both human and financial) unless the gift or grant advances the achievement of the Boards Ends, aligns with the College's strategic priorities, and has been endorsed by an impact analysis on future resources.
7. Fail to assist the Board with conducting an annual independent audit of the College that is consistent with Michigan law.
8. Operate without maintaining and improving, as may be necessary, the internal control structure and procedures for financial reporting.
9. Fail to implement a system to ensure that tax payments or other government-ordered payments are submitted in a timely manner.

Board Planning Cycle (Policy 1.12)

Policy Statement

To accomplish its policy governance and oversight responsibilities, the Board shall develop an annual schedule of meetings (Board Calendar) as part of its planning cycle. Each member of the Board shall have an opportunity to identify policy issues for consideration throughout the year on each Board agenda. The Board shall use a governance style consistent with Board policies by:

1. Reviewing Ends policies annually;
2. Holding two Board and CEO monitoring effectiveness retreats each fiscal year;
3. Conducting a progress review of strategic initiatives, including the College's five-year planning model;
4. Developing meeting agendas consistent with the Board governance policy and bylaws; and
5. Continuously improving Board and Trustee performance by participation in appropriate professional development activities.

The Board calendar shall be developed in accordance with the following guidelines:

1. The Board Chair, after consultation with the CEO and obtaining input from Trustees, shall create a draft of the Board calendar for Board consideration by December of each year.
2. Continuing Education of the Board and Trustees is paramount in structuring meetings and other Board activities.
3. The Board's January organizational meeting shall be included.
4. The CEO's annual performance assessment shall be held no later than November 30.
5. The Board's annual self-assessment shall be held no later than December 31.
6. The presentation of College Monitoring Reports, as noted in the College Monitoring Policy 4.3, shall be included in the Board Calendar.
7. The routine review of Board policies, based on the five-year review cycle noted in the Policy and Creation and Review Policy 1.4 shall be included in the Board Calendar.
8. The College budget shall be approved by the Board no later than June. During the course of the fiscal year, revised budgets may be submitted to the Board for approval as necessary.
9. In years where HLC Accreditation visits are anticipated, a retreat for the purpose of preparing the Board for the visit shall take place approximately two weeks prior to the scheduled visit and shall be included in the Board calendar.
10. Board policies and policy revisions shall not be adopted until they have been considered at a minimum of two meetings (for first reading and second reading consideration), unless board action waives this requirement and immediate effect is authorized.

As a framework for the development of the Board Calendar, the following non-exhaustive list of events provides an example for planning purposes:

January:

- Organizational meeting held at the first meeting of the Board in January following the date of the regular College District election. See Board Bylaw Article IV, Section 4(f) (MI Community College Act, 389.111)

February:

- ACCT Legislative Summit
- Quarterly Reports
- Fall Term Monitoring Report

March:

- MCCA Board of Directors Meeting
- Budget preview: preparation of tax estimates and appropriations deemed necessary for the ensuing fiscal year's revenue and expenditure proposals

April:

- AGB National Conference on Trusteeship
- AACC National Convention
- Budget Hearing & Approval
- Board Retreat (as necessary)
- Conflict of Interest Statements due per Policy 1.13

May:

- Quarterly Reports

June:

- Winter Term Monitoring Report

July:

- Meet as needed
- MCCA Summer Workshop
- Annual Board self-assessment to be initiated and delivered at Board Planning Retreat in August

August:

- Annual Summary Monitoring Report
- Annual CEO evaluation initiated and delivered in September
- Board self-assessment
- Board Planning Retreat
- Confirm Monitoring Report presentation schedule
- Set policy and bylaw review schedule for the year
- Set Board meeting and event calendar for the year (September-August) See Board Bylaw Article Sec. 4.a.

September:

- Quarterly Reports
- Strategic Value Resolution
- CEO evaluation

October:

- Fiscal Year-End Financial Audit Report
- ACCT Leadership Congress
- MCCA Board of Directors
- Summer Term Monitoring Report

November:

- Quarterly Report
- Annual Safety Report
- Establish Tuition and Fees for subsequent fiscal year

December:

- Installation of new Trustees (if necessary)
- New Trustee Orientation (if necessary)

Annual Budget Process

The annual budget process is designed to be inclusive, transparent and fiscally responsible. Each year, approximately 170 faculty and staff contribute to the development of the budget and the long-term financial plans of the College. The inclusive budget process ensures the creation of a financial plan reflective of area specific needs to meet the College's mission and goals.

As outlined in the timeline below, the budget process begins in July of each year with the review of the College's staffing plans. Members of the Executive Council submit staffing proposals that will be vetted and then presented to the Chancellor for final approval and inclusion in the proposed budget. Throughout the summer and early fall, the Department of Budget and Financial Planning updates the budget software and training materials. In late September, participants in the budget process receive budget development and software training. To encourage the alignment of resources with the College's goals, an integral part of the training includes a discussion of the Strategic Plan and objectives.

Throughout October and into December, operating and capital budgets, furniture and equipment, software and facility requests move through various review and approval stages in the College's budget software. By the end of January, all furniture, equipment and software requests are vetted and approved for inclusion in the proposed budget based on such considerations as availability of financial resources, environmental, health and safety impacts, as well as facility requirements. Major capital improvements and repairs supported by the College's facility assessment analysis and available funding are reviewed and prioritized to be included in the Five-Year Capital Plan. In February, the Department of Budget and Financial Planning completes the review of all operating budget requests for accuracy, reasonableness, and alignment with College objectives. Individual budgets are then consolidated to become part of the proposed budget and forecast. No later than June, the Board of Trustees holds a public hearing to consider the College's proposed budget for the coming year. Once approved by the Board of Trustees, expending funds in excess of the ratified budget requires prior Board approval, except in emergencies as outlined in Financial Condition Policy 3.5.

Timeline for Budget Development

Annually, the Department of Budget and Financial Planning establishes a timeline for budget development. An example of a timeline is provided below.

Budget Policies & Planning

Members of the Executive Council submit staffing plans for the upcoming budget year	July
Department of Budget & Financial Planning updates budget software to prepare for the new budget cycle	July-August
Department of Budget & Financial Planning prepares budget training materials	Early September
Department of Budget & Financial Planning meets with Deans and Department Heads to review strategic objectives, action plans and budget assumptions	Early/Mid-September
Department of Budget & Financial Planning conducts budget development and software training for participants in the budget process	Late September
Department of Budget & Financial Planning holds individual virtual hands-on budget workshops	Early October
Departments formulate budget requests in alignment with College strategic objectives and area action plans	October-December
Department of Budget & Financial Planning reviews software requests	Late November
Department of Budget & Financial Planning reviews departmental budgets	December-January
Department of Budget & Financial Planning reviews furniture and equipment requests (Includes all furniture and computer equipment requests regardless of cost. Also includes capital equipment requests with a purchase cost of \$5,000 or more and a useful life greater than 1 year, along with non-capital equipment requests with a purchase cost of at least \$500, but less than \$5,000 and a useful life greater than 1 year.)	Mid-December
Executive Director of Facility Operations & Vice Chancellor for Administrative Services review and prioritize facility project requests	Late December
Chancellor and Vice Chancellor for Administrative Services determine major capital projects to include in proposed budget	Early January
Budget Committees review and approve Furniture, Equipment and Software requests	January
Director of Budget and Financial Planning prepares proposed budget	February-April
Public hearing is held and Board of Trustees vote on proposed budget	By June



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BUDGET **NARRATIVE**



Overview

The last few years have shown how important it is to adapt quickly to changing conditions to ensure our commitment to student success and community advancement. A number of forces are currently shaping the future of higher education including job market factors, enrollment declines and student preferences. We continue to develop strategies, including a financial plan that responds to these emerging trends.

The College developed a fiscal year 2024 budget that represents a sound financial plan. Projections align with institutional objectives and are based on research and input from employees. The budget is balanced with a surplus of just over \$1 million.

The College depends on three main sources of revenue for its operations consisting of property taxes, state appropriations, and tuition and fees. For fiscal year 2024, the College projected overall revenue to increase by approximately \$8 million.

The majority of the College's property tax revenue comes from Oakland County and fortunately, for the county and the College, total property tax values are expected to continue to rise. Working with information from the County, the College projected property tax revenue to increase by approximately \$7 million from the fiscal year 2023 budget, with additional increases expected in each of the four forecasted years.

Governor Whitmer's budget recommendation for fiscal year 2024 proposed a 4% increase in ongoing funding for community college operations. Since the state budget has yet to be adopted, the College conservatively predicated state appropriations would remain relatively unchanged from the 2023 budget.

Beginning with the fall 2023 semester, the OCC Board of Trustees approved an in-district tuition rate increase of 4% and an out-of-district tuition rate increase of 3%. The student support fee for fiscal year 2024 remained unchanged at \$110 per semester. Based on approved tuition and fee rates and anticipated enrollment, the College estimated an increase of \$2 million in tuition and fees from the current budget.

Overall operating expenses and net transfers to non-operating funds are projected to increase roughly \$8 million from the 2023 budget. Salary and fringe benefits combined, which comprise the major portion of all operating expenses and net transfers, are budgeted to increase approximately \$200,000 in fiscal year 2024. Salary and benefit projections are based on staffing needs, contractual agreements in place with bargaining units, and anticipated adjustments to benefit costs. During fiscal year 2023, a special incentive plan was offered to the faculty bargaining unit which resulted in 30 members electing to participate in the separation agreement and contributing to a net reduction of 42 positions.

The College projected the remaining operating expenses to increase by \$2 million from the current year's budget. The increase is mainly driven by the rise in the price of goods and services. Net transfers are budgeted to increase by just over \$5 million, to cover projected mandatory financial aid matching contributions and supply the funding for planned facility improvements.

During the fiscal year 2019 budget process, the College introduced its Five-Year Capital Plan. The plan included a professional analysis of facilities, input from reliable internal and external sources and a comprehensive roadmap for tackling infrastructure requirements. This blueprint for effective capital planning is updated and reflected in this year's budget and forecast.

The net result of these projections is an operating budget surplus of just over \$1 million for fiscal year 2024. This is the product of hard work and collaborative effort by the College's faculty, staff and administration to ensure fiscal responsibility while fulfilling our commitment to students and the community.

Major Funds

The College utilizes a system of funds to report on its operations. A fund is a separate accounting entity with a self-balancing set of accounts consisting of assets, liabilities, fund balances, revenues and expenses. The institutional budget has two major fund groups consisting of the Operating Fund and the Capital Fund.

Operating Fund

The Operating Fund includes the General Fund and the Designated Fund.*

General Fund: The General Fund is the chief operating fund of the College and provides the revenue that covers the College's core instruction, academic support, student services, information technology, general administrative costs, physical plant operations and public services. Major sources of revenue in the General Fund include property taxes, state appropriations, and tuition and fees.

Designated Fund: The Designated Fund is used to account for operating activities administration wants to consider separately from the General Fund. The primary activities included in this fund include the Police and Fire Academies, CREST (Combined Regional Emergency Services Training), Economic and Workforce Development, and Culinary Food Services.

Capital Fund

The Capital Fund provides for the capital needs of the College, including capital equipment, information technology and physical facility projects, and where appropriate, the principal and interest payments on bond debt.

*Prior to fiscal year 2023, the Operating Fund included the Auxiliary Fund which accounted for the activities of the College's campus bookstores. During fiscal year 2022, the bookstore operations were transferred to an outside vendor.

College Budget Overview Operating Fund and Capital Fund Fiscal Years 2022-2024

Budget Narrative

	2022 Actual	2023 Budget	2024 Budget	% Change 2023-2024
OPERATING FUND:				
REVENUES				
Property Taxes	\$95,803,050	\$97,600,000	\$104,700,000	7.27%
State Appropriations	27,499,475	27,325,402	27,350,000	0.09%
Tuition & Fees	40,433,819	42,822,360	44,692,053	4.37%
Auxiliary Activities	2,075,104	-	-	-
Investment Income	5,350,996	7,000,000	6,500,000	-7.14%
Miscellaneous Revenue	1,018,981	1,664,524	1,200,648	-27.87%
Unrealized Gain/(Loss) on Investments	(26,842,176)	-	-	-
Total Revenues	145,339,249	176,412,286	184,442,701	4.55%
EXPENSES				
Employee Salaries & Wages	69,322,816	76,873,811	77,172,553	0.39%
Fringe Benefits	30,983,570	37,793,785	37,684,723	-0.29%
Contracted Temporary Personnel	2,892,393	4,813,479	4,767,034	-0.96%
Utilities	3,401,131	4,433,724	4,724,084	6.55%
Other Operating Expenses	18,354,031	26,508,760	28,679,857	8.19%
Total Expenses	124,953,941	150,423,559	153,028,251	1.73%
NET TRANSFERS				
Restricted Fund	2,804,233	(250,000)	(325,000)	30.00%
Plant (Capital) Fund	(25,000,000)	(25,000,000)	(30,000,000)	20.00%
Total Net Transfers	(22,195,767)	(25,250,000)	(30,325,000)	20.10%
Increase (Decrease) in Net Position	(1,810,459)	738,727	1,089,450	
Net Position - Beginning of Year	146,247,805	144,437,346	145,176,073	
Net Position - End of Year	\$144,437,346	\$145,176,073	\$146,265,523	

College Budget Overview
Operating Fund and Capital Fund
Fiscal Years 2022-2024 (Continued)

	2023 Budget	2024 Budget
CAPITAL FUND:*		
Unrestricted Net Position-Beginning of Year	\$216,220,271	\$223,802,218
Transfer from the General Fund	25,000,000	30,000,000
Capital Equipment College-Wide	1,274,158	1,791,507
Information Technology Projects	4,724,902	2,190,759
Physical Facility Projects (by campus):		
Auburn Hills	64,928,910	31,402,214
College-Wide	5,465,500	7,550,000
District Office	50,000	50,000
Highland Lakes	532,735	250,000
Orchard Ridge	11,467,319	69,557,910
Royal Oak	83,936,969	71,911,721
Southfield	1,904,292	359,887
Total Physical Facility Projects	168,285,725	181,081,732
Less Closed and Unused	(70,000,000)	
Less Anticipated Carryover to Fiscal Year 2024	(86,866,732)	
Total Capital Equipment & Project Forecast	17,418,053	185,063,998
Unrestricted Net Position-End of Year	\$223,802,218	\$68,738,220

Budget Narrative

*In the financial statements, capital assets are depreciated over their useful life and depreciation expense is recorded in the Statements of Revenues, Expenses, and Changes in Net Position. This is different than the presentation of capital assets in the Capital Fund budget. The Capital Fund budget is based on the anticipated cost of capital assets. In addition, if a project is not completed in a fiscal year, the remaining cost of the project is carried over to the next fiscal year budget.

Operating Fund

Operating Fund Revenues and Expenses Fiscal Years 2021-2024

Budget Narrative

	2021 Actual	2022 Actual	2023 Budget	2024 Budget	% Change 2023-2024
REVENUES:					
Property Taxes	\$92,782,896	\$95,803,050	\$97,600,000	\$104,700,000	7.27%
State Appropriations	26,152,183	27,499,475	27,325,402	27,350,000	0.09%
Tuition & Fees	42,208,094	40,433,819	42,822,360	44,692,053	4.37%
Auxiliary Activities	3,254,894	2,075,104	-	-	-
Investment Income	5,440,208	5,350,996	7,000,000	6,500,000	-7.14%
Miscellaneous Revenue	740,881	1,018,981	1,664,524	1,200,648	-27.87%
Unrealized Gain/(Loss) on Investments	(5,878,848)	(26,842,176)	-	-	-
Total Revenues	164,700,308	145,339,249	176,412,286	184,442,701	4.55%
EXPENSES:					
Employee Salaries & Wages	65,300,512	69,322,816	76,873,811	77,172,553	0.39%
Fringe Benefits	28,962,189	30,983,570	37,793,785	37,684,723	-0.29%
Contracted Temporary Personnel	2,695,698	2,892,393	4,813,479	4,767,034	-0.96%
Utilities	3,065,889	3,401,131	4,433,724	4,724,084	6.55%
Other Operating Expenses	15,674,985	18,354,031	26,508,760	28,679,857	8.19%
Total Expenses	115,699,273	124,953,941	150,423,559	153,028,251	1.73%
NET TRANSFERS:					
Restricted Fund	5,744,350	2,804,233	(250,000)	(325,000)	30.00%
Plant (Capital) Fund	(48,000,000)	(25,000,000)	(25,000,000)	(30,000,000)	20.00%
Total Net Transfers	(42,255,650)	(22,195,767)	(25,250,000)	(30,325,000)	20.10%
Increase (Decrease) in Net Position	6,745,385	(1,810,459)	738,727	1,089,450	
Net Position - Beginning of year	139,502,420	146,247,805	144,437,346	145,176,073	
Net Position - End of year	\$146,247,805	\$144,437,346	\$145,176,073	\$146,265,523	

Revenues

The College projected revenues in its Operating Fund to be \$184,442,701 for fiscal year 2024.

Operating Fund Revenues Fiscal Years 2021-2024

	2021 Actual	2022 Actual	2023 Budget	2024 Budget	% Change 2023-2024
REVENUES:					
Property Taxes	\$92,782,896	\$95,803,050	\$97,600,000	\$104,700,000	7.27%
State Appropriations	26,152,183	27,499,475	27,325,402	27,350,000	0.09%
Tuition & Fees	42,208,094	40,433,819	42,822,360	44,692,053	4.37%
Auxiliary Activities	3,254,894	2,075,104	-	-	-
Investment Income	5,440,208	5,350,996	7,000,000	6,500,000	-7.14%
Miscellaneous Revenue	740,881	1,018,981	1,664,524	1,200,648	-27.87%
Unrealized Gain/(Loss) on Investments	(5,878,848)	(26,842,176)	-	-	-
Total Revenues	\$164,700,308	\$145,339,249	\$176,412,286	\$184,442,701	4.55%

The following chart reflects total revenue projections for fiscal years 2023 through 2028.

	Fiscal Years					
	2023 Budget	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
Total Revenues	\$176,412,286	\$184,442,701	\$186,758,259	\$189,668,968	\$192,037,904	\$194,827,454

Revenue sources for the college include:

Property Taxes: In Michigan, there is no floor on how much real estate valuations can fall for property tax purposes. Two provisions in state law, however, provide limitations to property tax increases. In 1978, the state adopted the Headlee Amendment, which requires taxing authorities roll back millage rates if property values rise faster than inflation. Proposal A in 1994 also created a new taxable value to calculate property tax that limited annual increases in value to inflation or 5%, whichever is less. Both laws have the effect of causing property tax revenue to drop quickly during a downturn, but recover slowly when real estate values rebound.

Property tax revenue is the largest source of revenue for the College and most of the revenue is derived from Oakland County which has the highest property values of the 83 counties in the state. Working with information from Oakland County's Equalization Division, the College projected property tax revenue in fiscal year 2024 to increase approximately 7.3% from the 2023 budget. In fiscal year 2025, property tax revenue is expected to rise by 2.2% and by 1.8% in fiscal year 2026. An increase in revenue of approximately 1.2% per year is projected for fiscal years 2027 and 2028. For fiscal year 2024, the College will levy the maximum annual millage rate estimated to be no more than 1.4891 mills.

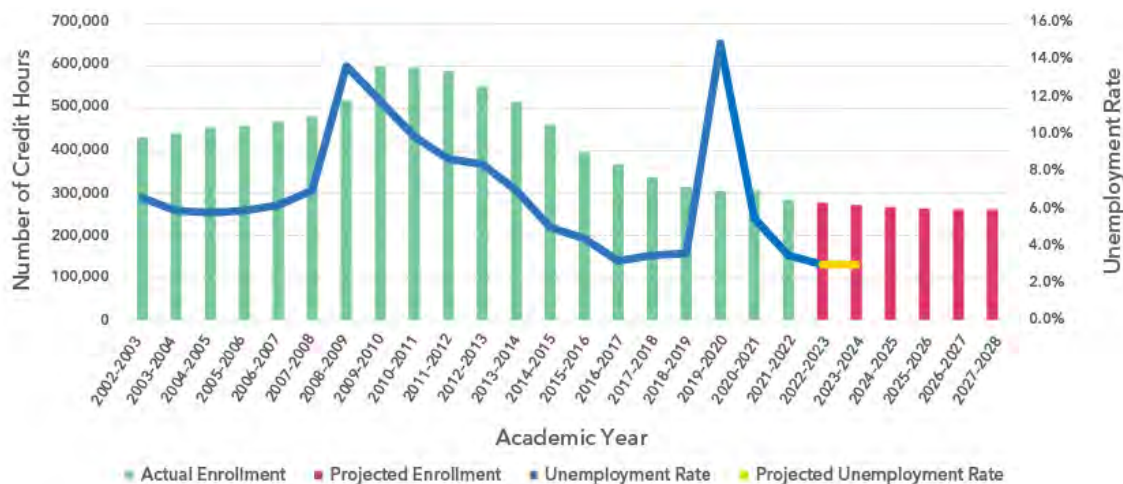
State Appropriations: The funding community colleges receive from the state is comprised of two parts. One part of the state aid provides funding for the College's operations and the other part subsidizes the College's unfunded accrued liability contributions to the Michigan Public School Employees Retirement System. The pension portion of state aid received by the College is directly remitted back to the state. Beginning with fiscal year 2016's audited financial statements, the College began reporting the unfunded accrued liability contributions in a separate Pension Liability Fund. The state appropriations in the Operating Fund reflect the funding available for the College's operations.

Governor Whitmer's Fiscal Year 2024 Executive Budget Recommendation proposed a 4% increase in ongoing funding for community college operations. Since the state budget is yet to be adopted, the College conservatively projected total state appropriations would remain relatively unchanged from the College's 2023 budget.

A 2012 Michigan legislation provided a personal property tax exemption for small taxpayers and eligible manufacturing personal property. In order to provide for the reimbursement of the lost personal property tax revenue, the state also created a Local Community Stabilization Authority (Authority) to share the 6% use tax levied by the Authority. Included in the College's state aid budget for fiscal year 2024 is an estimated \$1.8 million personal property tax reimbursement anticipated from the Authority. The reimbursement represents a 5% decline from current estimates of 2023 revenue. The 5% annual decline in reimbursements is expected to continue through fiscal year 2028 based on legislation that became effective on December 31, 2022 which had the effect of reducing the funding available for distribution to local governments and community colleges.

Tuition and Fees: The revenue received from tuition and fees is driven by student enrollment. Historically, enrollment correlated with the unemployment rate. A high unemployment rate had the effect of increasing the number of potential students looking to return to college to upgrade or change job skills. Prior to the COVID-19 pandemic, low unemployment rates coupled with a declining number of high school graduates reduced the available pool of potential students. The onset of the pandemic created unique challenges and uncertainty across the educational landscape. Enrollment behavior didn't follow typical patterns and was difficult to predict. Despite a rise in unemployment in 2020, the college experienced declines in student headcount and credit enrollment. As we move forward, the College believes there will be a continued decline in high school graduates for the foreseeable future and low unemployment rates at least through calendar year 2024.

