

**Oklahoma City Community College
FY 2010 Annual Plan**

DRAFT



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Introduction

The OCCC FY 2010 Annual Plan focuses on maintaining the College's momentum during challenging times. The downturn in the national and state economies will pose difficult choices for the College in the next couple years as we plan to achieve superior results in an environment where financial resources likely will be constrained.

However, the Board's Planning Directive, including the College's statements of purpose—mission, vision, operating values, and ENDS— coupled with our ten-year strategic plan, *The Way Forward and Why it Matters*, will continue to provide guideposts for achieving institutional success in the years ahead.

The College has made progress on this strategic agenda. This year marked our second year of participation in Achieving the Dream, an initiative sponsored by the Lumina Foundation, dedicated to achieving higher rates of student success. While it is too early to claim a trend, recent improvements in successful course completion, persistence rates, and the number of students who receive financial aid are encouraging.

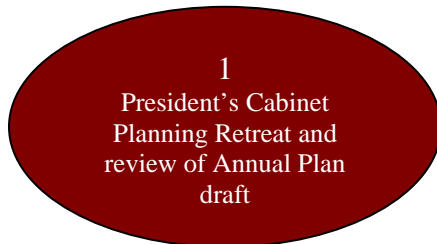
The College has been involved in a Master Site Planning process that will lay the foundation for thoughtful and sustainable growth for many years to come. Progress on our OCCC Capitol Hill Center and childcare initiatives has also been made with the pending acquisition or lease of properties that will greatly expand our capabilities to serve our students and the community.

As in past years, the FY 2010 plan provides a set of core indicators with targets to measure our progress in achieving the Board's ENDS and our strategic plan. In an effort to make the planning process more responsive to changing needs and requirements, the core indicators will be incorporated in a web-based "dashboard" that will provide more timely information on the College's performance throughout the year.



FY 2010 OCCC Annual Planning Process & Timeline

NOVEMBER



NOVEMBER - JANUARY



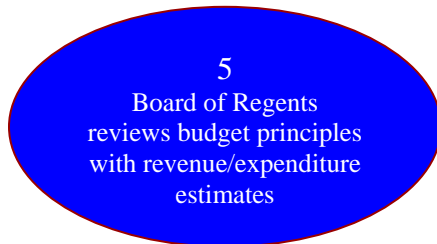
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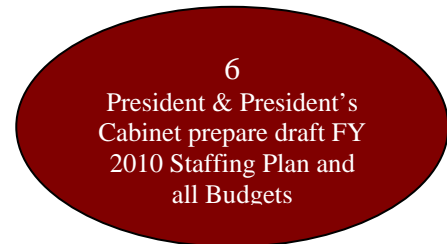
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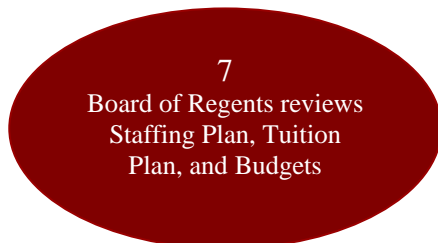
APRIL



APRIL - MAY



MAY



JUNE



FY 2010





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 2010 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.



The OCCC Dashboard – A New, More Responsive Way to Measure Success




When a person sets out on a long automobile trip, they usually have a set of gauges and a map to monitor the progress of their journey. More often than not, they check their maps and monitors several times before they arrive at their destination.

Measuring organizational progress should be a similar process. Given fast-changing external and internal environments, receiving up-to-date information on how well the organization is performing is vital to achieving important outcomes.

The OCCC Dashboard is meant to provide the Board of Regents and College decision-makers with a similar set of tools. Three important attributes distinguish the dashboard from previous planning reports.

First, the dashboard will provide more current data. Values for many indicators will be updated several times a year.

