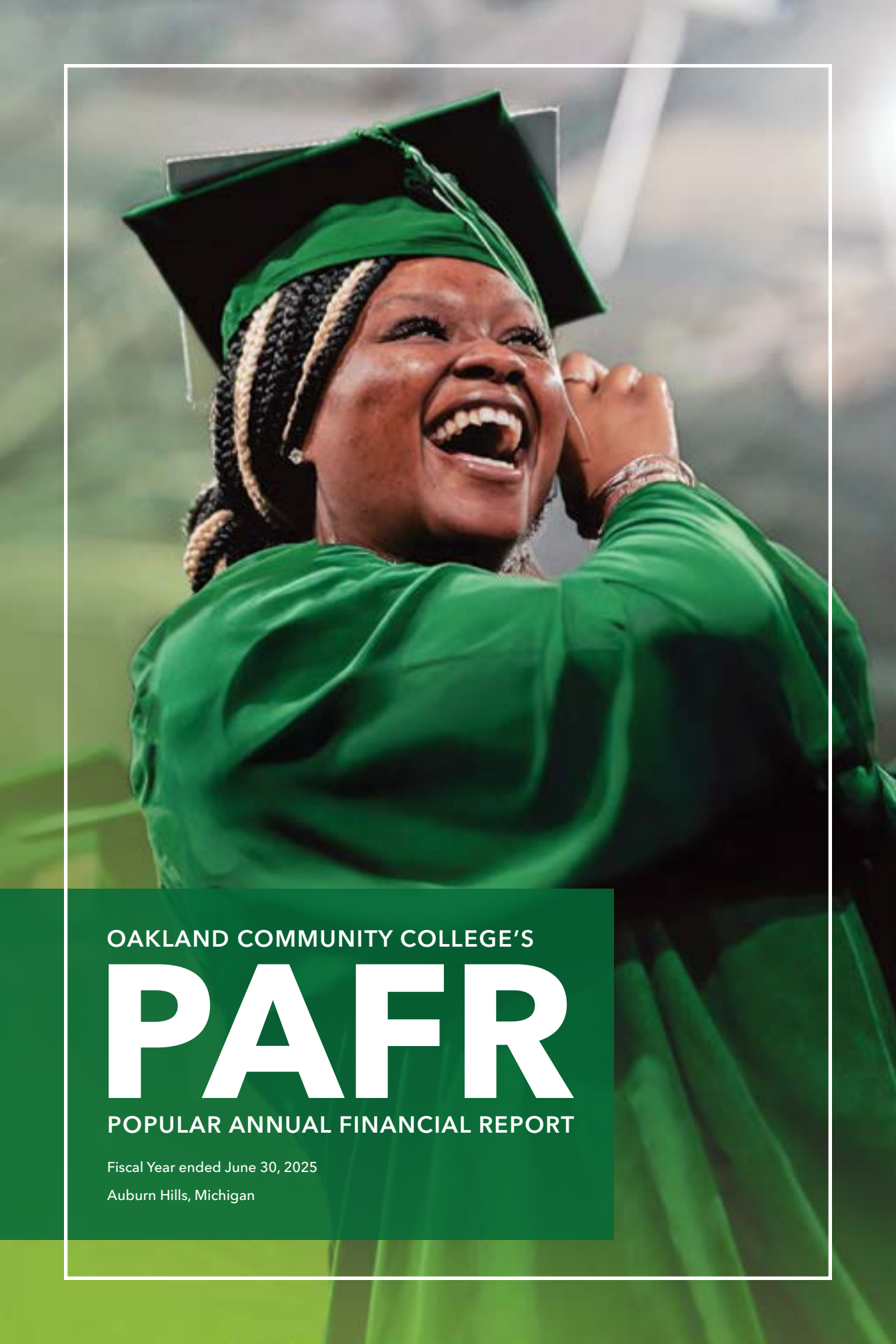


A close-up photograph of a Black woman wearing a green graduation cap and gown. She is smiling broadly, showing her teeth, and has her right hand raised to her ear. Her hair is styled in braids with gold and black beads. The background is blurred, showing what appears to be a stadium or outdoor setting.

OAKLAND COMMUNITY COLLEGE'S

PAFR

POPULAR ANNUAL FINANCIAL REPORT

Fiscal Year ended June 30, 2025

Auburn Hills, Michigan

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LETTER FROM THE CHANCELLOR & CFO

Dear Citizens and Taxpayers of Oakland County:

Oakland Community College is proud to present the Popular Annual Financial Report (PAFR) for the fiscal year ended June 30, 2025. This report provides an accessible summary of the College’s financial health, key accomplishments, and ongoing priorities. Information in this report is drawn from the Annual Comprehensive Financial Report (ACFR), which is prepared in accordance with Generally Accepted Accounting Principles (GAAP) and independently audited by Plante Moran. The PAFR complements the ACFR by highlighting essential data in a concise and reader-friendly format, reflecting our continuing commitment to transparency and fiscal stewardship.

Fiscal year 2025 was a year of progress, resilience, and opportunity. Oakland Community College remained steadfast in its mission to empower student success and strengthen our communities through accessible, high-quality education. We continued to adapt to the changing higher education landscape—addressing challenges such as enrollment fluctuations, inflationary pressures, and evolving public perceptions of college—while maintaining financial stability and expanding pathways for students to thrive.

The College advanced several strategic priorities this year, including working to

increase graduation and completion rates, the continued issuance of our five-year financial plan, investments in technology and facilities, and enhanced programming to align initiatives with workforce needs. These priorities and initiatives underscore our commitment to both student achievement and regional economic vitality.