OCC Enrollment & Oakland County Unemployment



Data Sources:

Local Area Unemployment Statistic Map. U.S. Bureau of Labor Statistics. (accessed 2023, April 2).

https://data.bls.gov/lausmap/showMap.jsp;jsessionid=6B2B1C1930DC42161F69AE1A111F6F1A.t3_06v

Oakland County, Michigan and the University of Michigan. Oakland County Economic Outlook 2022-2024. (2022, April).

<https://oakgov.prod.govaccess.org/home/showpublisheddocument/26/638023054855370000>

MI School Data. 2021-22 Michigan Community College Data Inventory Report. (2022).

https://www.michigan.gov/cepi/-/media/Project/Websites/cepi/MISchoolData/2021-22/2021-22%20MCCDI%20Report_ADA%20Compliant.xls

Michigan Community College Network. Databooks.

<https://www.michigancc.net/acs/databooks.aspx>

OCC Institutional Effectiveness. (2023).

The COVID-19 pandemic accelerated a shift in learning modality preferences. Students now prefer increased flexibility in pursuing their educational goals by having a variety of learning modalities to choose from. Students want more online learning opportunities to augment on-ground offerings to build education more easily into their busy lives. More flexibility can lead to the ability of students to increase the number of courses they take each semester. More credits earned in a shorter period of time improves a student's chance of persistence and goal completion. Oakland Community College has responded to student preferences by increasing online degree and certificate programs and providing 24/7 student services to assist students.

Signs of improvement in enrollment are already being seen as the College works to meet student needs and improve outcomes. Although the College has forecasted declines in enrollment, the annual percentage declines are lower than previously anticipated. In fiscal year 2024, estimated headcount is expected to decline by 1% from current 2023 projections to approximately 36,700. Billable contact hours for fiscal year 2024 are estimated to be about 289,300 which represents a 2% decline from recent 2023 forecasts. For fiscal year 2025, a 1% decline in headcount and a 2% decline in billable contact hours is projected. In fiscal years 2026 and 2027, headcount is not expected to change from fiscal year 2025 estimates, while billable contact hours are projected to decline by 1% each year. It is projected that both headcount and billable contact hours will stabilize in fiscal year 2028 and remain unchanged from fiscal year 2027.

In February 2023, the OCC Board of Trustees approved an in-district tuition rate increase of 4% or \$4 per billable contact hour and an out-of-district tuition rate increase of 3% or \$6 per billable contact hour beginning with the fall 2023 semester. The College also forecasted a 4% increase to in-district tuition rates and a 3% increase to out-of-district tuition rates for each fiscal year from 2025 through 2028 as shown in the table below.

	Fiscal Years					
	Current	2024	2025	2026	2027	2028
In-District	\$103.00	\$107.00	\$111.00	\$115.00	\$119.50	\$124.00
Out-of-District	\$199.00	\$205.00	\$211.00	\$217.00	\$224.00	\$230.50

The college does not charge course fees. Students pay a single student support fee each semester. The student support fee for fiscal year 2024 is unchanged from 2023 at \$110 per semester and is projected to remain unchanged through fiscal year 2028.

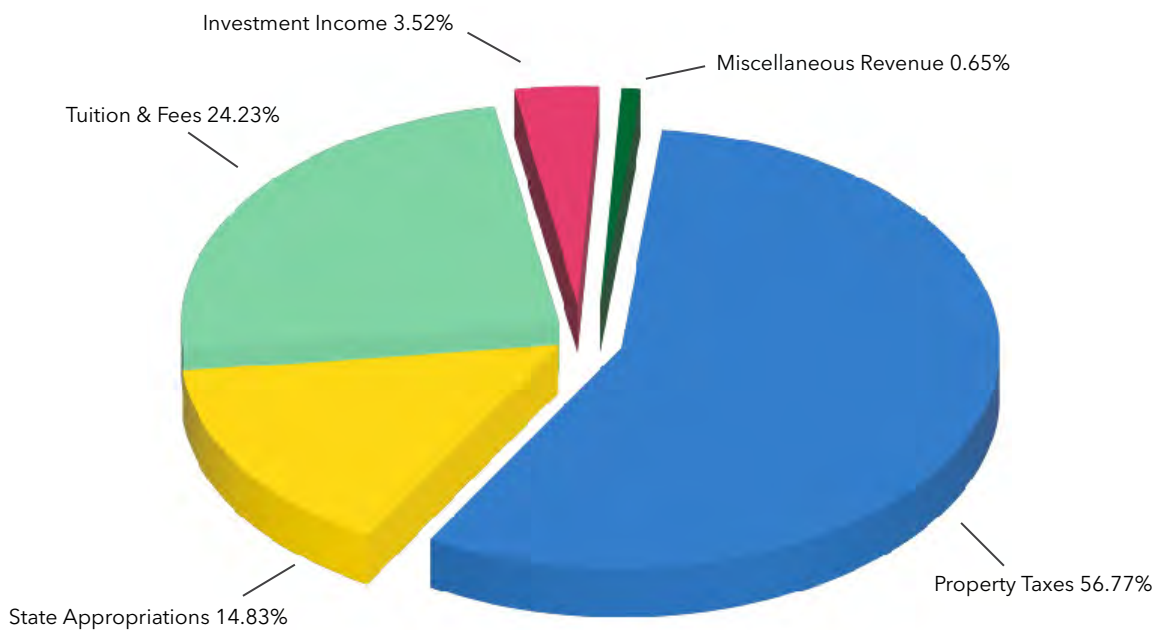
Tuition and fees are expected to generate the following revenue based on anticipated enrollment and tuition and fee rates:

	Fiscal Years					
	2023 Budget	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
Tuition and Fees	\$42,822,360	\$44,692,053	\$45,267,951	\$46,143,480	\$47,191,306	\$48,682,746

Investment Income: Michigan Community College investments must conform to State statutes governing investment of public funds and as such, the College is limited to investing in government bonds, bills, and notes; certificates of deposits, savings accounts or other interest-earning deposit accounts held in banks and credit unions; and prime rated commercial paper. Based on projected returns, revenue from these investments is expected to be approximately \$6.5 million in fiscal year 2024 and estimated to increase between \$100,000 and \$200,000 per year thereafter through fiscal year 2028.

Miscellaneous Revenue: This category comprises rental income, food service sales and other revenue sources that cannot be classified elsewhere. Budgeted and forecasted miscellaneous revenue are derived from historical trends and input from the College community.

Fiscal Year 2024 Total Estimated Operating Revenue



Expenses and Net Transfers

The College projected expenses and net transfers in its Operating Fund to be \$183,353,251 for fiscal year 2024.

OPERATING FUND EXPENSES & NET TRANSFERS Fiscal Years 2021-2024

	2021 Actual	2022 Actual	2023 Budget	2024 Budget	% Change 2023-2024
EXPENSES:					
Employee Salaries & Wages	\$65,300,512	\$69,322,816	\$76,873,811	\$77,172,553	0.39%
Fringe Benefits	28,962,189	30,983,570	37,793,785	37,684,723	-0.29%
Contracted Temporary Personnel	2,695,698	2,892,393	4,813,479	4,767,034	-0.96%
Utilities	3,065,889	3,401,131	4,433,724	4,724,084	6.55%
Other Operating Expenses	15,674,985	18,354,031	26,508,760	28,679,857	8.19%
Total Expenses	115,699,273	124,953,941	150,423,559	153,028,251	1.73%
NET TRANSFERS:					
Restricted Fund	5,744,350	2,804,233	(250,000)	(325,000)	30.00%
Plant (Capital) Fund	(48,000,000)	(25,000,000)	(25,000,000)	(30,000,000)	20.00%
Total Net Transfers	(42,255,650)	(22,195,767)	(25,250,000)	(30,325,000)	20.10%
Total Expenses & Net Transfers	\$157,954,923	\$147,149,708	\$ 175,673,559	\$183,353,251	4.37%

Budget Narrative

The College projected the following total expenses and net transfers in its Operating Fund for fiscal years 2023 through 2028.

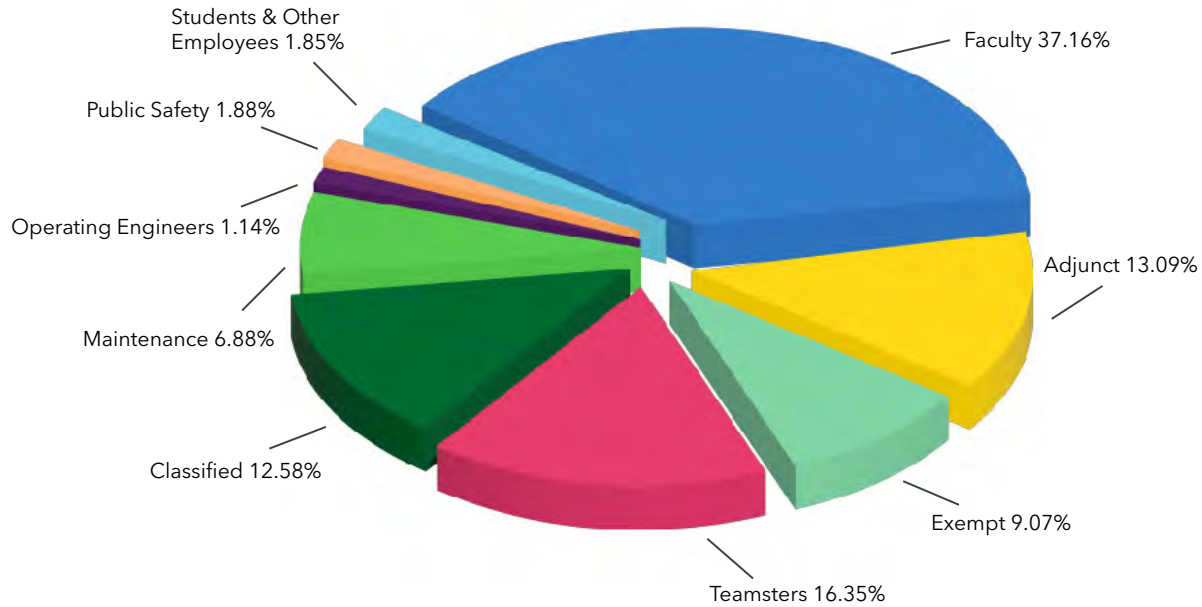
	Fiscal Years					
	2023 Budget	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
Expenses & Net Transfers	\$175,673,559	\$183,353,251	\$187,096,755	\$192,057,363	\$196,411,034	\$200,849,084

Expenses and net transfers for the college include:

Salaries and Wages: Employee salaries and wages represent the largest operating expense at the College, comprising 42% of the total operating expenses and net transfers in the 2024 operating budget. Each year, beginning in the summer, members of the Executive Council submit staffing proposals that are vetted and then presented to the Chancellor for final approval and inclusion in the proposed budget. Adjustments to staffing are evaluated to ensure alignment with the College's goals and objectives.

The fiscal year 2024 budget includes a total of 763 positions as reflected in the Positions by Bargaining Unit chart on page 125 of this document. The 2024 budgeted positions reflect a net reduction of 42 positions from the 2023 budget. The reduction is mainly attributable to the Early Separation Incentive Plan (ESIP) offered to the faculty bargaining unit during the current fiscal year. Thirty of the 32 vacant faculty positions removed from the 2024 budget were the result of the ESIP. During the current fiscal year, a temporary contracted position was converted to a College part-time position and departmental reorganizations contributed to a reduction of 11 staff positions. Based on negotiated contractual increases and salary adjustments, total 2024 budgeted salaries and wages are expected to increase by approximately .4% from last year's budget.

Fiscal Year 2024 Estimated Salaries and Wages by Group



Budget Narrative

Social Security/Medicare Taxes, Retirement, and Fringe Benefits:

- The College pays an employer portion of Social Security and Medicare taxes on taxable employee wages. The 2023 Social Security wage base limit is \$160,200. Within the budget, it is projected this amount would increase by 9% in 2024 and 5% each year thereafter. There is no wage base limit for Medicare. The combined employer Social Security and Medicare tax rate for 2023 is 7.65% and the College budgeted for this rate to remain unchanged over the next five years.
- The College makes employer contributions to either the Michigan Public School Employees Retirement System (MPSERS) or the Optional Retirement Program (ORP) depending on the plan the employee participates in. The ORP rate is budgeted at its current rate of 11% of eligible pay for fiscal years 2024 through 2028. The College used a MPSERS rate of 29.23% in the fiscal year 2024 budget and estimated the rate would increase 1% each year thereafter.
- The College incurs fringe benefit expenses for healthcare, dental, and vision group insurance, tuition benefits, life and disability insurance, and workers' compensation. On January 1, 2016, the College adopted the State of Michigan employer maximum "Hard Cap" for healthcare costs. A 4% increase in the cap is budgeted for each fiscal year from 2024 through 2028. All other benefits are budgeted to remain unchanged based on existing vendor or bargaining unit contracts or increase between 2% and 8% a year.

Contracted Temporary Personnel: This category represents individuals and agencies that are contracted to provide services to the College. The College projected the budget for temporary personnel to closely approximate the 2023 budget and to drop each year after 2025 as the need for temporary help is expected to decline.

	Fiscal Years					
	2023 Budget	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
Contracted Temporary Personnel	\$4,813,479	\$4,767,034	\$4,881,694	\$4,695,111	\$4,611,681	\$4,528,603

Utilities: The College continues to work to control utility costs through its comprehensive energy management plan. The war in Ukraine, inflation, and climate-related events have caused utility costs to rise and have led the college to project costs to increase approximately 6.5% in fiscal year 2024 from the 2023 budget.

	Fiscal Years					
	2023 Budget	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
Utilities	\$4,433,724	\$4,724,084	\$4,619,724	\$4,640,115	\$4,673,300	\$4,711,277

Other Operating Expenses: This category includes a wide variety of components that are estimated based on different criteria:

- Budgets for facility rental, computer and equipment maintenance, and other contractual commitments are based on their respective contracts.
- Legal fees, property and liability insurance, and other recurring administrative costs are budgeted based on historical spending levels and expected rate increases.
- Supplies and other services are based on expected need.

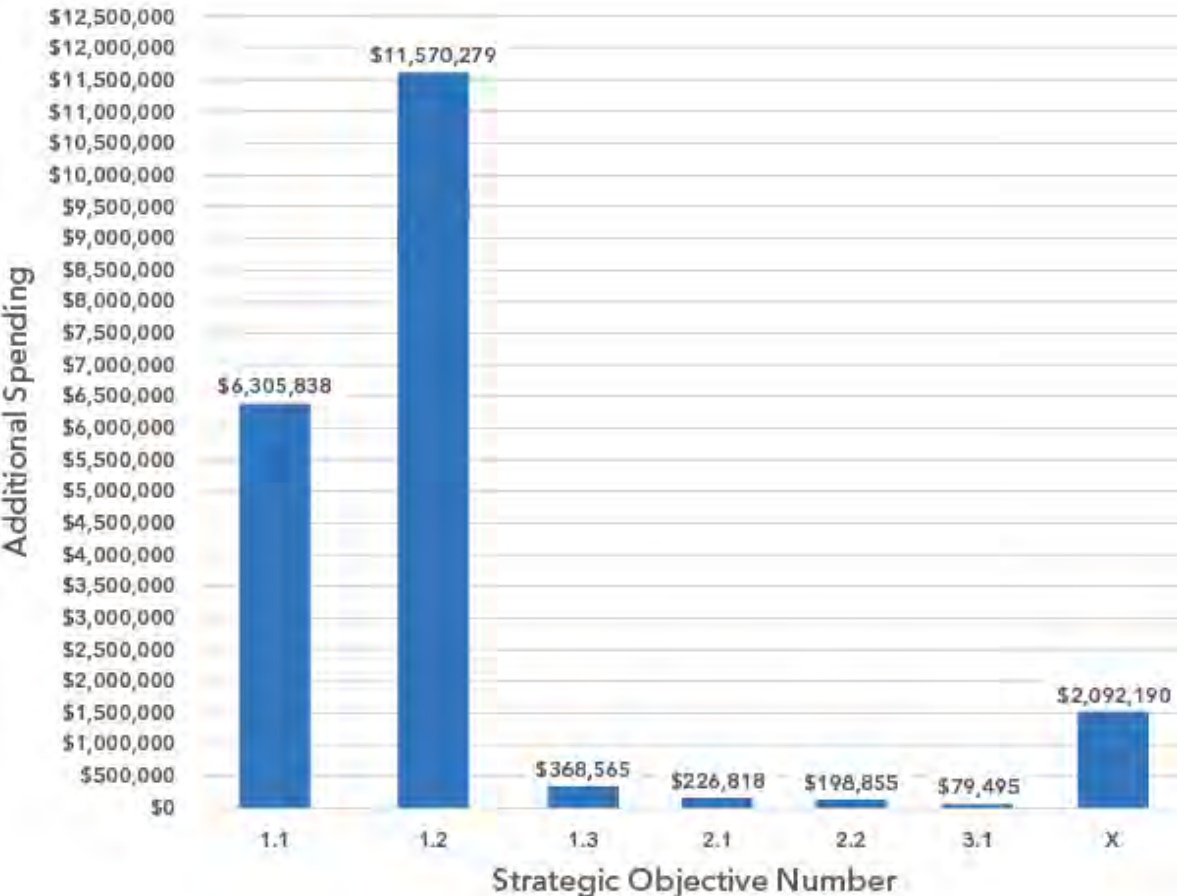
Other Operating Expenses are projected to rise in fiscal year 2024 by approximately 8%, due in part to rising prices for goods and services. Efforts were made in the budget to manage these expenses by promoting linkage to strategic objectives.

	Fiscal Years					
	2023 Budget	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
Other Operating Expenses	\$26,508,760	\$28,679,857	\$28,127,461	\$28,227,837	\$28,354,738	\$28,207,602

Strategic Links to Increases in Operating Expenditures

As part of the budget development process, any area that requested a budget increase greater than their inflated spending in the previous year (the previous year’s spending is adjusted for inflation) was required to substantiate the request by justifying how it would support one of the College’s strategic objectives. The step fosters alignment of spending with goals and provides an opportunity to assess the effectiveness of the College’s spending plan once the academic year is complete. The chart below summaries strategic spending increases for fiscal year 2024.

Increases from Fiscal Year 2022 linked to Strategic Objectives



STRATEGIC DIRECTION #1

Cultivate Operational Excellence and Sustainability

Objectives

- 1.1 - Become a student-ready college, promoting agency, access, and success for all students
- 1.2 - Promote educational excellence, innovation, and support
- 1.3 - Engage in continuous improvement through organizational analysis to nimbly respond to external opportunities and threats

STRATEGIC DIRECTION #2

Build a People First Organization

Objectives

- 2.1 - Create a transparent data infrastructure that allows for high levels of accountability and engagement from all employees
- 2.2 - Promote a culture of communication, collaboration, respect, and civility

STRATEGIC DIRECTION #3

Advance Diversity, Equity, Inclusion, and Justice (DEIJ) Policy and Practice

Objective

- 3.1 - Build an integrated diversity, equity, inclusion, and justice infrastructure to support students, staff, and community

X - Administrative Services - Improve/Expand Services

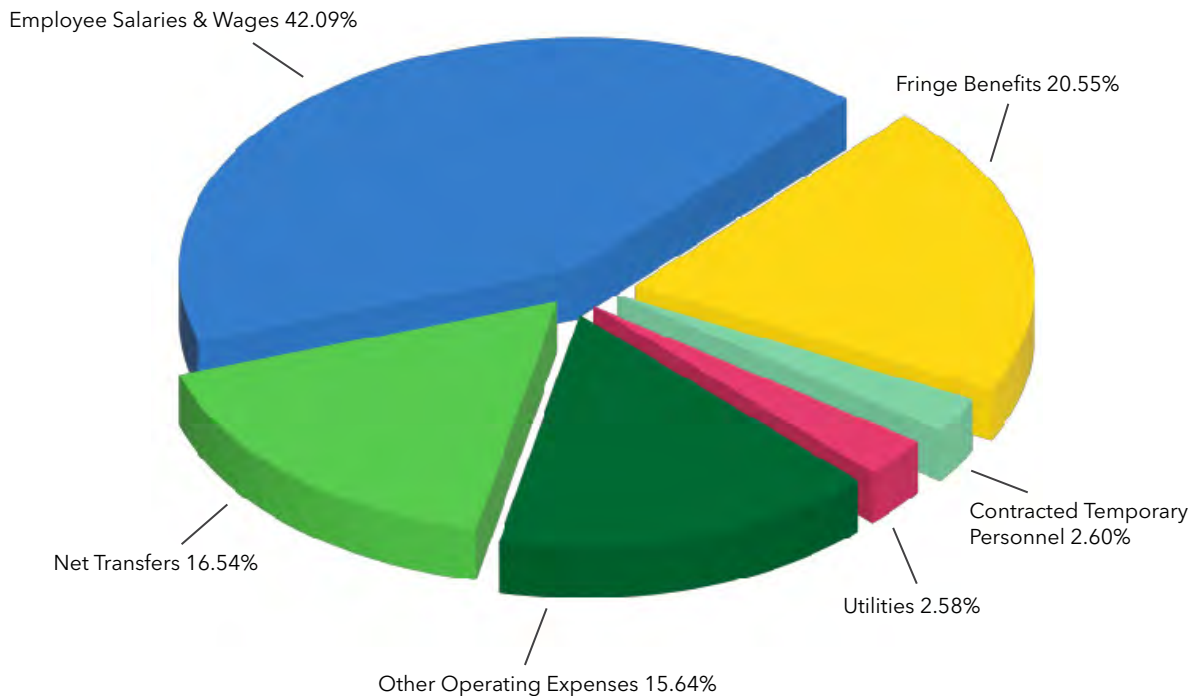
Net Transfers

Restricted Fund: The fiscal year 2024 transfer to the restricted fund is projected to be \$325,000. This transfer represents mandatory matching financial aid contributions.

Plant (Capital) Fund: The transfer to the Plant (Capital) Fund in fiscal year 2024 is budgeted at \$30 million, which is \$5 million more than the transfer budgeted for 2023. A transfer of \$30 million is also budgeted each year thereafter through 2028 to support facility improvements outlined in the Five-Year Capital Plan.

	Fiscal Years					
	2023 Budget	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
Net Transfers	\$25,250,000	\$30,325,000	\$30,350,000	\$30,350,000	\$30,375,000	\$30,375,000

Fiscal Year 2024 Total Estimated Operating Expenses and Net Transfers



Capital Fund

The Capital Fund provides for the capital needs of the College, including capital equipment, information technology and physical facility projects, and where appropriate, the principal and interest payments on bond debt. A detailed discussion of the Capital Fund budget for fiscal year 2024 is included in the Capital Fund section of this document.