Second, the dashboard will use color-coded target ranges to communicate how well the college is performing. Each target range has specific numerical values that set the boundaries between one level of performance and another. Specifically, there will be three levels to which performance can be assigned:

-  The latest available data falls within the target range.
-  The latest available data is slightly below target. Increase monitoring.
-  The latest available data is significantly below target. Immediate action required.

Finally, to improve access to the data, the dashboard will be available on an internet portal for viewing. An updated list of core indicators is listed on the next four pages.



FY 2010 Core Indicators and Mission Capacity Outcomes

The FY 2010 OCCC Core Indicators are listed below. Target ranges, which will appear on the dashboard, are provided along with commentary to provide context. Important mission capacity outcomes, which support the achievement of the ENDS, are also listed.

ACCESS		
Core Indicator	Target Range	Comments
#1: FTE Market Share	On target: 48.1% or higher	Area market share consists of OCCC, Rose and OSU-OKC.
#2: Increase FTE enrollment over prior year.	On target: 7,808 FTE or higher	Based on FY 2008 total of 8,017 FTE.
#3: Racial and Ethnic composition of student body.	On target: 29.1% or higher	Target range set at 5% above or below population in five county area. Fall 2008 baseline.
STUDENT PREPARATION		
#4: Concurrent headcount.	On target: 871 students or higher	Unduplicated headcount for FY 2008.
#5: Successful developmental course completion.	On target: Fall 2009 at 50.8% or higher.	Courses included: College Writing I, College Writing II, Reading I, Reading II, Basic Math, Elementary Algebra and Intermediate Algebra.
# 6: Successful gateway course completion.	On target: Fall 2009 at 62.0% or higher.	Includes English 1113, Hist. 1483, Math 1513, Pys. 1113 and Pol. Sci. 1113.



STUDENT SUCCESS		
Core Indicator	Target Range	Comments
#7: Successful completion rate of all college-level courses.	On target: FY 2009 70.7% or higher	FY 2009 data will be latest available data.
#8: Persistence and retention. #8A: Persistence #8B: Retention	A. Persistence. On target: 58.1% or higher. B. Retention. On target: 35.7% or above.	FY 2008 values using AtD cohort.
GRADUATE SUCCESS		
# 9: Health professions first time licensure pass rates. #9A: Nursing #9B: OTA #9C: EMS/Paramedic #9D: PTA	The targets for all four groups are to exceed the national pass rates for the year.	Performance will be updated as national averages are received
#10: Graduate satisfaction with transfer preparation and employment preparation. #10A: Satisfaction with transfer preparation. #10B: Satisfaction with employment preparation.	On target: 90% satisfaction or higher	Target for both transfer preparation and employment preparation. FY 2007 value for transfer preparation was 87.8% and 97.1% for employment preparation.
#11: Employer satisfaction with graduates.	On target: 90% satisfaction or higher	FY 2007 value was 97.6%



GRADUATE SUCCESS CONT'D.		
Core Indicator	Target Range	Comments
#12: Transfer student grade point average. #12A: UCO #12B: OU #12C: OSU	The target is that the average grade point average be equal to or above the average of all undergraduates at the transfer institution.	In FY 2007, OCCC transfer students had higher GPA's than the overall average at OSU and UCO, and were below the average of OU.
COMMUNITY DEVELOPMENT		
#13: Participation in cultural arts programming. #13A: Arts Festival #13B: Cultural Arts Series.	A. Arts Festival of Oklahoma On target: 20,000 or more B. Cultural Arts Series. On target: 2,266 or more	FY 2008 Arts Festival attendance was 18,000. Cultural Arts Series was 2,339.
# 14: Enrollment in Community Development non-credit programs.	On target: 8,805 or more.	FY 2008 was 8,768.
#15: Corporate Learning revenue.	On target: \$264,947 or more.	FY 2008.



