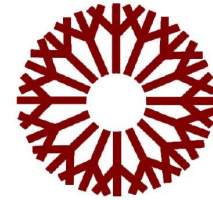
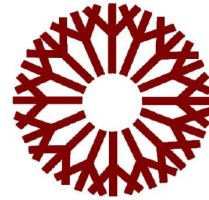


**Oklahoma City Community College  
FY 2012 Annual Plan**



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## Introduction

Oklahoma's economy continued to heal throughout FY 2011, though employment has still not recovered to the high rates prevailing in the state before the recession of 2008. Because of this soft labor market, the college experienced another record-setting increase in enrollment.

The college made headway on several major initiatives during the year. The new Family and Community Education Center (FACE) opened to accommodate the college's Adult Basic Education (ABE), General Education Development (GED) and English as a Second Language (ESL) programs. With combined enrollments of nearly 3,800, these three offerings now constitute the largest adult education program in the state.

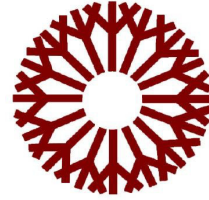
The FACE Center also houses the college's Student Scheduled Childcare program. The program has experienced rapid growth in the last two years, increasing 370% from 10 children in spring 2009 to 47 children in spring 2011. Eventually, the new facility will give the program the capacity to care for 140 children.

There was progress on the college's Achieving the Dream initiatives designed to improve student outcomes. In FY 2011, we estimate more than 9,900 students will receive financial aid – an increase of more than 50% since FY 2005. This is important because students who receive financial aid are much more likely to persist in the pursuit of their educations than those who do not. Additionally, the new College Prep Math curriculum, designed to improve the success of students in remedial math courses, also had a major impact with improved course success rates 9 percentage points higher than the historical average.

Looking forward to 2012, the college will host a team of evaluators from the Higher Learning Commission to review the college's reaccreditation proposal or self-study. The new Massey Center to house administrative personnel should be completed on campus and major progress will be made on construction of new 1000+ seat performing arts theater.

The proposed annual plan for FY 2012 differs only slightly from the FY 2011 plan. New mission capacity indicators to implement a tobacco - free campus and a campus police force have been added. Most of the other indicators were developed in response to the college's strategic plan, *The Way Forward and Why it Matters*, and have either been completed or are in a mature phase. It is anticipated that development of a new strategic plan or significant update of *The Way Forward*, will commence next year.

Financial resources will continue to be constrained for the upcoming year. The college is prepared to handle a modest shortfall. Over the last ten years, Oklahoma's community colleges have increased credit hour enrollment nearly 50% while at the same time state appropriations per credit hour have decreased by 8%. Over the next decade, continued progress in giving more Oklahomans access to an affordable, high quality education will be dependent on reversing this trend.



## FY 2012 OCCC Annual Planning Process & Timeline

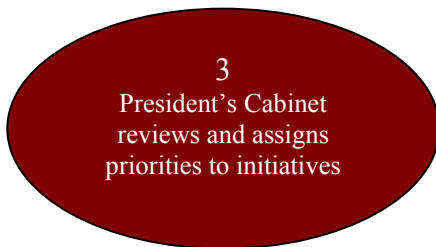
*NOVEMBER*



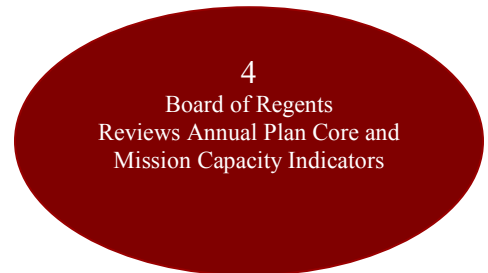
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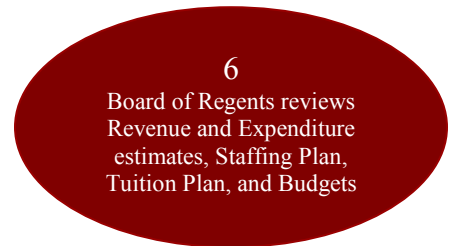
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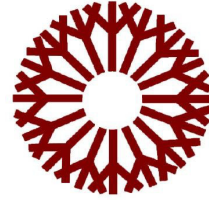


*JUNE*



*FY 2011*





## Planning Directive and Statements of Purpose

The College's Mission, Values, Vision, and ENDS are the compelling statements of purpose that direct planning and budget development at the College. These statements are the basis for the FY 2010 Planning Directive.