Other Funds

The College has other funds that are not operating or capital funds, and are therefore not included in the budget or forecast, but are described below.

Custodial Fund: The Custodial Fund consists of funds held by the College as a custodian or fiscal agent for recognized student organizations.

Pension Liability Fund: In fiscal year 2015, GASB (Governmental Accounting Standards Board) Statement No. 68 required the College, as a cost-sharing employer of the Michigan Public School Employees' Retirement System (MPERS), report its proportionate share of the plan's collective unfunded net pension liability within its financial statements. Also, in fiscal year 2015, GASB Statement No. 71, as a clarification of GASB 68, required the College to recognize a beginning deferred outflow of resources for its pension contributions, if any, made subsequent to the measurement date of the beginning net pension liability. In accordance with these requirements, the College reported a Net Pension Liability, net of deferred inflows and outflows, of \$168.9 million as a change in accounting principle adjustment to Unrestricted Net Position as of July 1, 2014. In fiscal year 2016, the College created a separate fund called the Pension Liability Fund to reflect the GASB 68 adjustments and the state appropriations for the MPERS UAAL (Unfunded Actuarial Accrued Liability).

For the year ended June 30, 2018, the College implemented GASB Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits Other than Pensions. This statement required governments providing other postemployment benefit (OPEB) plans to recognize their unfunded OPEB obligation for the first time, and to more comprehensively and comparably measure the annual costs of OPEB benefits. In fulfillment of these requirements, the College reported a change in accounting principle adjustment to the unrestricted net position of the Pension Liability Fund of \$60.4 million, which was the net of the net OPEB liability and related deferred outflows as of July 1, 2017. At the end of fiscal year 2022, the College reported a net position in this fund of negative \$212.5 million.

Quasi-Endowment Fund: The College's Quasi-Endowment Fund was established years ago by the Board of Trustees to operate similar to an endowment fund, where the principal is left intact and only the interest is used for paying down debt and scholarship funding. At the end of fiscal year 2022, the balance in this fund was \$17.9 million.

Restricted Fund: These funds are restricted for specific scholarship or academic programs by the donor, or contain restricted funds from a grant program, which must be spent according to the guidelines of the granting agency. This fund includes the mandatory matching financial aid contribution from the General Fund.

The College is the recipient of a number of grants that support our students and the community. Oakland Community College receives about \$800,000 annually in grant funding under the Federal Carl D. Perkins Career and Technical Education Improvement Act. The funds are provided to improve the academic performance of students, particularly special population students, who are enrolled in career and technical education programs. In March 2020, OCC became the fiduciary of a four-year \$4 million Closing the Skills Gap grant from the Department of Labor to expand apprenticeships. In 2021, the College became the subrecipient of two more Department of Labor grants focusing on workforce training and totaling over \$900,000. In 2022, the College became a partner in the Detroit Drives Degrees Community College Collaborative (D3C3). D3C3 is a cross-sector collaborative that elevates the role of community colleges in working towards regional talent pipeline transformation in southeast Michigan. Through the generosity and vision of the Ralph C. Wilson, Jr. Foundation and the Ballmer Group, the College as a D3C3 partner was awarded over \$6 million in funding to be spent on initiatives focused on student success, K-12 alignment, and employer-led sector pathways. The funding was awarded in December 2022 and early 2023 to be spent over the next three years.



OPERATING FUND

The Operating Fund is comprised of the General Fund and the Designated Fund. The General Fund is the chief operating fund of the College and provides the revenue that covers the College's core instruction, academic support, student services, information technology, general administrative costs, physical plant operations and public services. The Designated Fund is used to account for activities that administration wants to consider separately from the General Fund. The primary activities recorded in this fund include the Policy and Fire Academies, CREST (Combined Regional Emergency Services Training), Economic and Workforce Development, and Culinary Food Services.



FOCC | Student

Five-Year History with Budget and Forecast
Revenues and Expenses by Object
Fiscal Years 2018-2028

Operating Fund

	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual
REVENUES:					
Property Taxes	\$82,889,739	\$86,092,187	\$89,630,341	\$92,782,896	\$95,803,050
State Appropriations	24,715,817	24,972,067	23,345,507	26,152,183	27,499,475
Tuition & Fees	43,768,300	41,166,684	41,070,085	42,208,094	40,433,819
Auxiliary Activities	6,229,489	5,405,399	3,941,514	3,254,894	2,075,104
Investment Income	4,268,138	6,987,457	7,660,877	5,440,208	5,350,996
Miscellaneous Revenue	861,130	795,999	1,509,240	740,881	1,018,981
Unrealized Gain/(Loss) on Investments	(3,768,646)	8,062,570	11,596,181	(5,878,848)	(26,842,176)
Total Revenues	158,963,967	173,482,363	178,753,745	164,700,308	145,339,249
EXPENSES:					
Employee Salaries & Wages	68,312,847	67,858,796	68,083,061	65,300,512	69,322,816
Fringe Benefits	28,787,217	29,799,587	30,477,669	28,962,189	30,983,570
Contracted Temporary Personnel	2,916,795	2,920,632	2,760,480	2,695,698	2,892,393
Utilities	3,528,472	3,523,918	3,341,613	3,065,889	3,401,131
Other Operating Expenses	20,947,896	20,056,288	21,365,605	15,674,985	18,354,031
Total Expenses	124,493,227	124,159,221	126,028,428	115,699,273	124,953,941
NET TRANSFERS:					
Restricted Fund	(439,125)	(451,037)	(401,361)	5,744,350	2,804,233
Plant (Capital) Fund	(30,000,000)	(40,000,000)	(45,000,000)	(48,000,000)	(25,000,000)
Total Net Transfers	(30,439,125)	(40,451,037)	(45,401,361)	(42,255,650)	(22,195,767)
Increase (Decrease) in Net Position	4,031,615	8,872,105	7,323,956	6,745,385	(1,810,459)
Net Position - Beginning of year	119,274,744	123,306,359	132,178,464	139,502,420	146,247,805
Net Position - End of year	\$123,306,359	\$132,178,464	\$139,502,420	\$146,247,805	\$144,437,346

Five-Year History with Budget and Forecast
Revenues and Expenses by **Object**
Fiscal Years 2018–2028 (Continued)

	2023 Budget	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
REVENUES:						
Property Taxes	\$97,600,000	\$104,700,000	\$107,000,000	\$108,900,000	\$110,200,000	\$111,500,000
State Appropriations	27,325,402	27,350,000	26,750,000	26,660,000	26,580,000	26,500,000
Tuition & Fees	42,822,360	44,692,053	45,267,951	46,143,480	47,191,306	48,682,746
Auxiliary Activities	-	-	-	-	-	-
Investment Income	7,000,000	6,500,000	6,600,000	6,800,000	6,900,000	7,000,000
Miscellaneous Revenue	1,664,524	1,200,648	1,140,308	1,165,488	1,166,598	1,144,708
Unrealized Gain/(Loss) on Investments	-	-	-	-	-	-
Total Revenues	176,412,286	184,442,701	186,758,259	189,668,968	192,037,904	194,827,454
EXPENSES:						
Employee Salaries & Wages	76,873,811	77,172,553	79,517,202	82,409,476	84,689,456	87,195,200
Fringe Benefits	37,793,785	37,684,723	39,600,674	41,734,824	43,706,859	45,831,402
Contracted Temporary Personnel	4,813,479	4,767,034	4,881,694	4,695,111	4,611,681	4,528,603
Utilities	4,433,724	4,724,084	4,619,724	4,640,115	4,673,300	4,711,277
Other Operating Expenses	26,508,760	28,679,857	28,127,461	28,227,837	28,354,738	28,207,602
Total Expenses	150,423,559	153,028,251	156,746,755	161,707,363	166,036,034	170,474,084
NET TRANSFERS:						
Restricted Fund	(250,000)	(325,000)	(350,000)	(350,000)	(375,000)	(375,000)
Plant (Capital) Fund	(25,000,000)	(30,000,000)	(30,000,000)	(30,000,000)	(30,000,000)	(30,000,000)
Total Net Transfers	(25,250,000)	(30,325,000)	(30,350,000)	(30,350,000)	(30,375,000)	(30,375,000)
Increase (Decrease) in Net Position	738,727	1,089,450	(338,496)	(2,388,395)	(4,373,130)	(6,021,630)
Net Position - Beginning of year	144,437,346	145,176,073	146,265,523	145,927,027	143,538,632	139,165,502
Net Position - End of year	\$145,176,073	\$146,265,523	\$145,927,027	\$143,538,632	\$139,165,502	\$133,143,872
Required Board Policy Reserves*	\$30,556,804	\$32,589,731	\$35,700,479	\$38,349,880	\$39,290,197	\$40,374,179

*Board Policy 3.4 requires that the budget's fund balance reflects a minimum of three months of operating expenses.

Five-Year History with Budget and Forecast Revenues and Expenses by *Activity* Fiscal Years 2018–2028

Operating Fund

	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual
REVENUES:					
Property Taxes	\$82,889,739	\$86,092,187	\$89,630,341	\$92,782,896	\$95,803,050
State Appropriations	24,715,817	24,972,067	23,345,507	26,152,183	27,499,475
Tuition & Fees	43,768,300	41,166,684	41,070,085	42,208,094	40,433,819
Auxiliary Activities	6,229,489	5,405,399	3,941,514	3,254,894	2,075,104
Investment Income	4,268,138	6,987,457	7,660,877	5,440,208	5,350,996
Miscellaneous Revenue	861,130	795,999	1,509,240	740,881	1,018,981
Unrealized Gain/(Loss) on Investments	(3,768,646)	8,062,570	11,596,181	(5,878,848)	(26,842,176)
Total Revenues	158,963,967	173,482,363	178,753,745	164,700,308	145,339,249
EXPENSES:					
Instruction	49,018,741	48,911,840	49,013,141	50,276,448	51,889,526
Academic Support	17,740,077	17,433,118	16,802,488	14,948,400	16,730,237
Student Services	17,999,239	17,447,100	17,822,143	16,707,342	15,609,790
Institutional Support	15,612,229	15,377,722	16,515,963	13,097,723	16,436,843
Information Technology	7,162,968	7,879,734	8,995,608	7,342,853	8,546,387
Physical Plant Operations	16,847,486	16,948,743	16,711,422	13,125,478	15,525,559
Public Service	112,487	160,964	167,663	201,029	215,599
Total Expenses	124,493,227	124,159,221	126,028,428	115,699,273	124,953,941
NET TRANSFERS:					
Restricted Fund	(439,125)	(451,037)	(401,361)	5,744,350	2,804,233
Plant (Capital) Fund	(30,000,000)	(40,000,000)	(45,000,000)	(48,000,000)	(25,000,000)
Total Net Transfers	(30,439,125)	(40,451,037)	(45,401,361)	(42,255,650)	(22,195,767)
Increase (Decrease) in Net Position	4,031,615	8,872,105	7,323,956	6,745,385	(1,810,459)
Net Position - Beginning of year	119,274,744	123,306,359	132,178,464	139,502,420	146,247,805
Net Position - End of year	\$123,306,359	\$132,178,464	\$139,502,420	\$146,247,805	\$144,437,346

Expenses are presented using Activities Classification Structure (ACS) categories.

See Appendix A for the definition of ACS categories.

Five-Year History with Budget and Forecast
Revenues and Expenses by **Activity**
Fiscal Years 2018–2028 (Continued)

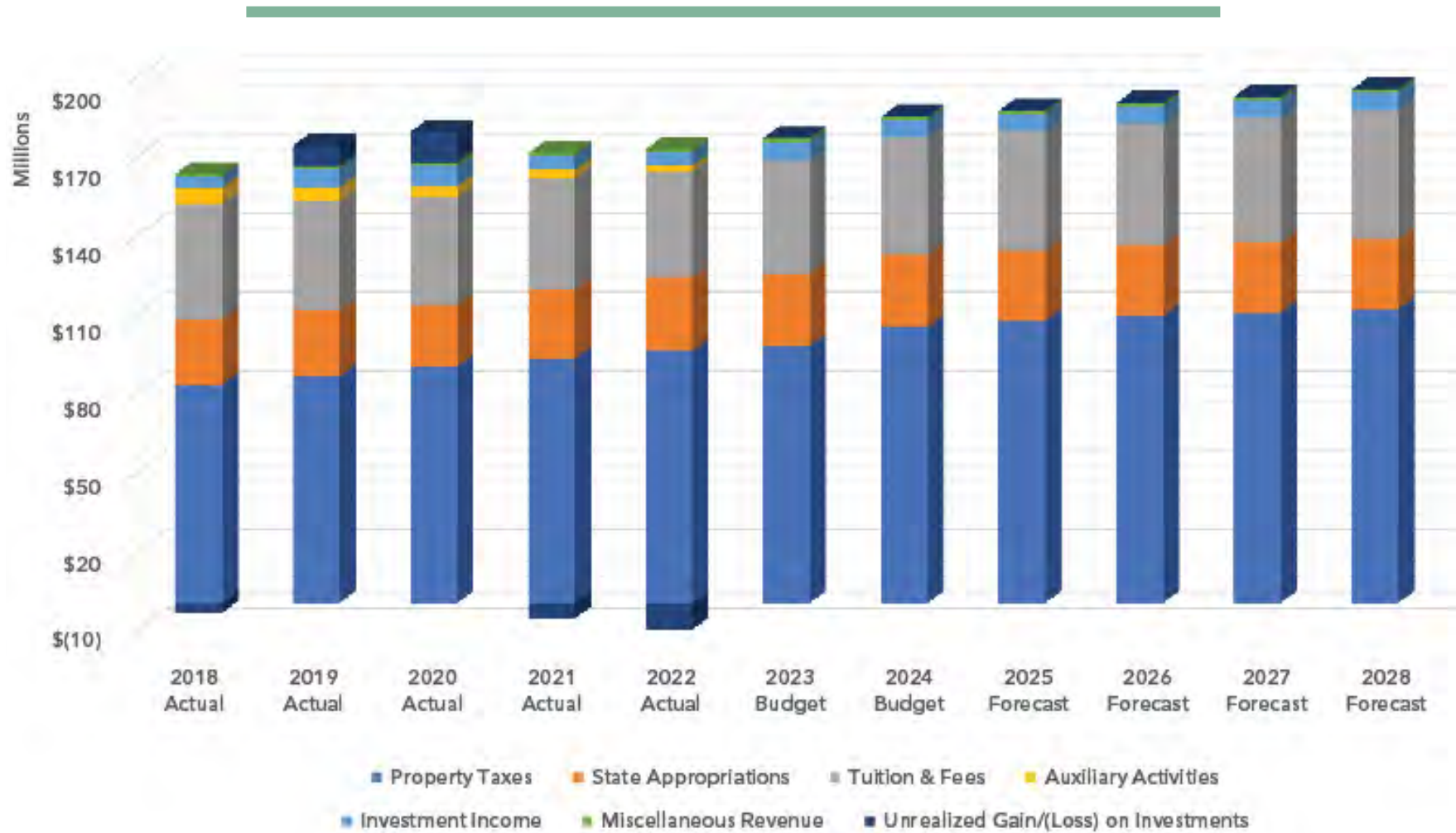
	2023 Budget	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
REVENUES:						
Property Taxes	\$97,600,000	\$104,700,000	\$107,000,000	\$108,900,000	\$110,200,000	\$111,500,000
State Appropriations	27,325,402	27,350,000	26,750,000	26,660,000	26,580,000	26,500,000
Tuition & Fees	42,822,360	44,692,053	45,267,951	46,143,480	47,191,306	48,682,746
Auxiliary Activities	-	-	-	-	-	-
Investment Income	7,000,000	6,500,000	6,600,000	6,800,000	6,900,000	7,000,000
Miscellaneous Revenue	1,664,524	1,200,648	1,140,308	1,165,488	1,166,598	1,144,708
Unrealized Gain/(Loss) on Investments	-	-	-	-	-	-
Total Revenues	176,412,286	184,442,701	186,758,259	189,668,968	192,037,904	194,827,454
EXPENSES:						
Instruction	59,548,140	57,136,858	59,926,280	61,184,151	63,388,397	65,631,197
Academic Support	23,699,228	23,309,259	23,995,441	24,744,106	25,341,904	26,126,914
Student Services	16,850,433	16,223,705	16,816,786	17,550,609	18,074,020	18,732,175
Institutional Support	15,301,468	21,290,200	20,114,135	21,961,171	22,159,778	22,679,197
Information Technology	13,630,567	13,057,404	13,370,723	13,368,833	13,567,996	13,258,114
Physical Plant Operations	20,568,970	21,277,802	21,816,091	22,403,356	23,096,058	23,650,486
Public Service	824,753	733,023	707,299	495,137	407,881	396,001
Total Expenses	150,423,559	153,028,251	156,746,755	161,707,363	166,036,034	170,474,084
NET TRANSFERS:						
Restricted Fund	(250,000)	(325,000)	(350,000)	(350,000)	(375,000)	(375,000)
Plant (Capital) Fund	(25,000,000)	(30,000,000)	(30,000,000)	(30,000,000)	(30,000,000)	(30,000,000)
Total Net Transfers	(25,250,000)	(30,325,000)	(30,350,000)	(30,350,000)	(30,375,000)	(30,375,000)
Increase (Decrease) in Net Position	738,727	1,089,450	(338,496)	(2,388,395)	(4,373,130)	(6,021,630)
Net Position - Beginning of year	144,437,346	145,176,073	146,265,523	145,927,027	143,538,632	139,165,502
Net Position - End of year	\$145,176,073	\$146,265,523	\$145,927,027	\$143,538,632	\$139,165,502	\$133,143,872
Required Board Policy Reserves*	\$30,556,804	\$32,589,731	\$35,700,479	\$38,349,880	\$39,290,197	\$40,374,179

Operating Fund

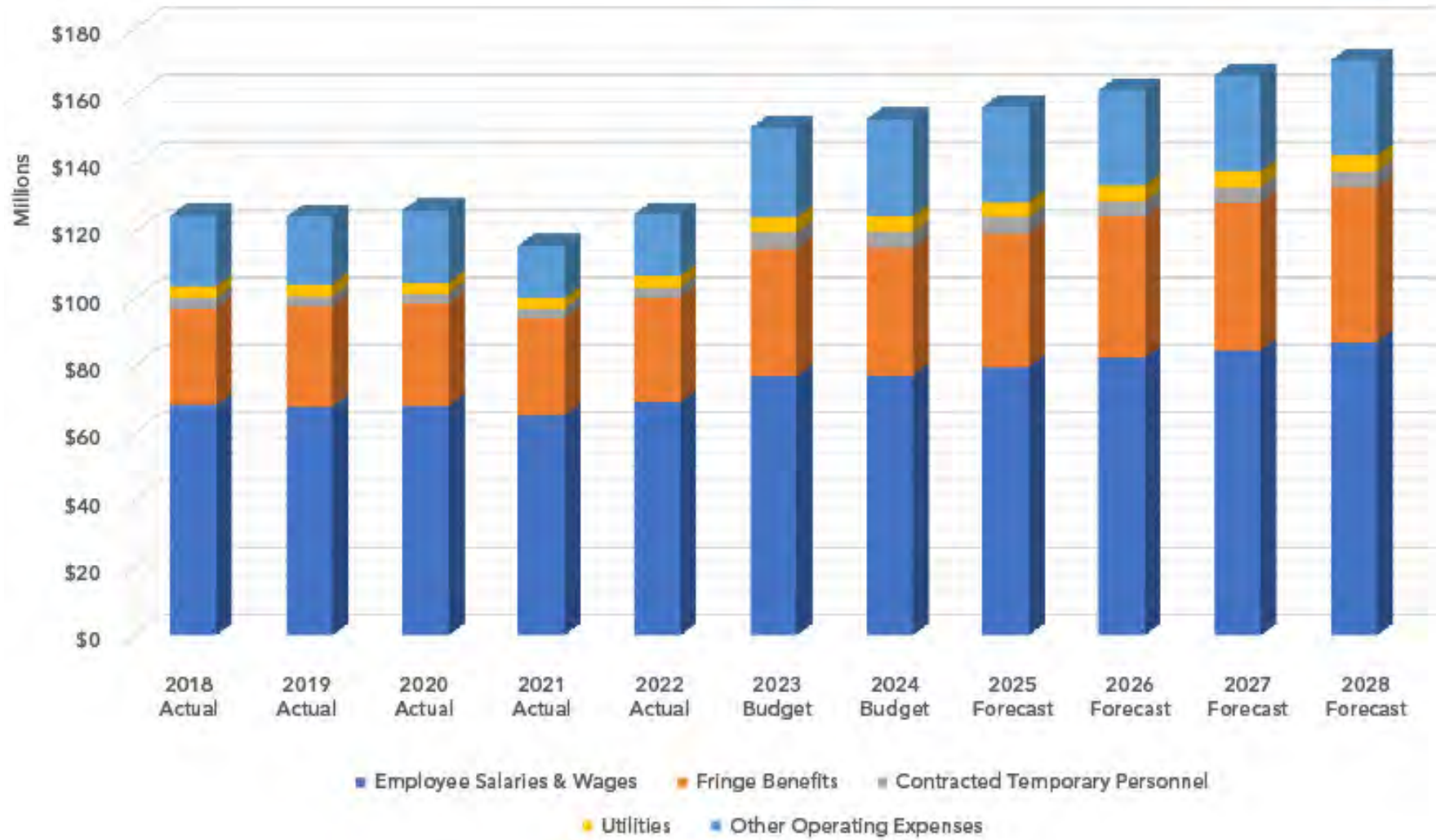
*Board Policy 3.4 requires that the budget's fund balance reflects a minimum of three months of operating expenses.