MISSION CAPACITY*		
Core Indicator	Target Range	Comments
#16: Financial stewardship	Receive an unqualified auditor's opinion.	Annually.
#17: Employee development.	Increase participation in WOW program over prior year and provide the equivalent of 500 hours of emergency preparedness training.	Annually.
#18: Implement initiatives designed to address areas for improvement identified in employee climate survey.	Complete initiatives.	FY 2010.
#19: OCCC Capitol Hill and OCCC Family and Community Education renovations	Complete renovation and begin occupancy of the OCCC Family and Community Education Center and begin renovation of the OCCC Capitol Hill Center by the end of FY 2010.	FY 2010
#20: Raise funds for the OCCC Capitol Hill Center and the Performing Arts Theater.	Successful fundraising campaigns.	FY 2010

* Mission Capacity indicators are not included on the dashboard.



FY 2010 Budget Development Principles

This section of the FY 2010 Annual Plan outlines the budget development planning for FY 2010 including the budget principles.

Budget Principles

Budget principles serve as guidelines during budget development and provide direction to take the first steps to begin the journey from success to greater significance as outlined in *The Way Forward and Why It Matters* and to achieve the FY 2010 ENDS and mission capacity outcomes and related core indicators of accomplishment and the specific measurements.

The budget principles for FY 2010 are as follows:

- Align the budget with the planning directive outlined in the FY 2010 Annual Plan, including OCCC's values.
- Adequately prepare for a potential shortfall in state appropriations in at least the next two fiscal years.
- Preserve, to the extent possible, the human intellectual and skill capacity to meet potential significant increases in enrollment.
- Maintain the physical plant and campus facilities to serve students and the community.
- Allow for flexibility to respond to student, community and workforce needs and opportunities
- Ensure operational efficiency.



FY 2010 Revenue Assumptions and Estimates (in comparison to FY 2009)

- The revenue picture for FY 2010 is complicated and difficult to precisely estimate at this time. There are many variables that remain uncertain. These variables have the potential to significantly impact projections.
- The FY 2010 state appropriation to higher education is anticipated to be reduced by at least 5%, in comparison to FY 2009. The reduction could be as high as 10%. A 10% reduction would translate into a reduction in allocation to OCCC of approximately \$2.6 million.
- Given an anticipated 7% increase in enrollment, tuition and fees are expected to increase by \$1.1 million (without an increase in the tuition and fee schedule). At this point, every effort will be made to keep tuition and fees at their current level. Should the reduction in state allocation be significantly greater than anticipated, consideration of a modest increase in tuition may be necessary. For every \$1.00 increase in tuition, the revenue would increase by \$228,000.
- Given the recent Attorney General's opinion, it is anticipated that through the collection of the incentive levy, the revenue to the South Oklahoma City Area School District could increase by approximately \$1.6 million.
- The American Recovery and Investment Act of 2009 (the Federal stimulus package) may provide additional funds to OCCC. The amount could reach \$2.6 million. If funds are provided to higher education and OCCC through the stimulus package, the Act includes language that indicates that funds to higher education should mitigate tuition increases.
- In summary, the total revenue for FY 2010 may range from a reduction of \$2.6 million (with no enrollment increase) to a potential increase of approximately \$3.7 million.



FY 2010 Expenditure Assumptions and Estimates (in comparison to FY 2009)

- Mandatory cost increases (insurance, contracts, and required fees) are estimated to increase by approximately \$1.0 million.
- Given the increase in enrollment, the expected direct cost of instruction is expected to increase by \$1.1 million. Generally, the additional revenue generated through tuition covers the direct cost of instruction at the adjunct rate.
- With the potential for a shortfall in revenue, it may be necessary to hold salaries and wages at their current levels. For every 1% increase in salary and wages, the cost is approximately \$400,000.
- To maintain our existing effort and cover direct costs of instruction, expenditures are projected to increase a total of approximately \$2.1 million. This projection does not include a salary increase or funds for any new initiatives that have been recommended through the planning process.
- New expenditure requests and initiatives that were ranked as having a high priority for consideration of funding totaled approximately \$1.8 million, including some additional personnel in key areas of service to students and community education.