### *What We Do...Our Mission*

OCCC provides the people of Oklahoma and our community with broad access to certificates of mastery, associate degrees, community education, and cultural programs of exceptional quality, empowering our students to achieve their educational goals and our community to thrive in an increasingly global society.

### *How We Operate Day-to-Day...Our Values*

OCCC strives to achieve its mission and ENDS and fulfill its vision by operating in a culture that is committed to the following:

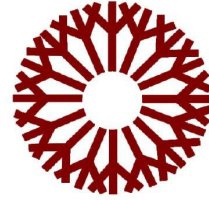
- Innovation: Creative and forward-thinking
- Integrity: Honest, ethical, and respectful to all
- Diversity: Embrace and appreciate the value of differences
- Stewardship: Wise and efficient use of resources
- Accountability: Data-driven evidence of mission accomplishment

### *Where We Aspire to Be...Our Vision*

OCCC aspires to be one of the most significant community colleges in the nation – known for the amazing success of our students and for our prominent role in creating our community's future.

### *What We Want to Achieve...Our ENDS*

1. Access: Our community has broad and equitable access to a valuable college education.
2. Student Preparation: Our students are prepared to succeed in college.
3. Student Success: Our students achieve their individual educational aspirations.
4. Graduate Success: Our graduates succeed at four-year institutions and/or in their careers.
5. Community Development: Our community is enriched economically and socially by our educational and cultural programs.

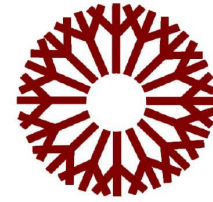


## ***The Way Forward and Why It Matters***

The *Way Forward and Why It Matters* is the College's ten-year strategic plan. Adopted by the OCCC Board of Regents in 2007, the ten *Way Forward* initiatives focus on expanding the College's presence in our traditional, virtual, and international communities and moving the College beyond its traditional access mission to achieving significantly higher rates of student success. They include:

- Achieving the Dream Initiative
- Technology and Personalized Service Initiative
- OCCC Online and Off-Campus Initiative
- The OCCC Institute for Global Excellence Initiative
- Developing Our Next Generation of Leaders Initiative
- New Learning Spaces Initiative
- Capitol Hill Center Initiative
- Childcare for Students Initiative
- Center for the Arts—Phase II - Theater
- Campus Facilities

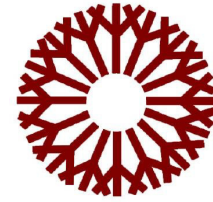
Work on several of these initiatives has already begun and is reflected in the FY 2012 Annual Plan. As the projects develop, milestones for their achievement will be incorporated in subsequent annual plans. Annual reports will be provided on the progress related to the ten initiatives.



## FY 2012 Core Indicators and Mission Capacity Outcomes

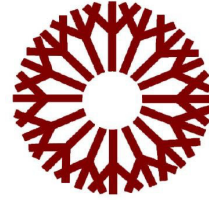
The FY 2012 OCCC Core Indicators are listed below with targets and explanations. Important mission capacity outcomes, which support the achievement of the ENDS, are also listed.