Operating Fund

Five-Year History with Budget and Forecast
Revenue Sources-Operating Fund
Fiscal Years 2018-2028



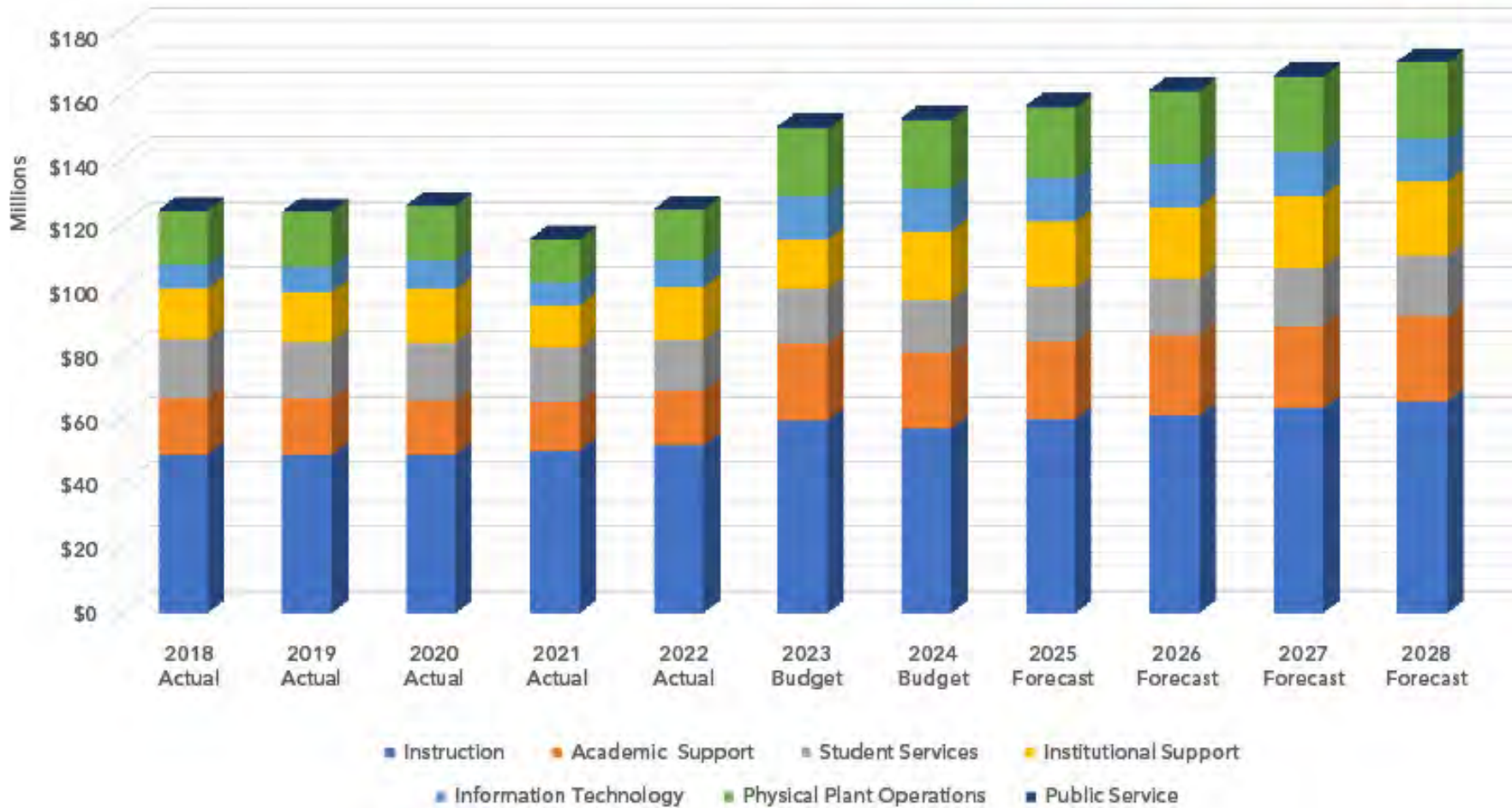
Five-Year History with Budget and Forecast
Expenses by **Object**-Operating Fund
Fiscal Years 2018-2028



Operating Fund

Operating Fund

Five-Year History with Budget and Forecast
Expenses by **Activity**-Operating Fund
Fiscal Years 2018-2028



Expenses are presented using Activities Classification Structure (ACS) categories.
See Appendix A for the definition of ACS categories.

Operating Fund

Comparison of Fiscal Year 2024 to Fiscal Year 2023 Budget

	2023 Budget	2024 Budget	Increase (Decrease)	% Change 2023-2024
REVENUES:				
Property Taxes	\$97,600,000	\$104,700,000	\$7,100,000	7.27%
State Appropriations	27,325,402	27,350,000	24,598	0.09%
Tuition & Fees	42,822,360	44,692,053	1,869,693	4.37%
Auxiliary Activities	-	-	-	-
Investment Income	7,000,000	6,500,000	(500,000)	-7.14%
Miscellaneous Revenue	1,664,524	1,200,648	(463,876)	-27.87%
Total Revenues	176,412,286	184,442,701	8,030,415	4.55%
EXPENSES:				
Employee Salaries & Wages	76,873,811	77,172,553	298,742	0.39%
Fringe Benefits	37,793,785	37,684,723	(109,062)	-0.29%
Contracted Temporary Personnel	4,813,479	4,767,034	(46,445)	-0.96%
Utilities	4,433,724	4,724,084	290,360	6.55%
Other Operating Expenses	26,508,760	28,679,857	2,171,097	8.19%
Total Expenses	150,423,559	153,028,251	2,604,692	1.73%
NET TRANSFERS:				
Restricted Fund	(250,000)	(325,000)	75,000	30.00%
Plant (Capital) Fund	(25,000,000)	(30,000,000)	5,000,000	20.00%
Total Net Transfers	(25,250,000)	(30,325,000)	5,075,000	20.10%
Increase (Decrease) in Net Position	738,727	1,089,450		
Net Position - Beginning of year	144,437,346	145,176,073		
Net Position - End of year	\$145,176,073	\$146,265,523		



GENERAL FUND DETAIL

The General Fund is one of the two funds that comprise the Operating Fund. The General Fund provides the operating revenue that covers the College's core instruction, academic support, student services, information technology, general administrative costs, physical plant operations and public services. Over 97% of the revenue budgeted in fiscal year 2024 is recorded in the General Fund. The major sources of revenue in the General Fund are derived from property taxes, state appropriations, and tuition and fees.



Five-Year History with Budget and Forecast
Revenues and Expenses by *Object*
Fiscal Years 2018–2028

General Fund Detail

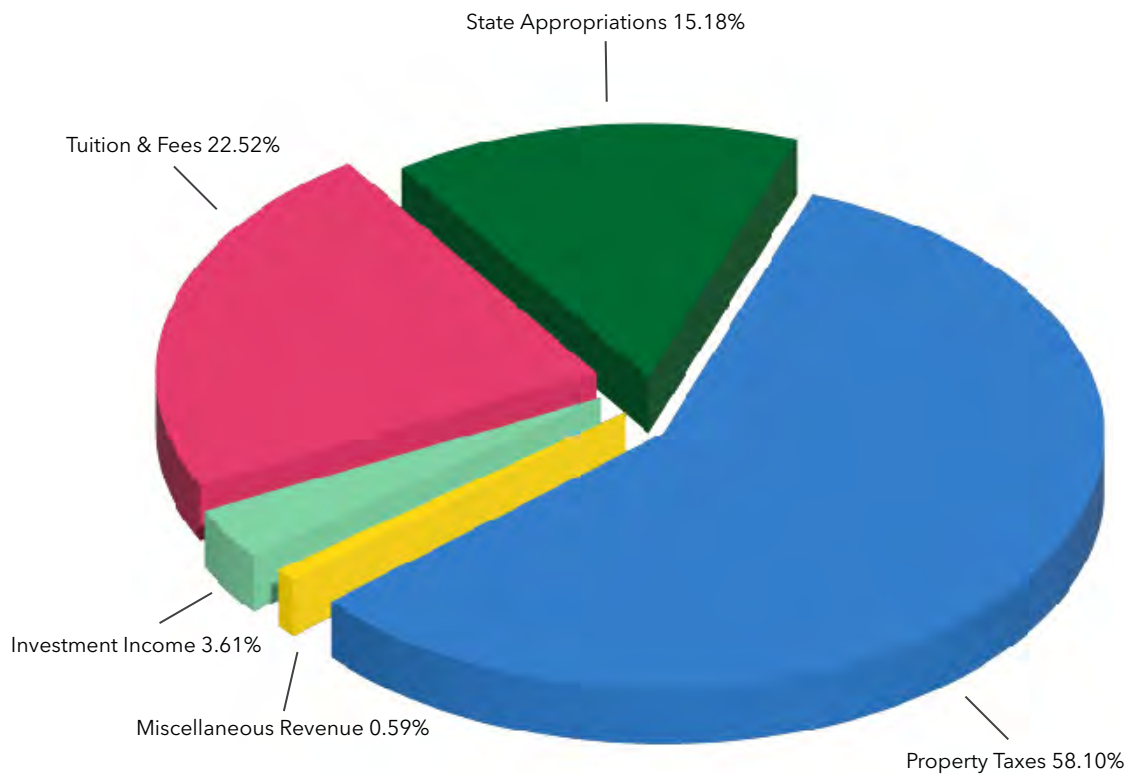
	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual
REVENUES:					
Property Taxes	\$82,889,739	\$86,092,187	\$89,630,341	\$92,782,896	\$95,803,050
State Appropriations	24,715,817	24,972,067	23,345,507	26,152,183	27,499,475
Tuition & Fees	41,405,825	38,836,940	39,302,121	40,370,090	37,843,300
Investment Income	4,268,138	6,987,457	7,660,877	5,440,208	5,350,996
Miscellaneous Revenue	329,186	426,008	1,218,457	551,941	781,997
Unrealized Gain/(Loss) on Investments	(3,768,646)	8,062,570	11,596,181	(5,878,848)	(26,842,176)
Total Revenues	149,840,059	165,377,229	172,753,484	159,418,470	140,436,642
EXPENSES:					
Employee Salaries & Wages	65,480,927	64,919,115	65,527,363	62,594,212	66,776,564
Fringe Benefits	27,641,573	28,560,541	29,400,702	27,772,626	29,863,157
Contracted Temporary Personnel	2,027,955	2,086,428	2,048,880	1,970,457	1,878,551
Utilities	3,528,472	3,523,918	3,341,613	3,065,889	3,401,131
Other Operating Expenses	15,465,136	15,204,625	17,654,891	12,446,284	15,838,599
Total Expenses	114,144,063	114,294,627	117,973,449	107,849,468	117,758,002
NET TRANSFERS:					
Auxiliary Fund	-	-	1,621,228	-	6,208,316
Designated Fund	(1,472,219)	(1,629,206)	(1,938,365)	(1,377,471)	(2,089,774)
Restricted Fund	(439,125)	(451,037)	(401,361)	3,461,448	2,238,510
Plant (Capital) Fund	(30,000,000)	(40,000,000)	(45,000,000)	(48,000,000)	(25,000,000)
Total Net Transfers	(31,911,344)	(42,080,243)	(45,718,498)	(45,916,023)	(18,642,948)
Increase (Decrease) in Net Position	3,784,652	9,002,359	9,061,537	5,652,979	4,035,692
Net Position - Beginning of year	33,407,247	37,191,899	46,194,258	55,255,795	60,908,774
Net Position - End of year	\$37,191,899	\$46,194,258	\$55,255,795	\$60,908,774	\$64,944,466

Five-Year History with Budget and Forecast
Revenues and Expenses by *Object*
Fiscal Years 2018–2028 (Continued)

	2023 Budget	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
REVENUES:						
Property Taxes	\$97,600,000	\$104,700,000	\$107,000,000	\$108,900,000	\$110,200,000	\$111,500,000
State Appropriations	27,325,402	27,350,000	26,750,000	26,660,000	26,580,000	26,500,000
Tuition & Fees	39,469,162	40,590,856	41,065,470	41,923,427	42,924,558	44,274,996
Investment Income	7,000,000	6,500,000	6,600,000	6,800,000	6,900,000	7,000,000
Miscellaneous Revenue	1,518,591	1,061,078	996,078	1,018,153	1,014,153	989,153
Unrealized Gain/(Loss) on Investments	-	-	-	-	-	-
Total Revenues	172,913,155	180,201,934	182,411,548	185,301,580	187,618,711	190,264,149
EXPENSES:						
Employee Salaries & Wages	74,192,378	74,260,349	76,548,947	79,312,172	81,574,378	83,991,929
Fringe Benefits	36,462,131	36,223,086	38,074,983	40,138,779	42,058,941	44,102,200
Contracted Temporary Personnel	3,016,888	2,680,304	2,747,458	2,751,909	2,689,869	2,569,932
Utilities	4,433,724	4,724,084	4,619,724	4,640,115	4,673,300	4,711,277
Other Operating Expenses	24,940,605	26,787,605	26,156,120	26,391,292	26,300,652	26,044,075
Total Expenses	143,045,726	144,675,428	148,147,232	153,234,267	157,297,140	161,419,413
NET TRANSFERS:						
Auxiliary Fund	-	-	-	-	-	-
Designated Fund	(3,464,314)	(3,845,116)	(3,985,402)	(3,975,078)	(4,319,701)	(4,491,366)
Restricted Fund	(250,000)	(325,000)	(350,000)	(350,000)	(375,000)	(375,000)
Plant (Capital) Fund	(25,000,000)	(30,000,000)	(30,000,000)	(30,000,000)	(30,000,000)	(30,000,000)
Total Net Transfers	(28,714,314)	(34,170,116)	(34,335,402)	(34,325,078)	(34,694,701)	(34,866,366)
Increase (Decrease) in Net Position	1,153,115	1,356,390	(71,086)	(2,257,765)	(4,373,130)	(6,021,630)
Net Position - Beginning of year	64,944,466	66,097,581	67,453,971	67,382,885	65,125,120	60,751,990
Net Position - End of year	\$66,097,581	\$67,453,971	\$67,382,885	\$65,125,120	\$60,751,990	\$54,730,360

General Fund Budget • Revenues Fiscal Year 2024

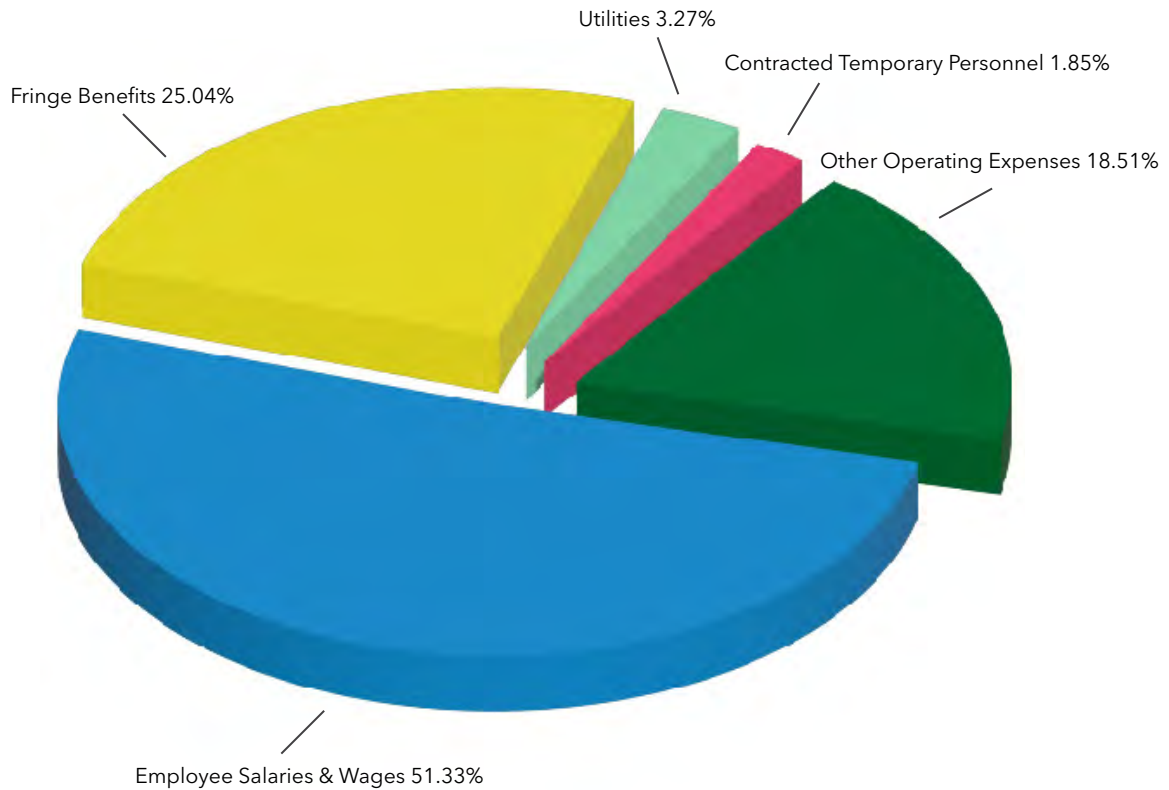
Category	Revenue	Percent
Property Taxes	\$104,700,000	58.10%
State Appropriations	27,350,000	15.18%
Tuition & Fees	40,590,856	22.52%
Investment Income	6,500,000	3.61%
Miscellaneous Revenue	1,061,078	0.59%
Total Revenues	\$180,201,934	100.00%



General Fund Detail

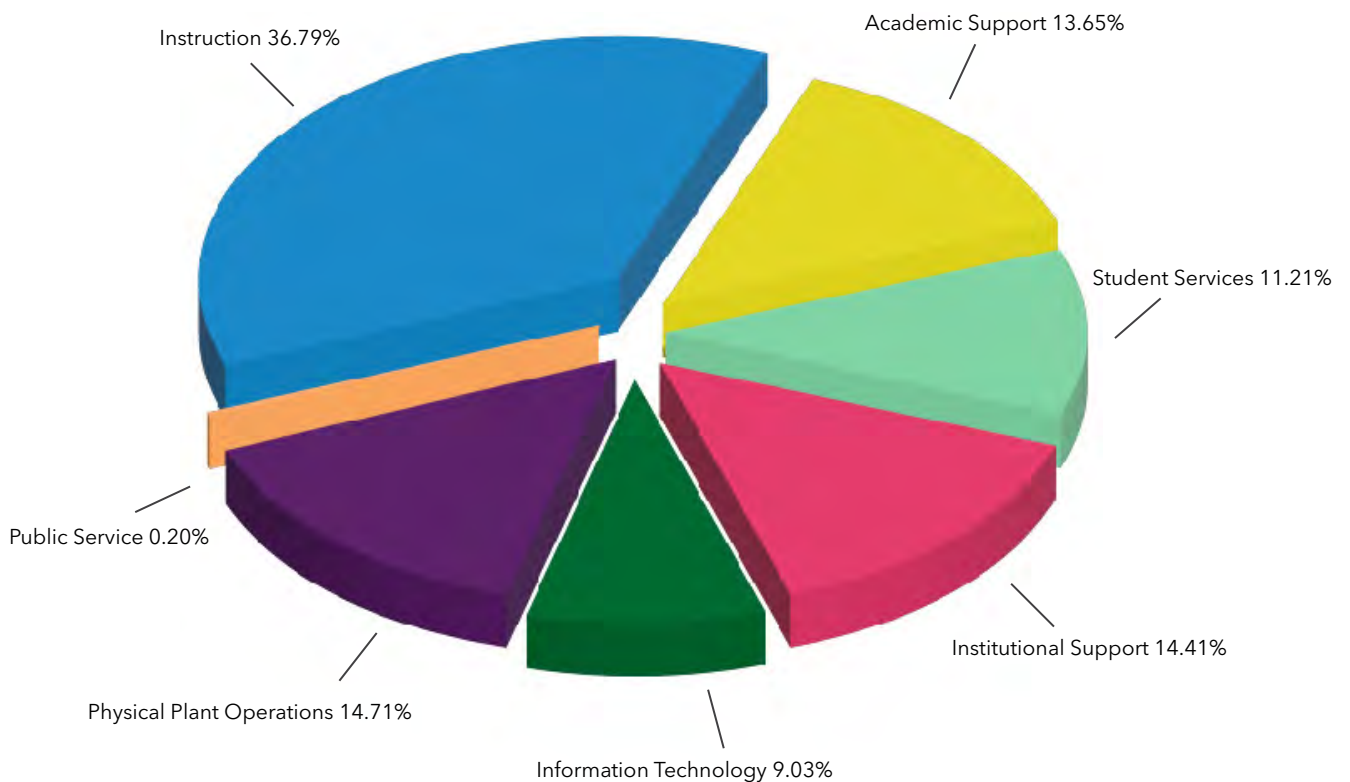
General Fund Budget • Expenses by *Object* Fiscal Year 2024

Category	Expenses	Percent
Employee Salaries & Wages	\$74,260,349	51.33%
Fringe Benefits	36,223,086	25.04%
Contracted Temporary Personnel	2,680,304	1.85%
Utilities	4,724,084	3.27%
Other Operating Expenses	26,787,605	18.51%
Total Expenses	\$144,675,428	100.00%



General Fund Budget • Expenses by *Activity* Fiscal Year 2024

Category	Expenses	Percent
Instruction	\$53,225,926	36.79%
Academic Support	19,748,748	13.65%
Student Services	16,218,605	11.21%
Institutional Support	20,851,700	14.41%
Information Technology	13,057,404	9.03%
Physical Plant Operations	21,277,802	14.71%
Public Service	295,243	0.20%
Total Expenses	\$144,675,428	100.00%



Expenses are presented using Activities Classification Structure (ACS) categories.
See Appendix A for the definition of ACS categories.

