

**Oklahoma City Community College  
FY 2011 Annual Plan**



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## Introduction

Many of the forecasts about a challenging state and national economy came to pass in FY 2010. State revenues were down significantly and unemployment continues at rates not seen for more than a quarter century. Yet, at the same time, OCCC was able to adapt and make meaningful strides in reinforcing our position as a significant institution of higher learning.

Because the college's enrollment is counter-cyclical to employment, OCCC welcomed a record number of students in FY 2010 – nearly 22,000. To accommodate this increase required an enormous effort from staff and faculty. New classrooms were created and many instructors taught an increased number of sections with larger class sizes.

Fortunately, the increase in enrollment has not had a negative effect on student outcomes. For the third year in a row the percentage of new students who persisted from the fall to spring semester increased. In addition, despite increases in enrollment of more than twenty-five percent in some courses, the percentage of students who successfully completed developmental courses increased last fall.

The next year promises several exciting new initiatives. College Prep Math, a completely new developmental math curriculum, will be implemented in fall 2010. The sequence's combination of delivery methods for different student learning styles and shorter eight week classes should increase successful course completion in a timelier manner. We will be piloting a new online course orientation for students, which should improve success rates in this growing medium. And, our new Family and Community Education Center should become fully operational, providing expanded outreach and childcare services.

Even with the support of federal stimulus and state rainy day funds, state appropriations will decline in FY 2011. FY 2012 promises to be a more significant cause for concern when the college loses those supplemental sources of funding. For the second year in a row, the college will not budget a pay increase for employees. Employees understand the current situation and have responded admirably to our challenges, but over the long term college administration believes continued investment in our human capital is necessary to achieve our mission. One mitigating factor: next year premiums will not increase for the first time in many years because of our decision to self-fund our medical insurance.

The FY 2011 Annual Plan Core Indicators will remain the same with a few new additions: a new program assessment measurement to measure general education outcomes; a new service learning indicator to measure participation and the financial value of student volunteerism in the community; and new training designed to improve employee diversity. The college will also maintain its emphasis on ensuring we have a safe and secure learning environment for students, faculty and staff.



## FY 2011 OCCC Annual Planning Process & Timeline

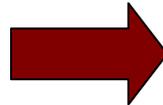
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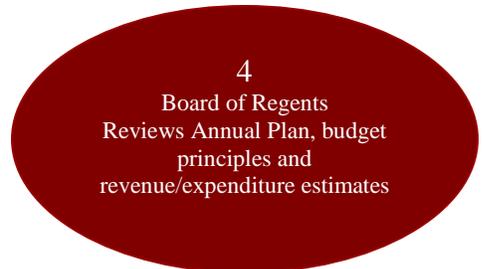
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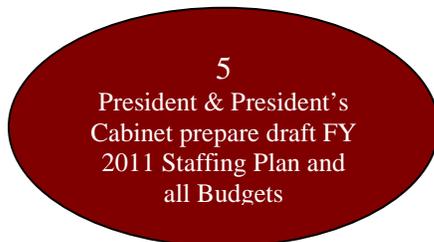
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**FY 2011**





## 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 2011 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 2011 Core Indicators and Mission Capacity Outcomes

The FY 2011 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: Implement the recently updated strategic diversity plan by beginning implementation of diversity awareness sessions and new hiring processes designed to promote diversity 20B: Emergency preparedness training 20C: Provide cooperative learning training for full-time faculty and adjuncts 20D: Conduct a Supervisor's Academy and a new class of Leadership OCCC	A. Diversity awareness training begun and new hiring process implemented B. At least 500 hours of emergency preparedness training C. At least 35 full-time and/or adjunct faculty members participate in cooperative learning training D. Supervisory Academy and new class of Leadership OCCC implemented	Measures improved employee job skills, leadership skills and diversity through targeted training.
21: Datatel Business Advisory Project	Implement designated FY 2011 initiatives	Improved technological infrastructure and processes.
22: Major new facility projects	Complete renovation and occupancy of the OCCC Family and Community Education Center, begin construction of the Performing Arts Theater and begin renovation of the new Capitol Hill Center	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 2011 Budget Development Principles**

This section of the FY 2011 Annual Plan outlines the budget development planning for FY 2011 including the budget principles.

### **Budget Principles**

The budget principles for FY 2011 are as follows:

- Align the budget to achieve the objectives outlined in the FY 2011 Annual Plan and consistent with OCCC's stated vision, mission, ENDS, and values.
- Adequately prepare for an additional reduction in state appropriations for FY 2011 and FY 2012. Federal stimulus funds and state of Oklahoma Rainy Day Funds which are anticipated in FY 2011 will likely not be available in FY 2012.
- Preserve the capacity of faculty and staff to meet the service and instructional requirements of an increasing 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 2011 Revenue Assumptions and Estimates (in comparison to FY 2010)**

- State Appropriations Will Be Reduced. The FY 2011 state appropriation to higher education is anticipated to be reduced by at least 15%, in comparison to FY 2010. This reduction would allocate approximately \$3.8 million less to OCCC, in comparison to the amount originally allocated for FY 2010.
- Tuition and Fee Revenue Will Increase. Given the significant increase in enrollment this year, which is likely to be at least maintained in FY 2011, projected revenue from tuition and fees for FY 2011 will approximate \$4.7 million more than originally budgeted for FY 2010. A good portion of this increase is used to fund the additional instructional costs.
- 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 \$6.00 per credit hour increase, for example, (from \$84.00 to \$90.00 per credit hour for tuition and mandatory fees), would raise approximately \$1.8 million.
- District Funds Will Remain Constant. The incentive levy collection, which began in FY 2010, is anticipated to provide approximately the same amount of revenue in FY 2011—about \$1.8 million.
- Federal Stimulus Funds Are Anticipated for One More Year. The American Recovery and Reinvestment Act of 2009 (the Federal stimulus package) provided funds in FY 2010 to higher education in the state of Oklahoma. OCCC received \$2.0 million in FY 2010. It is anticipated that OCCC will receive approximately the same amount in FY 2011 and is included in the estimated state appropriation for FY 2011. If these funds are not included, the estimated FY 2011 state appropriation to OCCC would be approximately \$5.8 million less than the original FY 2010 appropriation.
- In summary, the total revenue for OCCC's Educational and Operating Budget is estimated to range between \$56.1 million (assuming removal of the supplemental appropriation for FY 2010 from the FY 2011 base amount, no stimulus funds and no tuition increase) and \$60.7 million (assuming the supplemental appropriation for 2010 is included in the FY 2011 base amount, receipt of stimulus funds and a \$6.00 per credit hour tuition increase).



## **FY 2011 Expenditure Assumptions and Estimates (in comparison to FY 2010)**

- Mandatory Costs Will Increase. Mandatory cost increases (maintenance and service agreements, contracts, and required fees) are estimated to increase by approximately \$1.1 million.
- Salary and Wages Will Not Be Raised. With the anticipated reduction in state appropriations, it may be necessary to hold salaries and wages at their current levels for the second year in a row.
- Maintenance of Effort Will Require Some Additional Expenditure. To maintain our existing effort to serve 22,000 credit students, approximately 8,000 non-credit and community students, and cover direct costs of instruction and student support, expenditures will increase, though some of these costs will be offset through tuition as a result of higher enrollment.
- Restricted Revenue Sources Will Fund Some New Initiatives. New expenditure requests that were ranked as having a high priority totaled \$2.2 million. It is anticipated that only some of these priorities will receive funding. New expenditure requests which have a dedicated revenue source, such as the student technology fee, will receive funding that is aligned with the revenue.
- 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.