<b>ACCESS</b>		
<b>Core Indicator</b>	<b>Target</b>	<b>Explanation</b>
1: Full-Time-Equivalent Credit Hour Market Share	At or above prior year	Measures the college's enrollment compared to other area community colleges in both good and challenging times. Full-Time-Equivalent equals 30 credit-hours.
2: Increase FTE enrollment over prior year	At or above prior three-year average	Measures the short and long-term trend in credit hour enrollment.
3: Racial and Ethnic composition of student body	Minority component at or above service area	Measures the college's ability to attract students from traditionally underserved populations.
<b>STUDENT PREPARATION</b>		
4: Concurrent headcount	At or above prior year	Measures the number of students who receive early exposure to college – level work – a good predictor of subsequent success in college.
5: Successful developmental course completion	At or above prior year	Measures the success of students who receive remedial education. Courses included: College Writing I, College Writing II, Reading I, Reading II, Basic Math, Elementary Algebra and Intermediate Algebra.
6: Successful gateway course completion	At or above prior year	Measures the success of students who take early large enrollment classes required for most degree programs. Includes English 1113, Hist. 1483, Math 1513, Psy. 1113 and Pol. Sci. 1113.



<b>STUDENT SUCCESS</b>		
Core Indicator	Target	Explanation
7: Successful completion rate of all college-level courses 7A: 1000-level courses 7B: 2000-level courses	At or above prior year	Comprehensive measure of all credit courses.
8: Persistence and retention 8A: Persistence 8B: Retention 8C: Three Year Progression	At or above prior year	Measures the percentage of new students who enroll in the fall semester and <i>persist</i> to the following spring semester or are <i>retained</i> to the subsequent fall. A student is said to have <i>progressed</i> over a three year period if they are still enrolled at OCCC, are attending another public institution in the state, graduated from OCCC or graduated from another institution.
9: Number of graduates	At or above prior three-year average	Measures the number of students who achieve their educational goal of attaining a credential.
10. General education assessment	Students demonstrate competencies at or above targeted rates	Assessment areas include: social institutions; writing; mathematical methods; scientific methodology; human heritage, culture and values; and public speaking.
<b>GRADUATE SUCCESS</b>		
11: Health professions first time licensure pass rates 11A: Nursing 11B: OTA 11C: EMS/Paramedic 11D: PTA	The targets for all four groups are at or above the national average	Performance will be updated as national averages are received.
12: Graduate satisfaction with transfer preparation and employment preparation 12A: Satisfaction with transfer preparation 12B: Satisfaction with employment preparation	90% satisfaction or higher	Measures student satisfaction with the relevancy and preparation of their educations after they leave the college.
13: Employer satisfaction with graduates	90% satisfaction or higher	Measures satisfaction with recent OCCC employee graduates.



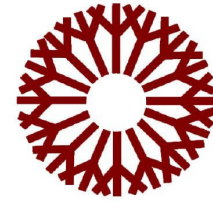


**GRADUATE SUCCESS CONT'D.**

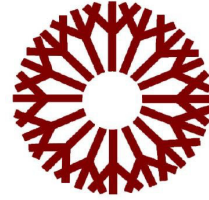
<b>Core Indicator</b>	<b>Target</b>	<b>Explanation</b>
14: Transfer student grade point average 14A: UCO 14B: OU 14C: OSU	The target is that the average grade point average be equal to or above the average of all undergraduates at the transfer institution.	Measures how well OCCC transfer students do compared to native students at major transfer institutions.

**COMMUNITY DEVELOPMENT**

15: Participation in cultural arts programming 15A: Arts Festival 15B: Cultural Arts Series	A. Arts Festival of Oklahoma attendance at or above three-year average B. Cultural Arts Series attendance at or above three-year average	Measures community participation in signature college-sponsored cultural activities
16: Enrollment in community education and recreation programs 16A: Community education and outreach programs 16B: Recreation and fitness	At or above prior year	Measures participation in key community programs. Education and outreach includes Adult Basic Education, English as a Second Language and General Equivalency Diploma programs.
17: Corporate Learning 17A: Gross margin. 17B: Enrollment	A. Achieve a positive gross margin B. Increase enrollments over prior year	Gross margin calculated as revenue (including grants) minus purchases and salary and benefits.
18: Student volunteerism and service learning 18A: Total number of students who participate in service learning activities 18B: Financial value of student volunteers to the community	A. Increase the number of participating students over prior year B. Increase financial value of activities over prior year	Measures the number of students and value of their in-kind contributions to various community causes. The measurement includes both curricular and non-curricular activities.