General Fund Budget Comparison of Fiscal Year 2024 to Fiscal Year 2023 Budget

	2023 Budget	2024 Budget	Increase (Decrease)	% Change 2023-2024
REVENUES:				
Property Taxes	\$97,600,000	\$104,700,000	\$7,100,000	7.27%
State Appropriations	27,325,402	27,350,000	24,598	0.09%
Tuition & Fees	39,469,162	40,590,856	1,121,694	2.84%
Investment Income	7,000,000	6,500,000	(500,000)	-7.14%
Miscellaneous Revenue	1,518,591	1,061,078	(457,513)	-30.13%
Total Revenues	172,913,155	180,201,934	7,288,779	4.22%
EXPENSES:				
Employee Salaries & Wages	74,192,378	74,260,349	67,971	0.09%
Fringe Benefits	36,462,131	36,223,086	(239,045)	-0.66%
Contracted Temporary Personnel	3,016,888	2,680,304	(336,584)	-11.16%
Utilities	4,433,724	4,724,084	290,360	6.55%
Other Operating Expenses	24,940,605	26,787,605	1,847,000	7.41%
Total Expenses	143,045,726	144,675,428	1,629,702	1.14%
NET TRANSFERS:				
Designated Fund	(3,464,314)	(3,845,116)	380,802	10.99%
Restricted Fund	(250,000)	(325,000)	75,000	30.00%
Plant (Capital) Fund	(25,000,000)	(30,000,000)	5,000,000	20.00%
Total Net Transfers	(28,714,314)	(34,170,116)	5,455,802	19.00%
Increase (Decrease) in Net Position	1,153,115	1,356,390		
Net Position - Beginning of year	64,944,466	66,097,581		
Net Position - End of year	\$66,097,581	\$67,453,971		

Budgeted General Fund Expenses by Organization/Department Fiscal Year 2024

Department Code	Department Description	Salaries	Fringe Benefits	All Other Operating	Total
INSTRUCTION					
111001	Art	\$791,286	\$367,635	\$90,865	\$1,249,786
111002	Music	175,745	87,832	15,851	279,428
111003	Humanities	654,708	299,905	4,994	959,607
111004	Theater/Film	152,266	64,645	65,727	282,638
111005	Foundations of Humanities	24,469	8,963	50	33,482
111006	Philosophy	563,147	240,263	2,775	806,185
111010	Global Studies	22,950	8,407	350	31,707
111997	Other Instruction	80,000	29,304	50,000	159,304
112001	Arabic	15,844	5,804	302	21,950
112002	English	3,212,496	1,397,652	17,588	4,627,736
112003	French	52,192	19,118	550	71,860
112004	German	14,912	5,462	380	20,754
112006	Japanese	37,280	13,656	634	51,570
112008	Spanish	382,139	159,391	5,710	547,240
112009	Communications	582,261	273,898	4,114	860,273
112012	Sign Language	439,896	185,114	59,895	684,905
112013	English as a Second Language	834,013	332,145	20,594	1,186,752
113001	Economics	619,827	263,412	4,164	887,403
113002	Geography	61,920	22,681	1,450	86,051
113003	Political Science	554,530	270,622	2,850	828,002
113004	Psychology	1,236,997	585,300	13,180	1,835,477
113006	Sociology	788,836	362,955	2,760	1,154,551
113007	History	933,854	462,597	3,010	1,399,461
113008	Anthropology	166,122	69,788	2,050	237,960
114001	Mathematics	3,183,777	1,474,987	31,901	4,690,665
115001	Biology	2,285,557	1,061,115	204,042	3,550,714
115002	Chemistry	1,087,700	539,946	112,400	1,740,046
115004	Physics	489,166	263,362	36,387	788,915
115005	Life Science	-	-	12,150	12,150
115006	General Science	271,622	137,360	30,982	439,964
115007	Foundations of Natural & Life Sciences	3,728	1,366	1,500	6,594
116001	Physical Education	197,447	81,381	11,991	290,819
117001	Health	80,416	29,456	4,050	113,922
121001	Accounting	606,657	280,686	4,850	892,193
121004	Business Administration	1,114,270	527,368	4,150	1,645,788
122001	Computer Information Systems	1,582,337	670,718	12,595	2,265,650
123002	Paralegal	301,751	138,783	19,313	459,847
124001	Library Technology	99,822	59,904	3,617	163,343
124002	Law Enforcement	640,585	278,940	1,076	920,601

Budgeted General Fund Expenses by Organization/Department Fiscal Year 2024

Department Code	Department Description	Salaries	Fringe Benefits	All Other Operating	Total
124003	Fire Fighter Technology	33,413	12,239	-	45,652
124004	Early Childhood Development	266,804	115,422	1,400	383,626
124005	Mental Health	222,102	113,476	1,517	337,095
125003	Photography	474,528	203,940	77,925	756,393
125005	Graphic Design	176,347	88,053	9,760	274,160
126001	Food Service/Hospitality	693,355	368,014	79,646	1,141,015
126002	Interior Design	140,879	69,454	7,525	217,858
132001	Pre-Engineering	10,090	3,696	5,700	19,486
132003	Drafting	16,776	6,145	900	23,821
132004	Computer Aided Design	403,224	185,887	33,183	622,294
132011	Material Science	16,776	6,145	900	23,821
132014	Mechatronics	34,834	17,090	15,300	67,224
133004	Automotive Service	342,693	166,062	59,588	568,343
133007	Machine Tool Technology	191,881	98,117	34,031	324,029
133008	Robotics Technology	181,935	84,153	24,577	290,665
133009	Welding & Fabricating Technology	255,377	116,198	89,260	460,835
133012	Environmental Systems Technology	212,408	99,985	43,649	356,042
133020	Collision Auto Repair	232,118	111,117	49,385	392,620
133021	Diesel Truck Technology	29,824	10,925	75,700	116,449
134003	Construction Management	33,700	12,344	2,000	48,044
135002	Electrical Trades Technology	13,744	5,034	5,200	23,978
135003	Electronics Technology	122,451	62,654	9,400	194,505
137001	Apprentice Technical	33,776	12,372	1,048	47,196
141001	Nursing Instruction	3,593,285	1,478,548	100,102	5,171,935
142001	Dental Hygiene	844,331	378,327	46,930	1,269,588
142002	Dental Hygiene Clinic	69,740	34,309	47,347	151,396
143002	Diagnostic Medical Sonography	206,802	122,336	24,025	353,163
143003	Radiologic Technology	216,889	86,375	26,560	329,824
144001	Respiratory Therapy	206,898	91,567	25,589	324,054
145002	Medical Assisting	274,661	141,408	13,987	430,056
145003	Emergency Medical Technology	562,750	311,301	52,659	926,710
145005	Health Care Administration	40,076	14,680	50,488	105,244
145010	Surgical Technology	140,120	69,130	106,301	315,551
146001	Health Related Biology	342,326	164,632	28,587	535,545
146003	Microbiology	71,494	30,005	4,001	105,500
152002	Academic Support Center	89,620	32,828	6,850	129,298
153001	Counseling Instruction	36,548	13,387	7,683	57,618
Instruction Total		\$35,177,100	\$16,019,276	\$2,029,550	\$53,225,926

Budgeted General Fund Expenses by Organization/Department Fiscal Year 2024

Department Code	Department Description	Salaries	Fringe Benefits	All Other Operating	Total
ACADEMIC SUPPORT					
410001	Library Systems	\$356,744	\$161,066	\$489,764	\$1,007,574
410002	Library	1,522,899	820,121	336,448	2,679,468
410003	Electronic Resource Center	306,055	124,379	24,320	454,754
440001	Behavioral Science Department	84,018	41,309	4,400	129,727
440004	English Department	76,936	38,420	6,418	121,774
440005	Arts Department	19,291	12,824	4,242	36,357
440006	Mathematics Department	53,565	32,950	4,668	91,183
440008	Science Department	60,223	24,915	8,909	94,047
440009	Humanities Department	67,269	37,581	4,926	109,776
440011	CIS/BIS Department	48,667	23,564	1,994	74,225
440012	Business Department	74,396	41,005	3,974	119,375
440013	Allied Health Department	191,028	90,622	6,224	287,874
440014	Nursing Department	222,383	153,798	20,475	396,656
440015	Technology Department	23,336	10,782	6,200	40,318
440016	Faculty Support Services	128,479	110,552	4,500	243,531
440018	Academic Senate	113,676	41,640	5,475	160,791
440021	Higher Learning Commission	-	-	75,750	75,750
440023	Academic Support Center	1,817,650	860,323	51,859	2,729,832
440025	A.C.C.E.S.S.	882,612	402,138	241,225	1,525,975
440028	Provost	961,383	328,774	124,865	1,415,022
440030	Dean of Public Service	246,109	116,568	20,939	383,616
440031	Dean of EMIT	304,789	189,410	15,941	510,140
440032	Dean of Nursing	424,771	207,953	5,505	638,229
440035	Dean of Business and Information Technologies	202,018	106,930	2,200	311,148
440036	Dean of Mathematics & Sciences	253,261	138,465	1,375	393,101
440136	Culinary Department	39,087	31,704	4,200	74,991
440147	Testing Center	58,710	26,053	174,550	259,313
440150	Dean of College Readiness	201,318	100,509	7,235	309,062
440151	Dean of English, Literature & Communication	264,225	123,101	3,950	391,276
440152	Dean of Social Sciences & Human Services	199,292	81,744	496	281,532
440153	Dean of Learning Resources	197,918	99,263	16,312	313,493
440157	Dean of Technology & Instructional Innovation	831,983	395,358	916,054	2,143,395
440159-160	Associate Provosts	355,814	166,795	16,880	539,489
440162	Dean of Teaching Excellence	321,418	162,158	124,060	607,636
440163	Executive Director of Culinary	59,951	30,917	5,845	96,713
440700	Apprenticeships	-	-	7,900	7,900
440999	Other Academic Support	490,654	203,051	-	693,705
Academic Support Total		\$11,461,928	\$5,536,742	\$2,750,078	\$19,748,748

Budgeted General Fund Expenses by Organization/Department Fiscal Year 2024

Department Code	Department Description	Salaries	Fringe Benefits	All Other Operating	Total
STUDENT SERVICES					
510002	Vice Chancellor for Student Services	\$263,516	\$128,038	\$108,150	\$499,704
510003	Enrollment Services	805,632	482,684	3,850	1,292,166
510004	College Readiness & Secondary Partnerships	125,180	69,179	29,515	223,874
510006	Dean of Enrollment Services	266,861	139,426	7,800	414,087
510007	Dean of Students	277,513	123,603	7,900	409,016
510008	Dean of Student Engagement	324,076	157,016	46,400	527,492
520002	Physical Education Facility	92,480	35,277	5,615	133,372
520005	Phi Theta Kappa	-	-	11,950	11,950
520012	Smith Theater	1,000	366	36,575	37,941
520013	Johnson Theater	-	-	25,640	25,640
520026	OCC Bands	-	-	1,100	1,100
530001	Counseling Services	3,489,604	1,584,369	25,162	5,099,135
530608	Peer Mentoring	-	-	15,200	15,200
530613	Student Recruiter Program	-	-	10,000	10,000
540001	Career Services	130,672	53,975	14,350	198,997
540002	Financial Aid Director	388,598	128,585	579,950	1,097,133
540003	Financial Aid Office	1,089,542	628,022	983,500	2,701,064
540004	Veterans Affairs	183,470	78,064	9,800	271,334
540198	MAN UP	-	-	8,871	8,871
560001	Athletic Director	149,106	79,318	122,160	350,584
560002	Cross Country	11,227	4,112	17,660	32,999
560004	Women's Softball	16,615	6,086	111,115	133,816
560005	Women's Basketball	14,971	5,484	59,165	79,620
560006	Women's Volleyball	14,470	5,300	56,250	76,020
560007	Men's Golf	8,763	3,210	33,646	45,619
560008	Men's Basketball	16,477	6,036	67,053	89,566
570001	Orientation	-	-	56,016	56,016
570002	Registrar	670,680	372,225	65,591	1,108,496
570003	Commencement	-	-	111,963	111,963
570004	Admissions	513,039	283,116	104,064	900,219
570005	College Transfer Center	-	-	7,450	7,450
570011	International Student Advisors	137,847	77,500	32,814	248,161
Student Services Total		\$8,991,339	\$4,450,991	\$2,776,275	\$16,218,605
INSTITUTIONAL SUPPORT					
610001	Board of Trustees	\$ -	\$ -	\$70,845	\$70,845
610003	Chancellor's Office	551,193	227,855	59,950	838,998
620000	Other Institutional/Staff Turnover	(1,423,000)	(560,393)	5,462,374	3,478,981
620001	Vice Chancellor for Marketing & Communications	189,569	38,908	5,640	234,117

Budgeted General Fund Expenses by Organization/Department Fiscal Year 2024

General Fund Detail

Department Code	Department Description	Salaries	Fringe Benefits	All Other Operating	Total
620002	Graphic Services	168,486	105,459	150	274,095
620005	Diversity, Equity, Inclusion & Justice	107,580	37,900	88,100	233,580
620010	Vice Chancellor for Administrative Services	282,679	133,045	26,750	442,474
620012	Financial Services	1,208,650	660,949	190,352	2,059,951
620013	Budget & Financial Planning	443,352	184,988	81,640	709,980
620014	Purchasing & Auxiliary Services	572,966	331,621	21,000	925,587
620015	Duplicating Costs	-	-	35,000	35,000
620021	Human Resources	1,712,903	738,075	400,000	2,850,978
620022	Environmental Health & Safety	145,485	70,148	94,781	310,414
620024	Staff Development Activities	-	-	55,600	55,600
620025	Shipping/Receiving/Mailroom	298,173	178,864	167,478	644,515
620028	Duplicating Services	105,477	70,429	192,520	368,426
620029	Title IX	-	-	41,500	41,500
620032	Campus Print Management	-	-	391,150	391,150
620034-40 & 76	Tuition Reimbursement	-	180,000	-	180,000
620048	Food Service-Vendors	-	-	24,600	24,600
620064	Institutional Effectiveness	957,152	413,372	273,733	1,644,257
620071	Team Activities	-	-	5,000	5,000
620073	ID Card Program/iROC cash	-	-	13,710	13,710
620077	Vice Chancellor for Advancement	236,766	118,866	7,700	363,332
620078	Chief Strategy Officer of Institutional Effectiveness	259,526	93,744	15,300	368,570
620081	Vice Chancellor for Legal Affairs	413,647	151,464	145,884	710,995
620082	Internal Events	85,477	54,614	85,621	225,712
620102	ADA Compliance	-	-	36,000	36,000
620105	Switchboard	78,207	54,331	28	132,566
620523	OCCARP	-	-	1,650	1,650
630001	Marketing & Communications	835,824	353,862	1,337,796	2,527,482
630004	Foundation	165,263	76,252	65,345	306,860
630015	Government & Community Relations	97,661	28,555	218,559	344,775
Institutional Support Total		\$7,493,036	\$3,742,908	\$9,615,756	\$20,851,700
INFORMATION TECHNOLOGY					
620008/620113/ 440146	Computer/Tech Station Replacement Program	\$ -	\$ -	\$1,100,000	\$1,100,000
620018	Vice Chancellor for Information Tech/CIO	447,408	144,854	2,970	595,232
620108	Information Technology	1,918,491	1,003,031	8,440,650	11,362,172
Information Technology Total		\$2,365,899	\$1,147,885	\$9,543,620	\$13,057,404

Budgeted General Fund Expenses by Organization/Department Fiscal Year 2024

Department Code	Department Description	Salaries	Fringe Benefits	All Other Operating	Total
PHYSICAL PLANT OPERATIONS					
710001	Facilities Operations	\$449,057	\$220,982	\$36,866	\$706,905
720001	Grounds Maintenance	961,659	573,296	401,179	1,936,134
720002	Mechanical Maintenance	2,315,186	1,401,513	1,199,027	4,915,726
730001	Custodial Services	2,705,426	1,956,793	315,627	4,977,846
730002	Facilities Managers	313,135	161,943	237,306	712,384
740001	Utilities	-	-	4,724,082	4,724,082
740002	Energy Management	42,738	27,307	-	70,045
750001	Public Safety	1,834,986	898,067	501,627	3,234,680
Physical Plant Operations Total		\$8,622,187	\$5,239,901	\$7,415,714	\$21,277,802
PUBLIC SERVICE					
320006	Facility Rentals	\$81,650	\$53,138	\$32,700	\$167,488
320007	EMT Continuing Ed	67,210	32,245	28,300	127,755
Public Service Total		\$148,860	\$85,383	\$61,000	\$295,243
Grand Total		\$74,260,349	\$36,223,086	\$34,191,993	\$144,675,428



DESIGNATED FUND **DETAIL**

One of the two funds comprising the Operating Fund, the Designated Fund is used to account for operating activities that administration wants to consider separately from the General Fund. The primary activities recorded in this fund include the Police and Fire Academies, CREST (Combined Regional Emergency Services Training), Economic and Workforce Development, and Culinary Food Services.



Five-Year History with Budget and Forecast
Revenues and Expenses by **Object**
Fiscal Years 2018–2028

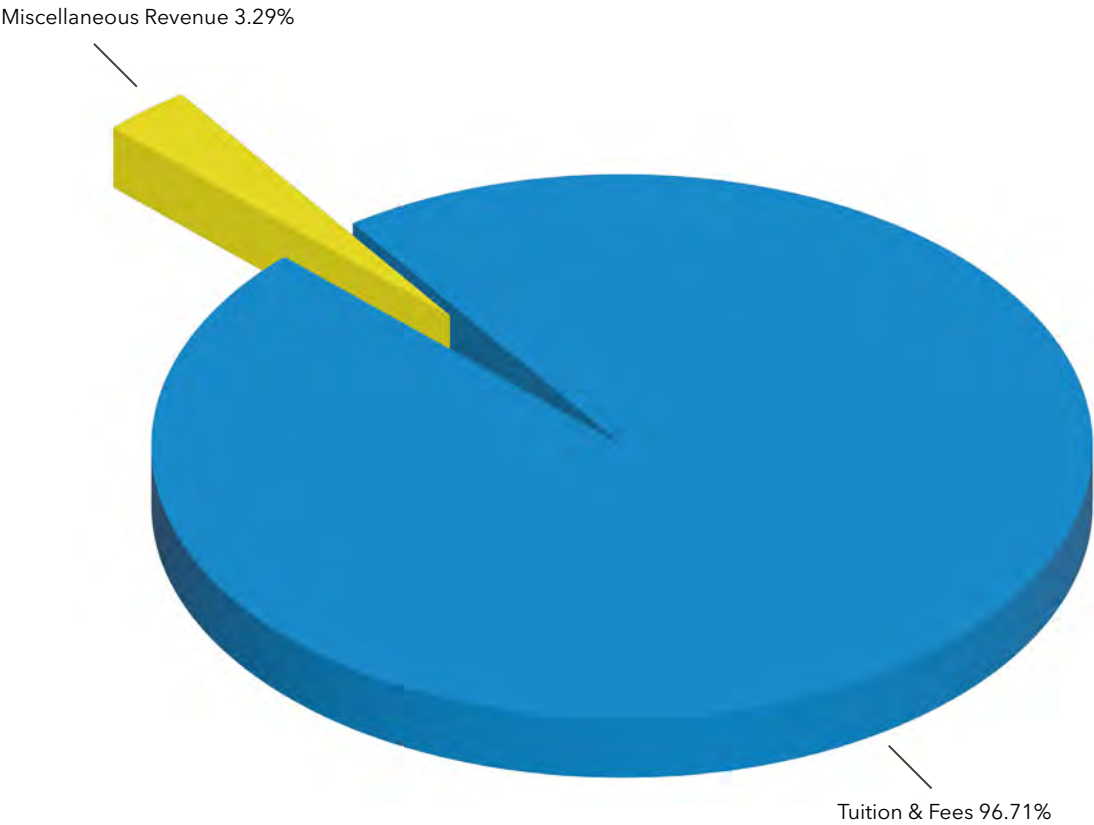
	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual
REVENUES:					
Tuition & Fees	\$2,362,475	\$2,329,744	\$1,767,964	\$1,838,004	\$2,590,519
Miscellaneous Revenue	469,853	317,993	287,738	188,940	236,984
Total Revenues	2,832,328	2,647,737	2,055,702	2,026,944	2,827,503
EXPENSES:					
Employee Salaries & Wages	1,747,192	1,881,993	1,744,965	2,041,392	2,297,670
Fringe Benefits	609,599	716,877	674,986	833,471	997,170
Contracted Temporary Personnel	850,819	802,448	693,003	679,856	972,283
Other Operating Expenses	822,767	857,100	553,811	549,611	749,061
Total Expenses	4,030,377	4,258,418	3,666,765	4,104,330	5,016,184
NET TRANSFERS:					
General Fund	1,472,219	1,629,206	1,938,365	1,377,471	2,089,774
Restricted Fund	-	-	-	1,068,442	-
Total Net Transfers	1,472,219	1,629,206	1,938,365	2,445,913	2,089,774
Increase (Decrease) in Net Position	274,170	18,525	327,302	368,527	(98,907)
Net Position - Beginning of year	78,603,263	78,877,433	78,895,958	79,223,260	79,591,787
Net Position - End of year	\$78,877,433	\$78,895,958	\$79,223,260	\$79,591,787	\$79,492,880

Five-Year History with Budget and Forecast
Revenues and Expenses by *Object*
Fiscal Years 2018–2028 (Continued)

	2023 Budget	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
REVENUES:						
Tuition & Fees	\$3,353,198	\$4,101,197	\$4,202,481	\$4,220,053	\$4,266,748	\$4,407,750
Miscellaneous Revenue	145,933	139,570	144,230	147,335	152,445	155,555
Total Revenues	3,499,131	4,240,767	4,346,711	4,367,388	4,419,193	4,563,305
EXPENSES:						
Employee Salaries & Wages	2,681,433	2,912,204	2,968,255	3,097,304	3,115,078	3,203,271
Fringe Benefits	1,331,654	1,461,637	1,525,691	1,596,045	1,647,918	1,729,202
Contracted Temporary Personnel	1,796,591	2,086,730	2,134,236	1,943,202	1,921,812	1,958,671
Other Operating Expenses	1,568,155	1,892,252	1,971,341	1,836,545	2,054,086	2,163,527
Total Expenses	7,377,833	8,352,823	8,599,523	8,473,096	8,738,894	9,054,671
NET TRANSFERS:						
General Fund	3,464,314	3,845,116	3,985,402	3,975,078	4,319,701	4,491,366
Restricted Fund	-	-	-	-	-	-
Total Net Transfers	3,464,314	3,845,116	3,985,402	3,975,078	4,319,701	4,491,366
Increase (Decrease) in Net Position	(414,388)	(266,940)	(267,410)	(130,630)	-	-
Net Position - Beginning of year	79,492,880	79,078,492	78,811,552	78,544,142	78,413,512	78,413,512
Net Position - End of year	\$79,078,492	\$78,811,552	\$78,544,142	\$78,413,512	\$78,413,512	\$78,413,512

Designated Fund Budget • Revenues
Fiscal Year 2024

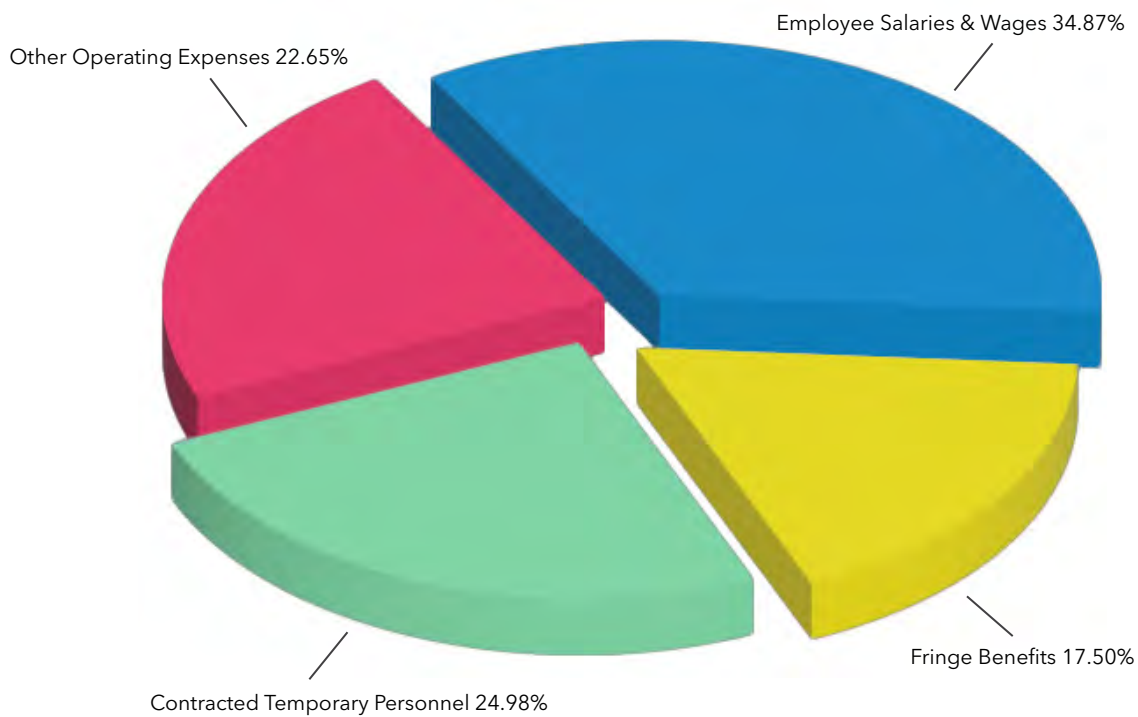
Category	Revenue	Percent
Tuition & Fees	\$4,101,197	96.71%
Miscellaneous Revenue	139,570	3.29%
Total Revenues	\$4,240,767	100.00%



Designated Fund Detail

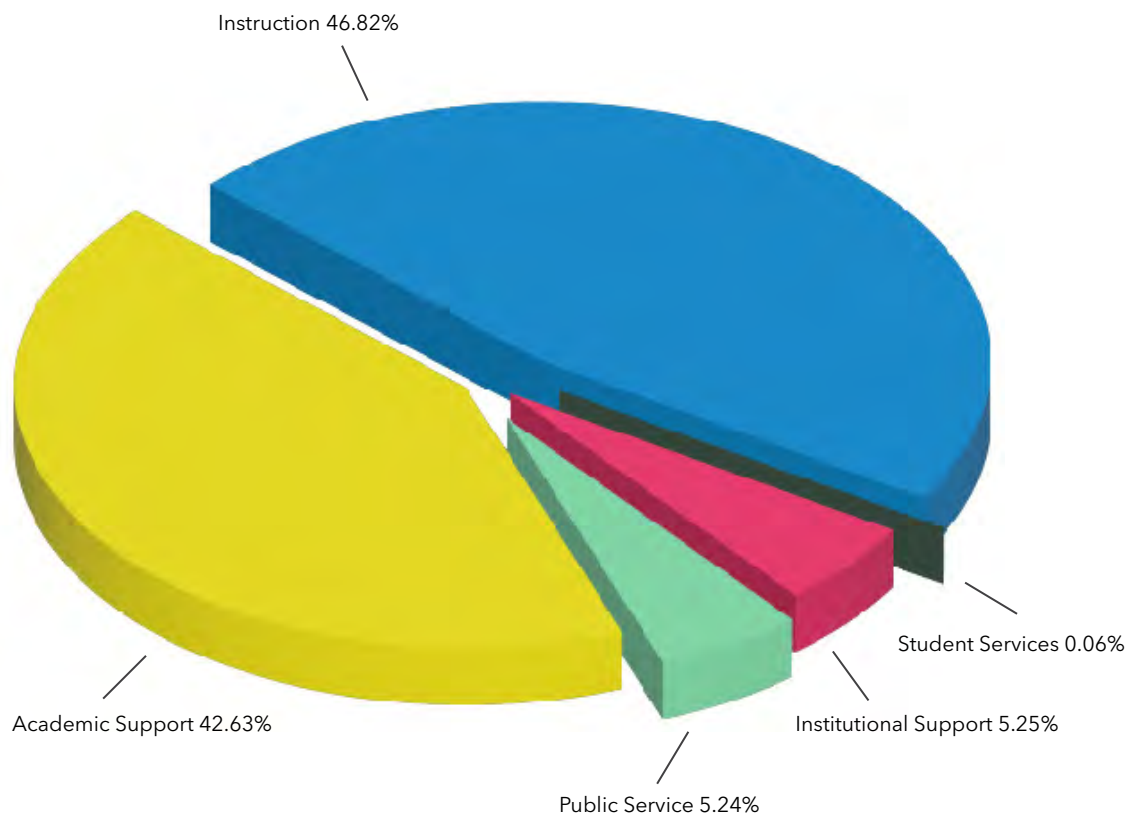
Designated Fund Budget • Expenses by *Object*
Fiscal Year 2024

Category	Expenses	Percent
Employee Salaries & Wages	\$2,912,204	34.87%
Fringe Benefits	1,461,637	17.50%
Contracted Temporary Personnel	2,086,730	24.98%
Other Operating Expenses	1,892,252	22.65%
Total Expenses	\$8,352,823	100.00%



Designated Fund Budget • Expenses by *Activity* Fiscal Year 2024

Category	Expenses	Percent
Instruction	\$3,910,931	46.82%
Academic Support	3,560,512	42.63%
Student Services	5,100	0.06%
Institutional Support	438,500	5.25%
Public Service	437,780	5.24%
Total Expenses	\$8,352,823	100.00%



Designated Fund Detail

Expenses are presented using Activities Classification Structure (ACS) categories.
See Appendix A for the definition of ACS categories.

Designated Fund Budget Comparison of Fiscal Year 2024 to Fiscal Year 2023 Budget

	2023 Budget	2024 Budget	Increase (Decrease)	% Change 2023-2024
REVENUES:				
Tuition & Fees	\$3,353,198	\$4,101,197	\$747,999	22.31%
Miscellaneous Revenue	145,933	139,570	(6,363)	-4.36%
Total Revenues	3,499,131	4,240,767	741,636	21.19%
EXPENSES:				
Employee Salaries & Wages	2,681,433	2,912,204	230,771	8.61%
Fringe Benefits	1,331,654	1,461,637	129,983	9.76%
Contracted Temporary Personnel	1,796,591	2,086,730	290,139	16.15%
Other Operating Expenses	1,568,155	1,892,252	324,097	20.67%
Total Expenses	7,377,833	8,352,823	974,990	13.22%
NET TRANSFERS:				
General Fund	3,464,314	3,845,116	380,802	10.99%
Total Net Transfers	3,464,314	3,845,116	380,802	10.99%
Increase (Decrease) in Net Position	(414,388)	(266,940)		
Net Position - Beginning of year	79,492,880	79,078,492		
Net Position - End of year	\$79,078,492	\$78,811,552		



AUXILIARY FUND DETAIL

Prior to fiscal year 2023, the Operating Fund included the Auxiliary Fund which accounted for the activities of the College's campus bookstores. During fiscal year 2022, the bookstore operations were transferred to an outside vendor. The final five years of activity for the bookstore operations is provided.



Five-Year History
Revenues and Expenses by *Object*
Fiscal Years 2018–2028

	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual
REVENUES:					
Auxiliary Activities	\$6,229,489	\$5,405,399	\$3,941,514	\$3,254,894	\$2,075,104
Miscellaneous Revenue	62,091	51,998	3,045	-	-
Total Revenues	6,291,580	5,457,397	3,944,559	3,254,894	2,075,104
EXPENSES:					
Employee Salaries & Wages	1,084,728	1,057,688	810,733	664,908	248,582
Fringe Benefits	536,045	522,169	401,981	356,092	123,243
Contracted Temporary Personnel	38,021	31,756	18,597	45,385	41,559
Other Operating Expenses	4,659,993	3,994,563	3,156,903	2,679,090	1,766,371
Total Expenses	6,318,787	5,606,176	4,388,214	3,745,475	2,179,755
NET TRANSFERS:					
General Fund	-	-	(1,621,228)	-	(6,208,316)
Restricted Fund	-	-	-	1,214,460	565,723
Total Net Transfers	-	-	(1,621,228)	1,214,460	(5,642,593)
Increase (Decrease) in Net Position	(27,207)	(148,779)	(2,064,883)	723,879	(5,747,244)
Net Position - Beginning of year	7,264,234	7,237,027	7,088,248	5,023,365	5,747,244
Net Position - End of year	\$7,237,027	\$7,088,248	\$5,023,365	\$5,747,244	\$ -

*Prior to fiscal year 2023, the Auxiliary Budget accounted for the College's campus bookstores. During fiscal year 2022, the bookstore operations were transferred to an outside vendor.

Five-Year History
Revenues and Expenses by *Object*
Fiscal Years 2018–2028 (Continued)

	2023*	2024*	2025*	2026*	2027*	2028*
REVENUES:						
Auxiliary Activities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-
EXPENSES:						
Employee Salaries & Wages	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-
Contracted Temporary Personnel	-	-	-	-	-	-
Other Operating Expenses	-	-	-	-	-	-
Total Expenses	-	-	-	-	-	-
NET TRANSFERS:						
General Fund	-	-	-	-	-	-
Restricted Fund	-	-	-	-	-	-
Total Net Transfers	-	-	-	-	-	-
Increase (Decrease) in Net Position	-	-	-	-	-	-
Net Position - Beginning of year	-	-	-	-	-	-
Net Position - End of year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



CAPITAL **FUND**

The Capital Fund provides for the College's capital needs, including capital equipment, information technology and physical facility projects, and where appropriate, the principal and interest payments on bond debt. The budget in the Capital Fund was based on input from the College community.



Capital Fund

The Capital Fund provides for the College's capital needs, including capital equipment, information technology and physical facility projects, and where appropriate, the principal and interest payments on bond debt. A capital expenditure is defined as the purchase of an asset used in the course of the College's operations with a useful life in excess of one year and a purchase cost of \$5,000 or more. A capital expenditure is recorded as an asset on the College's balance sheet and is depreciated over its anticipated useful life.

Capital Budget and Forecast Fiscal Years 2024-2028

	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast
Beginning Unrestricted Net Position	\$223,802,218	\$68,738,220	\$77,771,220	\$6,382,220	\$24,890,620
Transfer from the General Fund	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000
Capital Equipment College-Wide	1,791,507	1,800,000	1,800,000	1,800,000	1,800,000
Information Technology Projects	2,190,759	1,517,000	1,839,000	1,941,600	4,975,000
Physical Facility Projects (By Campus):					
Auburn Hills	31,402,214	10,250,000	90,250,000	250,000	15,250,000
College-Wide	7,550,000	6,750,000	6,750,000	6,750,000	6,750,000
District Office	50,000	50,000	-	-	-
Highland Lakes	250,000	100,000	250,000	250,000	-
Orchard Ridge	69,557,910	250,000	250,000	250,000	250,000
Royal Oak	71,911,721	150,000	150,000	150,000	150,000
Southfield	359,887	100,000	100,000	100,000	100,000
Total Physical Facility Projects	181,081,732	17,650,000	97,750,000	7,750,000	22,500,000
Total Capital Equipment & Project Forecast	185,063,998	20,967,000	101,389,000	11,491,600	29,275,000
Ending Unrestricted Net Position	\$68,738,220	\$77,771,220	\$6,382,220	\$24,890,620	\$25,615,620

For the fiscal year 2024 budget, the College allocated \$185,063,998 for capital equipment and projects which included \$87 million of estimated costs remaining on physical facility projects not expected to be completed in fiscal year 2023. The College intends on covering fiscal year 2024 projects and equipment with a \$30 million transfer from the General Fund and approximately \$155 million from the Capital Fund's estimated unrestricted net position at July 1, 2023 of \$224 million. Operating expenses associated with capital equipment and projects have been included in the Operating Fund budget for fiscal years 2024-2028.

Capital Equipment

Capital equipment purchases are requested at the department level through submission and various approvals in the Questica Budget software. The initiator enters the request and supporting documentation into Questica, approvals are made based on available financial resources, environmental, health and safety impacts as well as facility requirements. This ensures before a major purchase is made, the College has buy-in from all relevant areas and related costs of safety and infrastructure are included in the budget. In the fiscal year 2024 budget, \$1,791,507 has been allocated for the purchase of capital equipment.

Debt Service

At present, the College has no outstanding bonds or debt service requirements.

Information Technology

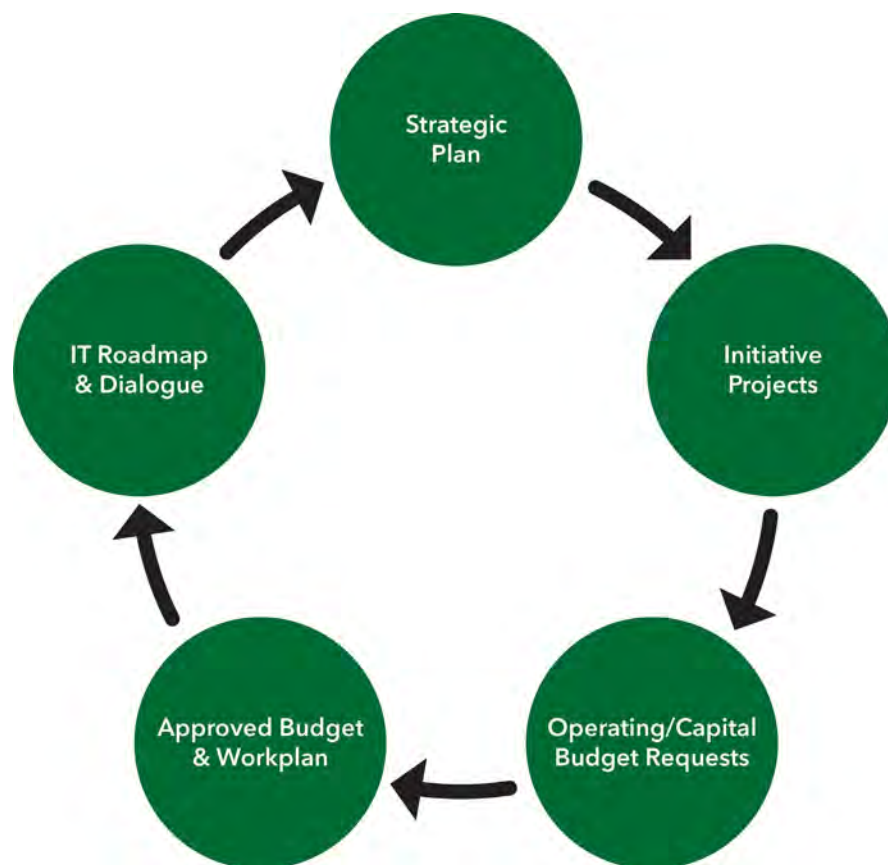
Oakland Community College's Information Technology Department (IT) commits to implementing robust, reliable and secure systems, maintaining the privacy of students, faculty and staff, allowing ease of accessibility, with continuous improvement and high-quality customer service. Through our strategic planning process, the College identifies strategic objectives and supporting action plans. The IT resources needed to support the action plans are identified by the initiative teams and are documented using IT project requests.

IT Capital and Operational Planning and Budgeting

IT combines the day-to-day maintenance requirements with the enhancement projects supporting the Strategic Planning actions, and/or new system requests (including hardware, software, and services) and builds a capital and operational budget request. Once the college budget is approved by the Board of Trustees, the draft work plan is finalized based on what funding has been approved. The College allocated \$2,190,759 for IT projects in fiscal year 2024.

IT Roadmap

The IT Roadmap is the college's Master Information Technology Plan. The roadmap contains projects that align with the college's strategic plan through support for approved action plans. The roadmap details how the College intends to deploy resources for technology in alignment with the strategic initiatives over a one to three-year planning horizon.



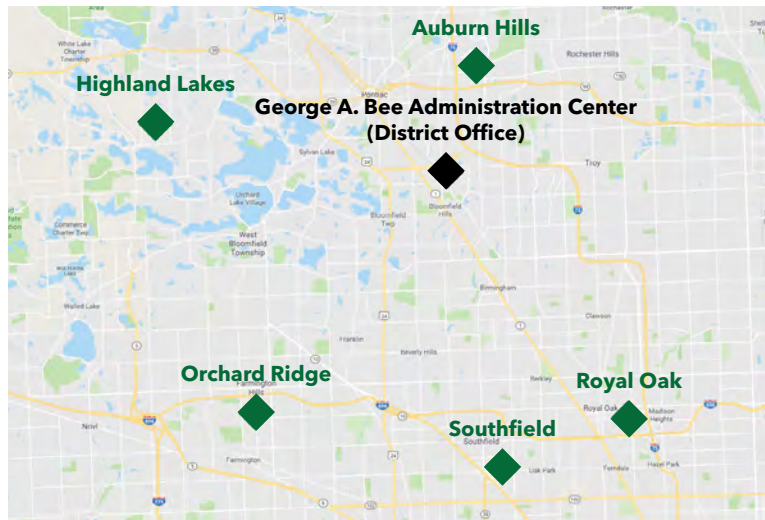
Facilities and Grounds

Oakland Community College is a large, multi-campus institution of higher education, training and community enrichment located in Oakland County. OCC has five academic campuses and one administrative campus with:

- 523 acres of land
- 70 buildings
- 2.2 million square feet
- And almost 380 classrooms

The estimated replacement value of the College buildings exceeds \$730 million and the annual cost to operate the physical plant is approximately \$15 million.

Current Campus Placement throughout Oakland County



The One OCC future plan identifies changes to academic spaces and the overall college footprint across the County in order to deliver on our long-standing commitment to access, inclusion, equity, innovation and collaboration to meet student needs.

Career opportunity growth is widely expected in health care in the coming years. To make health care education more convenient for students and invest in these growing programs, Health Sciences will be concentrated on one campus in 2025.

The Health Sciences programs will move from the Highland Lakes and Southfield campuses to the Orchard Ridge campus in fall 2025. Orchard Ridge campus buildings will be renovated into state-of-the-art learning spaces. The Highland Lakes campus in Waterford will close in fall 2025. OCC is working closely with local officials to ensure the property continues to benefit the people of Waterford. The Southfield campus will continue to offer general education classes.

OCC's District Office in Bloomfield Hills is on the real estate market. Administration staff has been relocating to campus spaces to be closer to our students, faculty and staff. OCC is working closely with local officials to help ensure a new owner will develop the site in the best interest of the neighborhood. While operational savings are anticipated in future years when all moves are complete, the overall dollar amount is yet to be determined.

Facilities Department

The Facilities' Operations and Maintenance Department is a centralized organizational unit within the College and is responsible for the entire physical plant, including all geographic locations owned and operated by the college. Responsibilities include maintenance and cleaning of buildings and grounds, renovation of facilities and new construction. The primary purpose of this unit is to provide a safe, clean, inviting and engaging environment for students and staff that is conducive to teaching, learning and working.

Budgeting for Facilities

The average OCC building is approximately 35 years old. As our facilities wear with age and heavy use, we must strategically plan to ensure we are meeting the needs and expectations of our students and community while at the same time, balancing the financial challenges currently present in higher education.

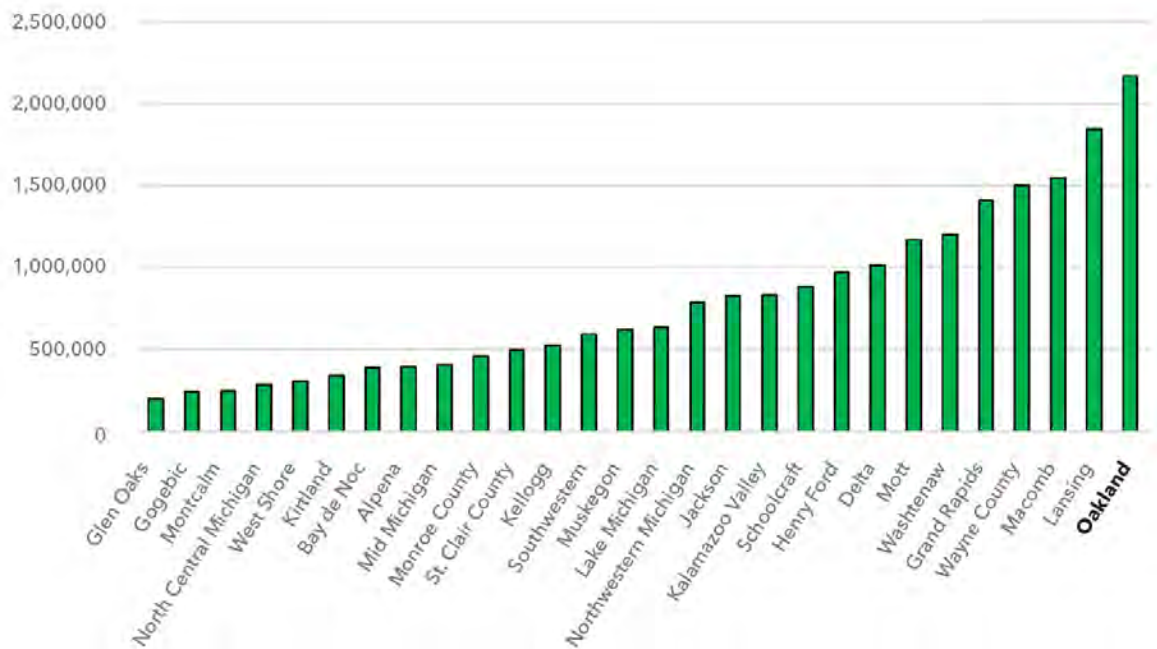
In 1995, the taxpayers of Oakland County approved a .8 mill levy to provide additional financial resources to assist the college in building and maintaining facilities, offering new programs, and providing student scholarships. The millage was renewed by voter consent in 2002, 2010 and again in 2019. These funds have been used for their proposed purposes and are a critically important component of our Capital budget.

In fiscal year 2024, the amount earmarked for physical facility projects is \$181,081,732 which includes an estimated \$87 million of costs remaining on facility projects that are not expected to be completed in fiscal year 2023. Facility projects funded through the Capital Fund include scheduled maintenance and several major building projects. One college-wide safety and security project that spans a couple of fiscal years is the replacement of door locks in classrooms and other areas. The project is complete or near completion at the Auburn Hills, Southfield and Royal Oak campuses. The Orchard Ridge campus was just started and Highland Lakes campus is also planned.