<b>MISSION CAPACITY</b>		
<b>Core Indicator</b>	<b>Target Range</b>	<b>Explanation</b>
19: Financial stewardship	Receive an unqualified auditor's opinion	Measures the fiscal soundness of the college as well as compliance with generally accepted accounting principles and other financial regulations.
20: Employee development 20A: Employee development (including diversity) 20B: Provide cooperative learning training for full-time faculty and adjuncts 20C: Conduct a Supervisor's Academy and a new class of Leadership OCCC	A. 800 enrollments in employee development training. C. At least 50 full-time and/or adjunct faculty members participate in cooperative learning training C. Supervisory Academy and new class of Leadership OCCC implemented	Measures improved employee job skills, leadership skills and diversity through targeted training.
21. Campus safety and security 21A: Campus police force 21B: Tobacco - free campus 21C: Emergency preparedness training 21D: Emergency Operations, Disaster Recovery and Business Continuity Plans	A. Begin implementation of a blended campus security department. B. Implement policies that create a tobacco - free campus C. At least 500 hours of emergency preparedness training D. Update and integrate campus-wide Emergency Operations, Disaster Recovery and Business Continuity plans.	Ensuring safe and secure OCCC facilities.
21: Datatel Business Advisory Project	Implement designated FY 2012 initiatives	Improved technological infrastructure and processes.
22: Major new facility projects	Complete construction and begin occupancy of new Massey Center and begin construction of the Performing Arts Theater.	Increasing physical plant capacity to expand community outreach and cultural activities.
23: Increase funding from other sources (foundations, grants and private funds)	Above prior year	Diversifying funding sources.



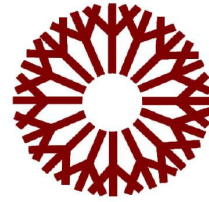
## **FY 2012 Budget Development Principles**

This section of the FY 2012 Annual Plan outlines the budget development planning for FY 2012 including the budget principles.

### **Budget Principles**

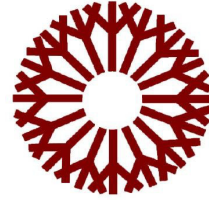
The budget principles for FY 2012 are as follows:

- Align the budget to achieve the objectives outlined in the FY 2012 Annual Plan and consistent with OCCC's stated vision, mission, ENDS, and values.
- Adjust the budget to manage an additional reduction in state appropriations for FY 2012. Federal stimulus funds and state of Oklahoma Rainy Day Funds are not available in FY 2012.
- Preserve the resources capacity of faculty and staff to meet the service and instructional requirements of a near-capacity student population.
- Maintain our efforts to serve the community through educational and cultural programs.
- Maintain the physical plant, facilities, equipment, and technology to provide a high quality and safe learning environment for students and the community.
- Allow for flexibility to respond to student, community, and workforce instructional needs and opportunities.
- Ensure operational efficiency and effectiveness.



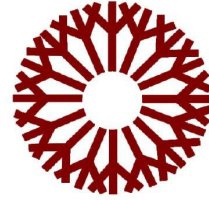
## **FY 2012 Revenue Assumptions and Estimates (in comparison to FY 2011)**