How We Compare to Our Peers

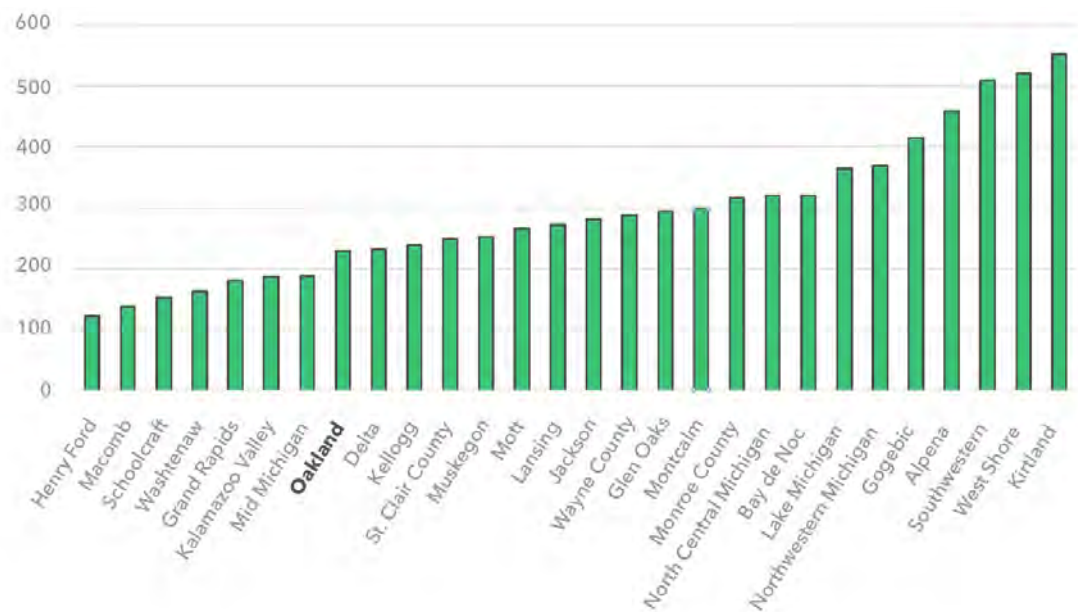
With 2.2 million square feet of building space, Oakland Community College is the largest community college in Michigan based on facility size.

Michigan Community College Square Footage



However, because OCC is also among the top in the number of fiscal year equated students (FYES), our ratio of square feet to FYES of 229, places OCC as eighth lowest among the 28 Michigan Community Colleges and below the State average of 292 square feet per FYES. The chart below illustrates the College size based on number of students.

Square Feet per Fiscal Year Equated Student



With over two million square feet of building space, OCC maintains a large footprint. To assist in prioritizing facility needs, the College has employed a consulting firm to provide a comprehensive facility condition needs assessment. The assessment, which is done every five years was last completed in August 2017. The next assessment kicked off in 2022 and is in process.

The comprehensive facility condition needs assessment was initially performed to accomplish the following objectives:

- Provide a data base inventory of the college’s facilities to allow for quick access to facilities information.
- Determine the condition of the buildings and provide the data in a concise format, allowing quick determination of the current replacement value and condition of each facility.
- Determine a Facilities Condition Needs Index (FCNI) for each building, each campus and the College as a whole. The FCNI is a benchmark index that rates the condition of existing college buildings and is used by facilities managers nationwide to quantify and prioritize deferred maintenance projects for capital planning purposes.
- Assist OCC in meeting the goals of its Mission Statement through timely maintenance of its facilities, which are the physical backbone of the college.

Based on the facility conditions needs report, we prioritized our major capital projects into the ten buildings with the highest deferred maintenance needs. The ten buildings, listed below are student utilized spaces that require attention in order to continue providing adequate instructional space for student learning and safety. The Auburn Hills C renovation and expansion project was completed in fall 2021. Other buildings are scheduled to be addressed within the next five years with Auburn Hills A building timing dependent on State funding.

	Campus - Building	FCNI
1	Auburn Hills - E	0.41
2	Auburn Hills - C	0.40
3	Auburn Hills - A	0.39
4	Auburn Hills - D	0.38
5	Orchard Ridge - H	0.37
6	Orchard Ridge - L	0.37
7	Auburn Hills - T	0.35
8	Auburn Hills - F	0.34
9	Orchard Ridge - J	0.34
10	Orchard Ridge - F	0.32

Facility Maintenance

Management of this large facilities portfolio carries with it the responsibility to preserve the assets and maintain them in a condition that will allow the College to effectively carry out its mission. Facility projects are requested through conversation with the Facilities Department and by submission of a Change Request through Questica. The Change Requests are vetted through department supervisors, facilities, IT and environmental health and safety. The projects are prioritized along with major capital improvements and repairs as supported by our facility conditions assessment. The requests are then added to our Five-Year Capital Plan (discussed below) for prioritization.

We anticipate spending up to approximately \$14 million each year on paving, roofing, electrical repairs, HVAC equipment and boiler repairs/replacement to maintain a safe and comfortable environment at the College.

Major Capital Projects

In consideration of upgrading facilities to better serve faculty and students while reducing emergency repairs, maintenance and energy cost, the College has developed a Five-Year Capital Plan. This plan considers major capital planning on a college-wide basis. The assessment of existing facilities showed the infrastructure components of many buildings have aged significantly. Despite ongoing maintenance and repair, which in most cases has extended the expected usable life beyond industry standards, OCC is faced with a large deferred maintenance need.

Utilizing the facility needs assessment report provided by the consultants, along with consideration for the programmatic needs of the College community, the projects have been prioritized. The Board of Trustees has agreed to set aside funds for the next five years for these projects. Each year, during the budget process the Board will approve the specific projects for the upcoming year's budget. During the fiscal year 2019 budget process, Auburn Hills C Building was selected as the top priority, and the project was completed on schedule in the fall of 2021. The 2020 and 2021 budgets identified a new building on the Royal Oak campus as a priority, which led to the E Building project.

Royal Oak E Building project was selected because of the need for updated, state-of-the-art Culinary spaces. The Culinary program is currently located at the Orchard Ridge campus. The aging building and equipment need replacement and the move to Royal Oak will provide an urban venue for the student operated restaurant and retail space. The construction of a new, state of the art Culinary Institute along Main Street in Royal Oak will provide updated facilities that will enable OCC to work collaboratively with the city to make Royal Oak a unique college town. The building will also include a central power plant to feed the HVAC and electrical needs of the entire campus. The current power plant will be removed providing a more aesthetically pleasing view from Main Street.



The goals for this building are to provide an aesthetically appealing urban campus and engage the community by providing dining experiences, cooking classes and a retail space for our student's work. The College is building to enhance the educational experience for students and faculty for another 50 years. Technology will be integrated into the building to support innovative teaching methods with demonstration classrooms. Natural lighting and windows will be used to provide inviting spaces and promote student collaboration and interaction. Accessibility, ADA regulations and inclusion issues will be thoughtfully considered and addressed throughout this project.

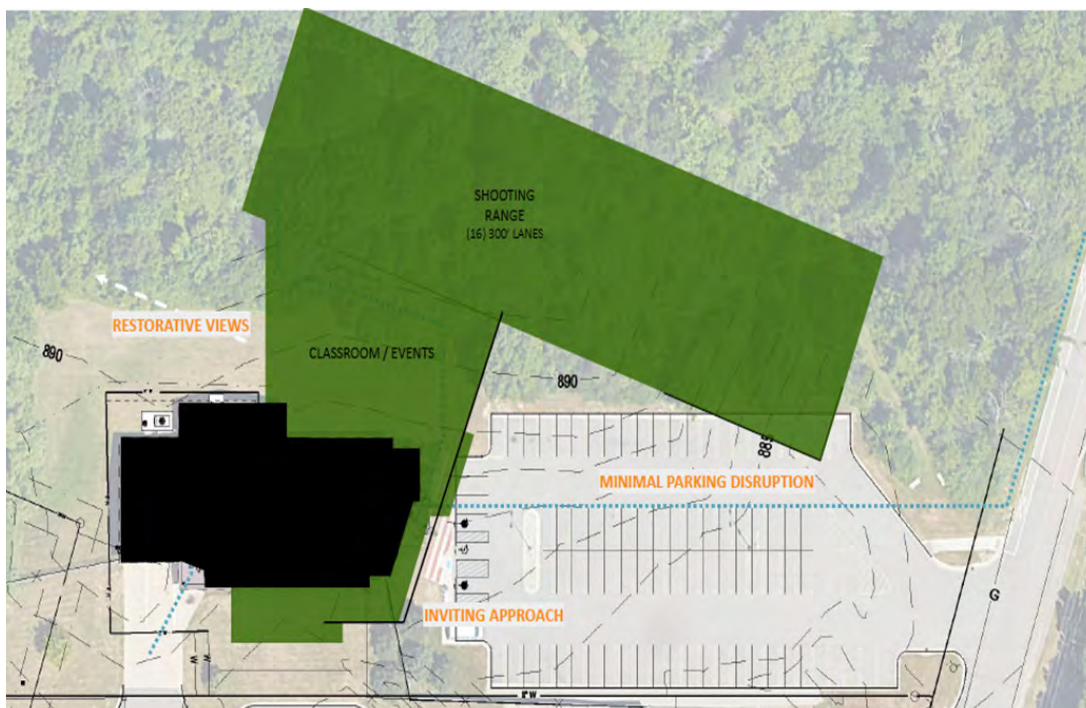
College staff, faculty and Board members have engaged with architects to design this state-of-the-art building as shown above. Ground breaking occurred in the fall of 2022 and completion is expected in fall 2025.

The timing of our Capital Plan to renovate and expand Auburn Hills Skilled Trades and Industrial Technology building (A Building) which was constructed in 1970, has shifted pending the availability of financial assistance from the State of Michigan's Capital Outlay program. This funding has historically been available on an annual basis to community colleges and universities throughout the State. OCC's last Capital Outlay funding occurred in 1993 for Auburn Hills F Building. While we scored number one of the Michigan Community College's in the application process, the State did not appropriate any capital outlay funding for fiscal year 2023. We submitted another application for fiscal year 2024 totaling \$25 million in State funding to assist with the cost of this important project we understand aligns with the State's priorities for more skilled trades workers.

This investment is needed to bring the building up-to-date, modernizing classroom and integrated lab spaces, as well as providing new equipment for programmatic improvements in highly technical programs. Investing in an expansion will allow the skilled-trades area to grow and accommodate programs such as Robotics, Electric Vehicles, Construction, Cyber-Physical Systems, Additive Manufacturing, Simulation and Mechatronics. As a part of the college's growing sustainability and reuse initiatives, it is important to properly invest in the existing campus structures while also building the necessary modernizations and technologies.

With the Auburn Hills A building timing change, we moved up the timing for the Auburn Hills CREST (Combined Regional Emergency Services Training) center expansion, dividing the projects into two phases with Phase I estimated to cost \$16 million and included in the fiscal year 2024 budget. The CREST expansion includes:

- Building a new firearms range, two new classrooms and additional office space, which is Phase I and
- Addition of an indoor tactical training building on the northern side of the CREST facility during Phase II.



The combining of the health science programs onto the Orchard Ridge campus is budgeted for about \$60 million and is planned to be on the building H footprint. This location allows for parking and a front facing entrance for visitors utilizing the dental hygiene program services. The project is in the planning and design phase. Once construction begins, completion is expected by fall of 2025.

The guiding, five-year roadmap for future facility projects has been developed with Year 1 projects included in the College's budget subject to board approval May 2023. Years 2 through Year 5 represent preliminary planning, guiding the College and its architecture and construction partners through design and project development. The roadmap is reviewed annually and revised as necessary to meet the changing requirements of the College and the community.

The future roadmap for OCC's facilities is focused on flexible spaces that provide rich technology opportunities, active learning spaces and inviting meeting places. Oakland Community College's Capital Plan is an investment in the College, the community and our students.

Capital Budget Detail Fiscal Year 2024

Beginning Unrestricted Net Position	\$223,802,218
Transfers from the General Fund	30,000,000

Capital Equipment College-Wide

Campus	Description	2024
Various	Capital Equipment Pool	1,591,507
Various	Emergency Capital Equipment Pool	200,000
Capital Equipment College-Wide Total		1,791,507

Information Technology Projects

Campus	Description	2024
PROPOSED PROJECTS:		
College-Wide	VoIP Replacement (Phone System)	59,759
College-Wide	VSI (Server & SAN Equipment Replacement)	1,375,000
College-Wide	Web Application Firewall	6,000
College-Wide	Information Technology Pool	750,000
Information Technology Project Total		2,190,759

Physical Facilities Projects

Campus	Description	2024
CARRYOVER PROJECTS:		
Auburn Hills	G 240 Conference Room Upgrade	200,000
Auburn Hills	Exterior Signage Upgrade Project	2,182,114
Auburn Hills	Building F Rooftop Unit Replacements	270,100
Auburn Hills	Building A Renovation & Expansion	2,000,000
College-Wide	CCTV & Security Monitoring Enhancements	800,000
Highland Lakes	Interior Hardware Renovation	150,000
Orchard Ridge	Interior Hardware Renovation	1,300,000
Orchard Ridge	Building L Renovation	7,042,910
Orchard Ridge	Building M Remodel	950,000
Royal Oak	Building E Construction	71,511,721
Royal Oak	Interior Hardware Renovation	150,000
Royal Oak	Parking Structure Evaluations	50,000
Southfield	Interior Hardware Renovation	150,000
Southfield	Chiller Plant Upgrade	109,887
Carryover Projects Total		86,866,732

Physical Facilities Projects

Campus	Description	2024
PROPOSED PROJECTS:		
Auburn Hills	MTEC HVAC Replacement	\$7,500,000
Auburn Hills	Building F Rooftop Unit Replacements (addition to carryover)	3,000,000
Auburn Hills	CREST expansion	16,000,000
Auburn Hills	Site Work & Small Projects	250,000
College-Wide	Restroom Upgrades	500,000
College-Wide	Elevator Restoration Program	500,000
College-Wide	Construction Management Core Staff	450,000
College-Wide	Carpet/Flooring Replacement	200,000
College-Wide	Roof Upgrades	1,000,000
College-Wide	Parking Lot Fixture Upgrades	100,000
College-Wide	Paving, Catch Basin & Sidewalk Restorations	2,000,000
College-Wide	Academic/Campus Enhancements	1,000,000
College-Wide	Emerging Needs/Contingency/Emergency Repair	1,000,000
District Office	Site Work & Small Projects	50,000
Highland Lakes	Site Work & Small Projects	100,000
Orchard Ridge	Health Sciences Building	60,000,000
Orchard Ridge	Site Work & Small Projects	265,000
Royal Oak	Site Work & Small Projects	200,000
Southfield	Site Work & Small Projects	100,000
Physical Facility Projects Total		181,081,732
Capital Equipment & Project Forecast Total		185,063,998
Unrestricted Net Position-End of Year		\$68,738,220



STATISTICAL
INFORMATION



This part of Oakland Community College's Budget and Financial Forecast presents detailed historical information related to the College's financial environment.

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.

Revenue Capacity • 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 June 30 Each Year*	Percent of Taxes Extended Uncollected through June 30 Each Year
2022	\$68,986,589,909	1.4891	\$102,727,931	\$ -	-
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%
2015	51,443,802,777	1.5819	81,378,952	78,880,599	3.07%
2014	48,929,134,262	1.5844	77,523,320	76,153,703	1.77%
2013	48,161,785,123	1.5844	76,307,532	74,815,207	1.96%
2012	48,192,050,516	1.5844	76,355,485	74,584,846	2.32%

* Per OCC Financial Services

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

Statistical Information

Revenue Capacity • Major Taxpayers 2021 Levy Year vs. 2012 Levy Year - (Unaudited)

2021 Levy Year

2021 Taxpayer (1)	2021 Taxable Valuation* (1)	Rank (1)	Percentage of Total College District Taxable Valuation (\$)
Detroit Edison Company/DTE	\$728,375,215	1	1.12%
Consumers Energy	575,449,330	2	0.89%
International Transmission (ITC)	173,341,230	3	0.27%
FCA Auburn Hills Owner LLC (formerly Chrysler)	167,647,670	4	0.26%
Taubman/Great Lakes/12 Oaks Mall	145,109,000	5	0.22%
SighCidermill Village	122,284,390	6	0.19%
Enbridge Energy	110,049,040	7	0.17%
Edward Rose/Occidental Dev	109,070,910	8	0.17%
General Motors	108,239,120	9	0.17%
Hartman & Tyner	95,688,190	10	0.15%
Comcast	86,396,750	11	0.13%
SL Town Etal (Bre Southfield, Town Centre)	79,351,810	12	0.12%
Redico	76,142,020	13	0.12%
Meijer/Goodwill Co	74,840,650	14	0.12%
Oakland Management	69,557,540	15	0.11%
Ramco Lion Venture	69,553,200	16	0.11%
Redwood-ERC Novi	68,167,050	17	0.11%
Kroger	57,236,520	18	0.09%
Somerset Collection LTD PTN (Frankel/Forbes/Cohn)	49,518,400	19	0.08%
VHS Huron Valley-Sinai Hospital	48,199,130	20	0.07%
Total	\$3,014,217,165		

*May include estimated figures

Source: (1) Oakland County, Michigan 2021 and 2012 Annual Comprehensive Financial Reports

Revenue Capacity • Major Taxpayers
2021 Levy Year vs. 2012 Levy Year - (Unaudited) (Continued)

2012 Levy Year

2012 Taxpayer (1)	2012 Taxable Valuation* (1)	Rank (1)	Percentage of Total College District Taxable Valuation (\$)
Detroit Edison Company/DTE	\$422,258,265	1	0.88%
Chrysler	252,006,277	2	0.52%
General Motors	237,369,915	3	0.49%
Consumers Energy	207,961,515	4	0.43%
Taubman/12 Oaks/Great Lakes Crossing	123,192,338	5	0.26%
Frankel/Forbes/Cohn	121,435,922	6	0.25%
International Transmission	93,147,480	7	0.19%
Ramco-Gershenson	90,284,530	8	0.19%
Comcast	77,158,287	9	0.16%
Holtzman & Silverman	75,574,925	10	0.16%
Bre Southfield (formerly Town Centre Delaware, Inc.)	72,446,563	11	0.15%
Meijer	58,244,142	12	0.12%
Wal-Mart/Sam's Club	55,891,908	13	0.12%
AT&T	53,686,952	14	0.11%
Redwood-ERC Novi	44,299,146	15	0.09%
Palace Sports and Entertainment	41,247,873	16	0.09%
Urbanical Oakland	40,718,448	17	0.08%
JFK Investments	32,198,924	18	0.07%
Kroger	31,635,578	19	0.07%
JHP Pharmaceuticals	25,043,354	20	0.05%
Total	\$2,155,802,342		

*May include estimated figures

Source: (1) Oakland County, Michigan 2021 and 2012 Annual Comprehensive Financial Reports

Statistical Information

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 *
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
2015	15,341	37,684	475,581	82.00	154.00	216.00	3,243.17	49,753,491
2014	17,136	45,043	531,223	76.40	139.10	195.15	3,082.38	52,819,596
2013	18,345	47,764	568,691	71.40	125.20	175.80	2,840.31	52,105,568

*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.

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

Debt Capacity • Legal Debt Margin Last Ten Fiscal Years - (Unaudited)

Fiscal Year	Taxable Valuation	State Equalized Value (SEV) (1)	Debt Limit (2)	Total Outstanding Debt	Total Additional Debt Allowable for All Tax Debt	Total Additional Debt Allowable for Limited Tax Debt (3)	Additional Limited Tax Debt Could Legally Incur	Per Capita
2022	\$68,986,589,909	\$85,872,455,469	\$12,880,868,320	\$ -	\$12,880,868,320	\$859,974,555	\$859,974,555	not available
2021	64,796,705,355	81,062,991,752	12,159,448,763	973,888	12,158,474,875	811,879,918	810,906,030	0.78
2020	62,396,511,395	77,592,268,960	11,638,840,344	1,922,347	11,636,917,997	777,172,690	775,250,343	1.53
2019	64,796,705,355	73,184,421,995	10,977,663,299	2,846,040	10,974,817,259	733,094,220	730,248,180	2.26
2018	56,754,560,304	68,461,534,887	10,269,230,233	3,745,614	10,265,484,619	685,865,349	682,119,734	2.98
2017	54,208,963,060	65,554,572,199	9,833,185,830	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	9,119,310,566	609,311,038	607,706,038	1.28
2015	51,443,802,777	55,084,607,293	8,262,691,094	2,355,000	8,260,336,094	552,096,073	549,741,073	1.89
2014	48,929,134,262	51,429,923,815	7,714,488,572	3,075,000	7,711,413,572	515,549,238	512,474,238	2.47
2013	48,161,785,123	50,839,024,966	7,625,853,745	3,765,000	7,622,088,745	509,640,250	505,875,250	3.05

Source: (1) Oakland County Equalization Reports

(2) 15% of SEV - P.A. 331 of 1966, Section 389.122

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

Outstanding Debt • Last Ten Fiscal Years - (Unaudited)

Fiscal Year	2003 College Refunding Bond	Other Debt	Total Outstanding Debt
2022	\$ -	\$ - *	\$ -
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
2015	2,355,000	-	2,355,000
2014	3,075,000	-	3,075,000
2013	3,765,000	-	3,765,000

*Final payment for virtual desktop infrastructure (VDI) system made in December 2021.

**Key Government Finance Installment Purchase Agreement for VDI system.

Source: Oakland Community College's Annual Comprehensive Financial Report

Demographic and Economic Information • Positions by Bargaining Unit Fiscal Years 2018-2028 - (Unaudited)

	Forecast* 2028	Forecast* 2027	Forecast* 2026	Forecast* 2025	Budget* 2024	Budget* 2023	Actual * 2022	Actual * 2021	Actual * 2020	Actual * 2019	Actual * 2018
Classified	190	190	190	190	190	193	168	173	180	197	175
Full-Time	164	164	164	164	164	164	147	152	151	161	152
Part-Time	26	26	26	26	26	29	21	21	29	36	23
Exempt-Administrative/ Management Staff	60	60	60	60	60	59	50	50	45	48	36
Full-Time	59	59	59	59	59	59	50	50	45	48	36
Part-Time	1	1	1	1	1	-	-	-	-	-	-
Faculty (Excludes adjuncts)	227	227	227	227	227	259	231	228	229	237	237
Maintenance	104	104	104	104	104	104	71	72	78	76	75
Operating Engineers	9	9	9	9	9	9	9	9	9	9	9
Public Safety	20	20	20	20	20	20	19	17	18	18	16
Teamsters	153	153	153	153	153	161	126	130	131	124	108
Full-Time	148	148	148	148	148	156	122	125	126	119	105
Part-Time	5	5	5	5	5	5	4	5	5	5	3
Total Positions	763	763	763	763	763	805	674	679	690	709	656
Total Full-Time Equivalent (FTE) Positions	742	742	742	742	742	782	657	662	667	682	639

*Annually, Members of the Executive Council submit staffing proposals that are vetted and approved for inclusion in the budget. Budgeted and forecasted positions include filled and vacant positions. Actual positions include filled positions only and are determined as of 11/1 following the close of the fiscal year.

Source for Actual Years = Oakland Community College Human Resources Department

Demographic and Economic Information • Personal Income Per Capita • County of Oakland Last Ten Fiscal Years - (Unaudited)

Fiscal Year	Population	Personal Income (thousands of dollars)	Per Capita Personal Income
2022	not available *	not available *	not available *
2021	1,270,017 (1)	\$102,822,763 (1)	\$80,962 (1)
2020	1,253,459 (2)	96,441,996 (2)	76,941 (2)
2019	1,257,726 (2)	92,402,126 (2)	73,468 (2)
2018	1,257,472 (2)	89,687,634 (2)	71,324 (2)
2017	1,256,478 (2)	86,780,122 (2)	69,066 (2)
2016	1,251,563 (2)	83,550,230 (2)	66,757 (2)
2015	1,244,895 (2)	81,137,696 (2)	65,176 (2)
2014	1,243,076 (2)	76,465,367 (2)	61,513 (2)
2013	1,235,656 (2)	72,043,499 (2)	58,304 (2)

*Information not available at the time of publication.