- State Appropriations Will Be Reduced. FY 2012 will mark the third consecutive year of a reduction to state appropriations to higher education. The current forecasted reduction from FY 2011 is anticipated to range from 3% to 10%. OCCC has used a reduction of 7.5% for purposes of FY 2012 revenue projections. This reduction would allocate approximately \$1.97 million less to OCCC, in comparison to the amount originally allocated for FY 2011.
- Tuition and Fee Revenue. As the result of the recent strengthening of the economy, current budgeted enrollment FTE for FY 2012 is projected to remain level with actual enrollment FTE for FY 2011. Because actual enrollment FTE for FY 2011 was more than budgeted enrollment FTE for FY 2011, using actual FY 2011 enrollment FTE will result in an increase to projected revenue from tuition and fees for FY 2012 in the amount of \$517,638 in comparison to the amount budgeted for FY 2011.
- A Modest Increase in Tuition May be Warranted. A portion of the anticipated reduction in state appropriations could be made up with a modest tuition increase. A 5% (\$4.38 per credit hour) increase, for example, (from \$88.62 to \$93.00 per credit hour for tuition and mandatory fees), would raise approximately \$1.3 million.
- District Funds Will Remain Constant. The funds provided from the South Oklahoma Area School District incentive and operation levy is anticipated to provide the same amount of revenue in FY 2012—\$5.2 million.
- In summary, the total revenue for OCCC’s Educational and Operating Budget is estimated to range between \$59.6 million (assuming a 7.5% reduction to state allocation, no stimulus funds and no tuition increase) and \$60.9 million (assuming a 7.5% reduction to state allocation and a 5% [\$4.38 per credit hour] tuition increase). This results in a reduction to total available revenue in an amount ranging from \$0.8 million to \$2.1 million when compared to FY 2011. As was planned, this level of reduction can be absorbed by funds “carried over” from this year.



## **FY 2012 Expenditure Assumptions and Estimates (in comparison to FY 2011)**

- Mandatory Costs Will Increase. Mandatory operating cost increases (maintenance and service agreements, contracts, and required fees) are estimated to increase by approximately \$585,000. Mandatory health and other employee insurance cost increases have not yet been estimated and are not included at this time.
- Salary and Wages Will Not Be Raised. With the anticipated reduction in state appropriations, salaries and wages will be held at their current levels for the third year in a row. Given the College's historic commitment to merit-based raises, it is hoped that a merit-based stipend can be funded sometime in FY 2012. The ability to fund this stipend would be contingent on several factors including final state appropriations and enrollment once the year is underway.
- Increased Personnel Cost. Although salaries and wages will not be raised, there will be an increase in personnel cost necessary to fund the planned transition to a Campus Police Department. The total estimated incremental salary and benefit cost is \$123,121.
- Maintenance of Effort Will Require Some Additional Expenditure. To maintain our existing effort to serve at least 22,000 credit students, approximately 8,000 non-credit and community students, and cover direct costs of instruction and student support, expenditures will increase slightly.
- Restricted Revenue Sources Will Fund Some New Initiatives. New expenditure requests that were ranked as having a high priority totaled \$1.4 million. Departments will have the opportunity to determine whether any of their submitted initiatives will be funded, however this will require a reallocation of existing budget resources within their department. New expenditure requests which align with a redirected revenue source, such as the student technology fee, will be funded.
- Scheduled Capital Projects Will Proceed. Funds for most capital improvements and/or new buildings will proceed as scheduled since funding generally comes from the sale of bonds or other restricted source of revenue, such as Section 13 Offset funds. To not proceed or delay would put the funds at risk and potentially increase the cost of the projects.



- Auxiliary Operations. Total FY 2012 revenue for OCCC's Auxiliary Budget is estimated to be \$15.5 million which is an increase in the amount of \$0.7 million (4.7%) when compared to FY 2011. These additional funds will be used to fund auxiliary operations.
  
- Section 13 Offset. Section 13 Offset funds projected for FY 2012 will also be reduced. The amount of reduction is estimated to be between 3% and 10%. For planning purposes, a 7.5% reduction has been used at this time. This would decrease funding in the amount of \$66,030 when compared to FY 2011. The amount of Section 13 Offset carryover from FY 2011 has decreased in the amount of approximately \$1.02 million as the result of the completion of several capital projects in FY 2011. Approximately \$2 million of Section 13 Offset remains available for construction of the Performing Arts Center.
  
- Other Capital Budget. Included in this budget are the funds received from the sale of the John Massey Center in the amount of \$2.59 million and funds reserved for construction of the Performing Arts Center in the amount of \$1.87 million.