Source: (1) Information from Table CAINC1. Annual Personal Income by County 1969-2021. U.S. Bureau of Economic Analysis

(2) Information from Oakland County, Michigan 2021 ACFR, Michigan Bureau of Economic Analysis

Demographic and Economic Information • Physical Facility Information • Last Ten Fiscal Years - (Unaudited)

Facilities Data	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
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	7.40	7.40	7.40	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	21.08	15.68
District Office	8.69	8.69	8.69	8.69	8.69	8.69	8.69	8.69	8.69	8.69
Total acreage	523.03	523.03	523.03	522.63	522.63	522.63	522.63	522.63	511.24	505.84
SQUARE FOOTAGE OF GROSS BUILDING SPACE										
Auburn Hills	645,952	603,139	603,139	633,200	633,200	632,951	632,951	632,951	632,951	632,951
Highland Lakes	315,920	315,502	315,502	315,502	315,502	315,502	315,502	315,502	384,243	384,243
Orchard Ridge	487,395	506,273	506,273	506,273	506,273	506,273	506,273	506,273	506,273	506,273
Royal Oak	535,872	534,594	534,594	534,594	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	31,119	31,119	31,119	31,119	31,119	31,119	31,119	31,119	31,119	31,119
Leased Facilities	-	-	-	-	-	-	-	20,528	20,528	20,528
Total square footage	2,180,262	2,154,631	2,154,631	2,184,692	2,184,692	2,184,443	2,184,443	2,204,971	2,273,712	2,273,712
NUMBER OF CLASSROOMS*										
Auburn Hills	124	142	142	156	156	156	156	156		
Highland Lakes	59	59	59	59	59	59	59	59		
Orchard Ridge	102	102	102	102	102	102	102	106		
Royal Oak	50	50	50	50	50	50	50	50		
Southfield	44	43	43	43	43	43	43	43		
District Office	-	-	-	-	-	-	-	-		
Leased Facilities	-	-	-	-	-	-	-	2		
Total number of classrooms	379	396	396	410	410	410	410	416		

*Historical classroom data unavailable for 2013-2014

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



APPENDIX **A**



Appendix A - ACS Activity Definitions

The Activities Classification Structure is a set of categories and related definitions which allows users to examine the operation of an institution as they relate to the accomplishment of that institution's objectives. It is a framework to array information by activity classifications in which an "Activity" is defined as an aggregation of activities serving a common set of objectives. Activities are assigned to classifications based on the institutional objective served by the activities.

Definitions

Instruction:

The Instruction Activity includes those activities carried out for the express purpose of eliciting some measure of educational change in a learner or group of learners. "Educational change" is defined to include: (1) the acquisition or improved understanding of some portion of a body of knowledge; (2) the adoption of new or different attitudes; and (3) the acquisition or measured mastery of a skill or set of skills. The activities that may be carried out to elicit these educational changes include both teaching activities and facilitating activities. The instruction activity includes both credit and non-credit instructional offerings.

Information Technology:

The Information Technology activity includes the technology costs that benefit the institution as a whole. It consists of the Information Technology department, the operation of the computing system for the institution, all programs that are purchased and hardware that is maintained by the IT department, as well as telephone and telecommunication services.

Public Service:

The Public Service activity includes program activities established to make available to the public the various unique resources and capabilities of the institution for the specific purpose of responding to a community need or solving a community problem. This includes the provision of institutional facilities, as well as those services of the faculty and staff that are made available outside the context of the institution's regular instructional program.

Academic Support:

The Academic Support activity includes those activities carried out in support of the instructional program. The activities that are reported in this activity classification include: (1) activities related to the preservation, maintenance, and display of both the stock of knowledge and educational materials; (2) activities that develop and support instruction; and, (3) activities directly related to the administration of instructional programs.

Student Services:

The Student Services activity includes those activities carried out with the objective of contributing to the emotional and physical well-being of the students, as well as to their intellectual, cultural, and social development outside the context of the institution's regular instruction program.

Institutional Support:

The Institutional Support activity consists of those activities carried out to provide for both the day-to-day functioning and the long-range viability of the institution as an operating organization. The overall objective of the Institutional Support activity is to provide for the institution's organizational effectiveness and continuity.

Physical Plant Operations:

The Physical Plant Operations activity consists of those activities related to maintaining existing grounds and facilities, providing utility services, planning, and designing future plant expansion and modifications, and safety services.

Source: Center for Educational Performance and Information. (8/8/2022). Michigan Postsecondary Data Inventory Data Manual. Lansing, Michigan.



APPENDIX **B**



Appendix B - Campus Maps

Oakland Community College campuses are conveniently located throughout Oakland County. Each campus offers state-of-the-art amenities, academic support services and unique programming that enhance the student experience.







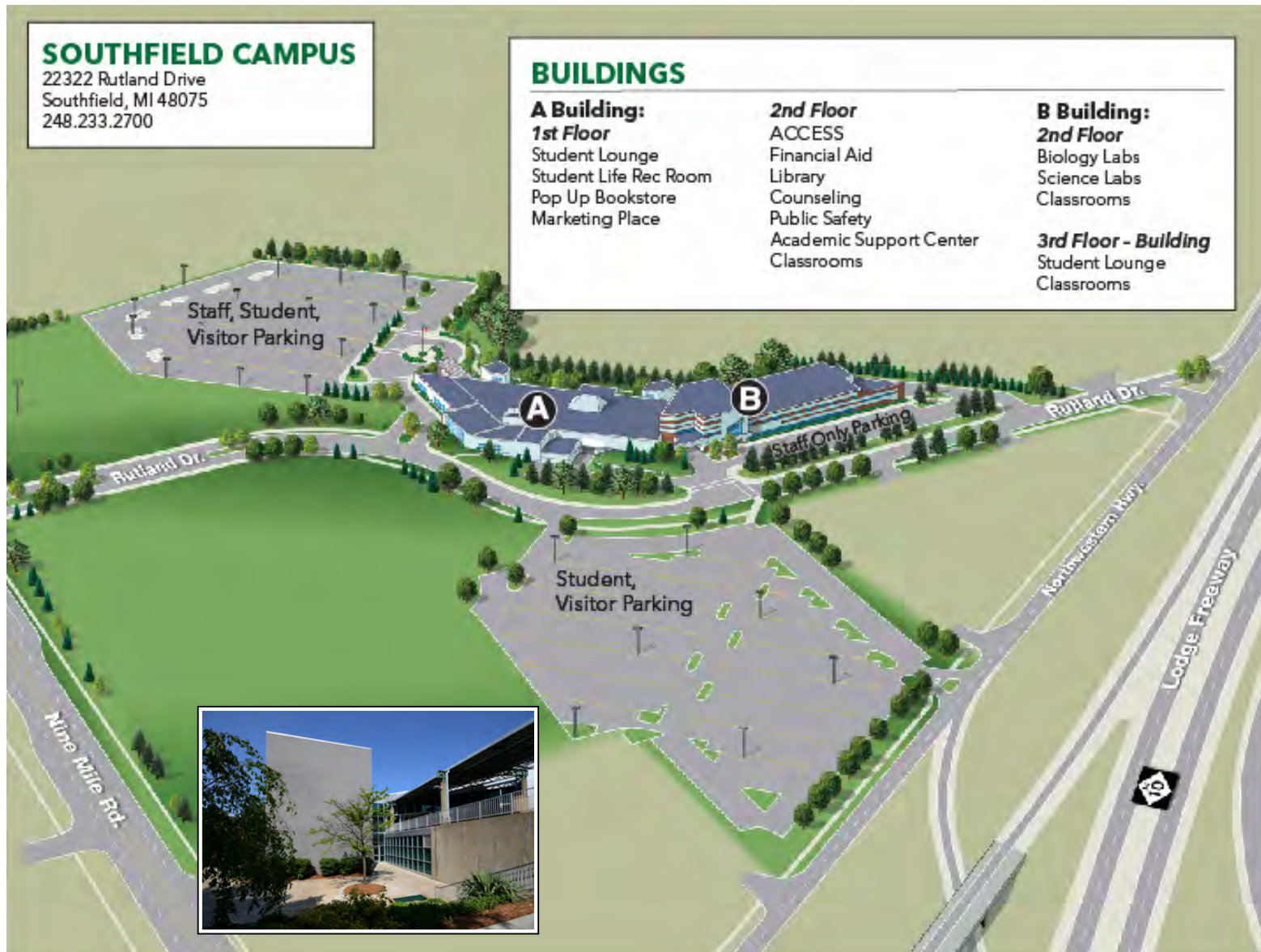
ROYAL OAK CAMPUS

739 South Washington
Royal Oak, MI 48067
248.246.2400



BUILDINGS

- A** Computer Information System Lab
- B** ACCESS, Admissions, Counseling, Financial Aid, International Students Office, Public Safety, Records Office, Registrations Office
- C** Academic Support Center, Library
- D** Art and Ceramics Labs, Bookstore, Photography Lab, Theatre





**George A. Bee Administration Center
(District Office)**

2480 Opdyke Road, Bloomfield Hills, MI



GLOSSARY



GLOSSARY

Accrual Basis of Accounting

Under the accrual basis of accounting, revenues are recognized when earned and expenses are recorded when an obligation has been incurred.

Appropriate

To set aside money for a specific purpose.

Articulation Agreement

Signed legal contracts between institutions that include recognizing credits from one school that may be applied to specific degree programs in another school.

Audit

A financial audit is an objective examination and evaluation of the financial statements of an organization to make sure that the financial records are a fair and accurate representation of the transactions they claim to represent.

Auxiliary Fund

Fund formerly used to account for the activities of the College's campus bookstores.

Balanced Budget

Budget where proposed operating expenses, including transfers out, do not exceed projected revenues.

Bargaining Unit

Specified group of employees empowered to bargain collectively with their employer.

Billable Contact Hours

Chargeable contact hours for instruction received by a student. At OCC, actual contact hours for a course are capped in certain situations to maintain affordability.

Board of Trustees (or Board)

Seven (7) elected trustees acting as a group that has authority and responsibility defined by the Michigan Community College Act.

Bond

Written promise to pay a specific sum of money (the face amount of the bond) on a specified date (the maturity date), along with periodic interest payments at a rate specified in the bond. A bond is generally issued for a specific purpose or project, such as construction of a new facility.

Capital Expenditure

The use of funds for the acquisition of an asset used in the course of the College's operations with a useful life in excess of one year and a purchase cost of \$5,000 or more.

Capital Fund

Fund that provides for the College's capital needs, including capital equipment, information technology and physical facility projects, and where appropriate, the principal and interest payments on bond debt.

Chief Executive Officer (CEO)

Board's primary employee who performs the functions outlined in the Michigan Community College Act. The Chancellor is the Chief Executive Officer at the College.

College

Collective of the Board and all of the College's employees, including the CEO.

Component Unit

The Governmental Accounting Standards Board (GASB) defines a component unit as a legally separate organization which the elected officials of the primary government are financially accountable. The Oakland Community College Foundation is the College's one component unit. The Foundation is included in the College's audited financial statements as a component unit, however its budget is not part of this document.

Contact Hours

Represents total instructional hours that are comprised of class time and the number of hours a student uses the college facilities for instruction.

Contracted Temporary Personnel

Individuals and agencies that are contracted to provide services to the College.

Conversion Rate

Number/percentage of admitted students that register and stay enrolled in the semester past the drop/add deadline.

Corequisite Course

Course students take with additional credit hours for instructor time and support. The additional credit hours are designed to enhance academic success and help students navigate the course material with more time and support from an instructor in a smaller group setting.

Custodial Fund

Used to account for funds held by the College as a custodian or fiscal agent for recognized student organizations.

Depreciation

Accounting method used to spread the cost of an asset over its expected useful life.

Designated Fund

One of the two funds comprising the Operating Fund. The Designated Fund is used to account for operating activities that administration wants to consider separately from the General Fund.

Ends

College's purpose, and related statements that clearly state the desired results of the College's actions; they describe the needs to be met, for whom and at what cost.

Facilities Condition Needs Index (FCNI)

Benchmark index that rates the condition of existing college buildings and is used by facilities managers nationwide to quantify and prioritize deferred maintenance projects for capital planning purposes.

Fiscal Year (FY)

Twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The College's fiscal year begins July 1 and ends June 30.

Fringe Benefits

Benefits provided in addition to an employee's salary such as medical insurance, life insurance, vacation and sick days, etc.

Full-Time Equivalent (FTE)

Conversion of a part-time employee or part-time student to an equivalent full-time employee or student load.

Fund

A separate accounting entity with a self-balancing set of accounts consisting of assets, liabilities, fund balances, revenues and expenses.

Fund Balance

Net Position or what is left in a fund at the end of a fiscal year that may be expressed as a positive or negative figure.

Gatekeeper Course

Course normally taken at the beginning of a sequence of required courses for a degree or certificate.

General Accepted Accounting Principles (GAAP)

Standard set of accounting rules and standards for financial reporting.

General Fund

One of two funds comprising the Operating Fund. The General Fund provides the operating revenue that covers the College's core instruction, academic support, student services, information technology, general administrative costs, physical plant operations and public services.

Government Accounting Standards Board (GASB)

Board that establishes accounting and financial reporting standards for state and local governments that follow Generally Accepted Accounting Principles (GAAP).

Government Finance Officers Association (GFOA)

Association founded in 1906 for public finance professionals in the United States and Canada. The organization provides best practice standards for government financial management and has a number of award programs that promote and recognize excellence in financial reporting. Oakland Community College is proud to participate in a number of the GFOA award programs.

Grants

Funds disbursed to the College by federal, state or private agencies for specific purposes.

Gross Domestic Product (GDP)

Measures the value of the final goods and services produced in an area.

Headcount

Unduplicated count of students, in which each student is counted once, even if enrolled in multiple courses or at more than one campus.

Higher Learning Commission (HLC)

Regional accreditor of degree granting institutions of higher education. Oakland Community College is accredited by the HLC.

Investment Income

Return on investment of College funds. Michigan Community College investments must conform to State statutes governing investment of public funds and as such, the College is limited to investing in government bonds, bills, and notes; certificates of deposits, savings accounts or other interest-earning deposit accounts held in banks and credit unions; and prime rated commercial paper.

Key Performance Indicator (KPI)

Measurable value that determines how well an organization is doing in achieving its objectives.

Major Fund Group

OCC's budget has two major fund groups consisting of the Operating Fund and the Capital Fund.

Millage Rate

Tax rate used to calculate local property taxes. A mill is equivalent to \$1 tax for every \$1,000 of a property's taxable value.

Miscellaneous Revenue

Revenue sources at the College that cannot be classified elsewhere. Includes rental income, food service sales and other minor revenue sources.

Net Position

Fund balance or what is left in a fund at the end of a fiscal year that may be expressed as a positive or negative figure.

OCC

Oakland Community College.

Operating Fund

College's Operating Fund is comprised of the General Fund and the Designated Fund.

Pedagogy

Method and practice of teaching.

Pension Liability Fund

Fund where the College accounts for its portion of unfunded pension liability and other postemployment benefits as a cost-sharing employer of the Michigan Public School Employee's Retirement System.

Per Capita Personal Income

Total personal income of the residents of a given area divided by the population of the area.

Personal Income

(As defined by the U.S. Bureau of Economic Analysis-BEA) Income received by, or on behalf of, all persons from all sources: from participation as laborers in production, from owning a home or business, from the ownership of financial assets, and from government and business in the form of transfers. It includes income from domestic sources as well as the rest of world. It does not include realized or unrealized capital gains or losses.

Quasi-Endowment Fund

Fund established by OCC's Board of Trustees to operate similar to an endowment fund, where the principal is left intact and only the interest is used for paying down debt and scholarship funding.

Restricted Fund

Used to account for funds restricted by a donor for specific scholarship or academic programs, or funds from a grant program, which must be spent according to the guidelines of the granting agency.

State Appropriations

Funding the College receives from the State of Michigan based on a formula.

Surplus

Excess of revenues over expenses and net transfers.

Trustee

Any duly elected, qualified person residing within the College's district as noted in the Michigan Community College Act.

United States (U.S.) Bureau of Economic Analysis (BEA)

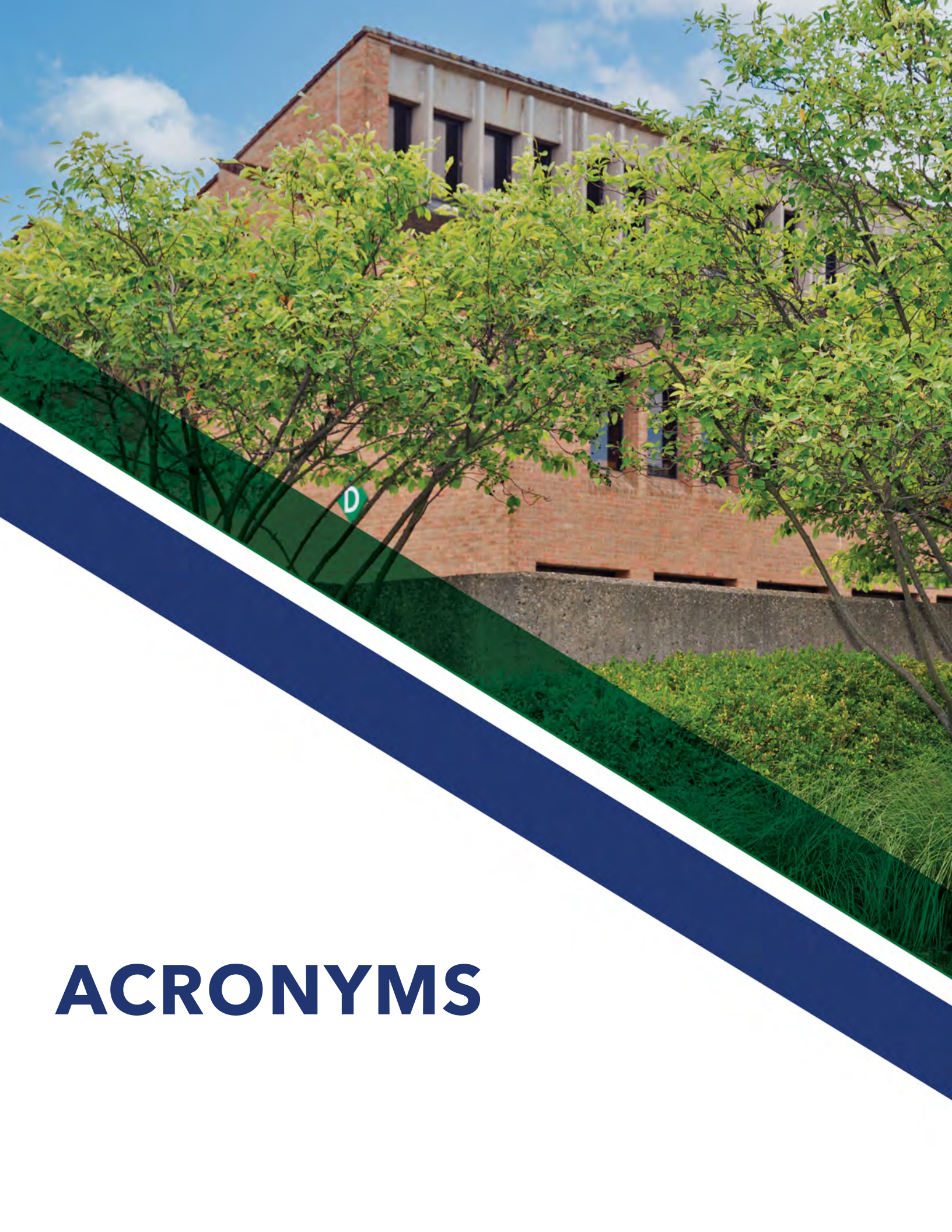
Agency of the Department of Commerce and one of the world's leading statistical agencies that collects source data, conducts research and analysis, and distributes economic statistics to the public on the performance of the United States' economy.

Unrestricted Net Position

Amount of net position that is not restricted or invested in capital assets, net of related debt.

Workforce Development

Customized workforce training, consulting and technical assistance programs/services that support public and private sector development.



ACRONYMS



ACRONYM	MEANING
AACC	American Association of Community Colleges
AAfPE	American Association for Paralegal Education
ACCT	Association of Community College Trustees
ADA	Americans with Disabilities Act
AGB	Association of Governing Boards
ARIMA	Autoregressive Integrated Moving Average
ASE	Automotive Service Excellence
AWS	American Welding Society
BEA	(U.S.) Bureau of Economic Analysis
CAP	Career Automotive Program
CDM	Collaborative Decision-Making
CEO	Chief Executive Officer (Chancellor)
CoAEMSP	Committee on Accreditation for the EMS Professions
CoARC	Commission on Accreditation for Respiratory Care
CPL	Credit for Prior Learning
CQI	Continuous Quality Improvement
CREST	Combined Regional Emergency Services Training
DEIJ	Diversity, Equity, Inclusion, and Justice
D3C3	Detroit Drives Degrees Community College Collaborative
EC	Executive Council
EMP	Educational Master Plan
EMS	Emergency Medical Services
FCNI	Facilities Condition Needs Index
FTE	Full-Time Equivalent
FY	Fiscal Year
FYES	Fiscal Year Equated Students
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GDEIB	Global Diversity, Equity and Inclusion Benchmarks
GDP	Gross Domestic Product
GFOA	Government Finance Officers Association
HLC	Higher Learning Commission
HR	Human Resources
HVAC	Heating, Ventilation, and Air Conditioning
HVACR	Heating, Ventilation, Air Conditioning and Refrigeration
IT	Information Technology
KPI(s)	Key Performance Indicator(s)
LPN	Licensed Practical Nurse
LTU	Lawrence Technological University
MCCA	Michigan Community College Association
MPERS	Michigan Public School Employees' Retirement System
MODAC	Michigan Occupational Deans Administrative Council

ACRONYM	MEANING
NC3	National Coalition of Certification Centers
NSC	National Student Clearinghouse
OCC	Oakland Community College
OERs	Open Education Resources
OPEB	Other Post Employment Benefits
ORP	Optional Retirement Plan
PCPI	Per Capita Personal Income
SixD	Six Disciplines
SLAM	Student Learning Assessment in Michigan
SOAC	Student Outcomes Assessment Committee
SWOT	Strengths, Weaknesses, Opportunities and Threats
TLC	Teaching and Learning Center
VDI	Virtual Desktop Infrastructure



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