We are proud that OCC once again earned national recognition from the Government Finance Officers Association (GFOA) with the “Triple Crown” designation for excellence in financial reporting, budgeting, and transparency. This distinction reflects our strong financial management practices and the dedication of our faculty, staff, and leadership team.

As we look ahead, OCC remains focused on innovation, affordability, and student success. We are deeply grateful to the citizens of Oakland County for your continued trust and support, which enable us to provide exceptional education and training opportunities that improve lives and sustain our community’s growth.

Electronic copies of the ACFR and PAFR are available at oaklandcc.edu/about/transparency-at-occ. We welcome your questions, feedback, and engagement as we continue building a strong and vibrant future together.

Sincerely,



Peter Provenzano Jr.

PETER M. PROVENZANO, JR.
CPA, CGMA
Chancellor



Christina Kostiuk

CHRISTINA KOSTIUK
CPA
Vice Chancellor for
Administrative Services

BOARD OF TRUSTEES

Oakland Community College is governed by a seven-member Board of Trustees, each elected on a non-partisan, at-large basis by voters residing within the College district—an area that generally corresponds to Oakland County. Trustees serve as volunteers without compensation, each for a six-year term.

As a collective, the Board provides governance oversight by setting policy, defining the College’s mission, vision, and strategic ends, and ensuring compliance with the Michigan Community College Act, the Michigan Open

Meetings Act, and related laws. They delegate administrative operations to the Chancellor and senior staff, while retaining accountability for fiduciary oversight—including adoption of tuition and fees, levy and collection of taxes where authorized, and ensuring the institution meets community needs.

Trustees are also responsible for selecting and evaluating the Chancellor, for maintaining financial and operational integrity, for strategic planning, and for representing the College in the broader community.



KATHLEEN A. BERTOLINI
Chairperson
Elected: 2016



EDWARD D. CALLAGHAN
Vice Chairperson
Elected: 2022



SHIRLEY J. BRYANT
Trustee
Elected: 2008



MIVIDA BURRUS
Trustee
Elected: 2025



PAMALA M. DAVIS
Trustee
Elected: 1994



PAMELA S. JACKSON
Trustee
Elected: 2016



MEG LAMBERT
Trustee
Elected: 2024

ORGANIZATIONAL CHART



Component Unit: Foundation

COLLEGE HISTORY & OVERVIEW

The Oakland Community College District (OCC) was established by the electorate of Oakland County, Michigan, on June 8, 1964. The district covers approximately 900 square miles and has an assessed valuation of over \$25 billion. Oakland County includes 28 public school districts with 45 public high schools, as well as 37 non-public high schools. With an estimated population of 1.24 million people, the county features a mix of urban and rural communities, encompassing 62 cities, villages, and townships, including 32 downtown areas and many scenic natural settings.

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

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

In 1999, the State of Michigan awarded OCC \$5 million grant to begin construction of Michigan Technical Education Center (M-TEC) at the Auburn Hills Campus. In 2024 construction was completed on the Combined Regional Emergency Service Training (CREST) facility at the Auburn Hills Campus. CREST is a national model for emergency services and anti-terrorist training. In the late 2010s, a new “virtual campus” was launched with online

programs, courses and full range of services found on brick-and-mortar campuses.

In 2023, OCC broke ground on the new Culinary Arts Institute building on Royal Oak campus, to relocate its renowned culinary program from the Orchard Ridge Campus. In fall 2025, the major expansion opened for classes.

Since opening its doors in 1964, Oakland Community College (OCC) has served more than 1 million students and awarded nearly 100,000 degrees and certificates. As one of Michigan’s largest and most impactful community colleges, OCC plays a vital role in advancing the educational, workforce, and economic development needs of Oakland County and the region. With nearly 1,000 courses and approximately 100 academic and career programs spanning areas such as health sciences, business, technology, liberal arts, public service, and advanced manufacturing, OCC prepares students for both immediate career success and continued academic achievement. Whether pursuing a high-demand, high-wage profession or planning to transfer to a four-year university, students at OCC receive a quality, affordable education designed to meet them where they are and take them where they want to go.

OCC is recognized as one of Michigan’s top transfer institutions, with nearly half of its students intending to continue their education beyond the associate degree. To support this goal, OCC maintains more than 70 transfer agreements with over 40 four-year colleges and universities, covering 92 of its 101 academic programs. These partnerships ensure that students can transfer credits seamlessly, avoiding duplication and reducing both the time and cost of completing a bachelor’s degree. The College also provides robust support and advising

to help students navigate the transfer process successfully. OCC’s continued investment in expanding and strengthening these transfer pathways demonstrates its commitment to student success and long-term educational attainment across the state.

Aligned with Oakland County’s ambitious Oakland80 initiative—which aims to ensure that 80% of adults in the county have a postsecondary degree or credential by 2030—OCC offers a wide range of academic, technical, and public safety training programs to meet the evolving needs of today’s workforce. In addition to associate

degrees in transfer and career-focused fields, the College delivers specialized vocational education and operates highly respected Police, Fire, and EMS academies through its Emergency Services Training program. These programs prepare students for critical roles in public safety while supporting regional efforts to fill workforce gaps in essential services. Through its mission to empower student success and strengthen the broader community, OCC continues to provide high-quality, accessible education that supports lifelong learning, workforce readiness, and economic mobility for the people of Oakland County.



FAST FACTS



More than
1 MILLION
students have
attended OCC



Approximately
103,000+
degrees and
certificates granted



\$115
cost per contact hour
– among the lowest
in Michigan



1 OF EVERY 41
jobs in Oakland County
is supported by
OCC activities and students*

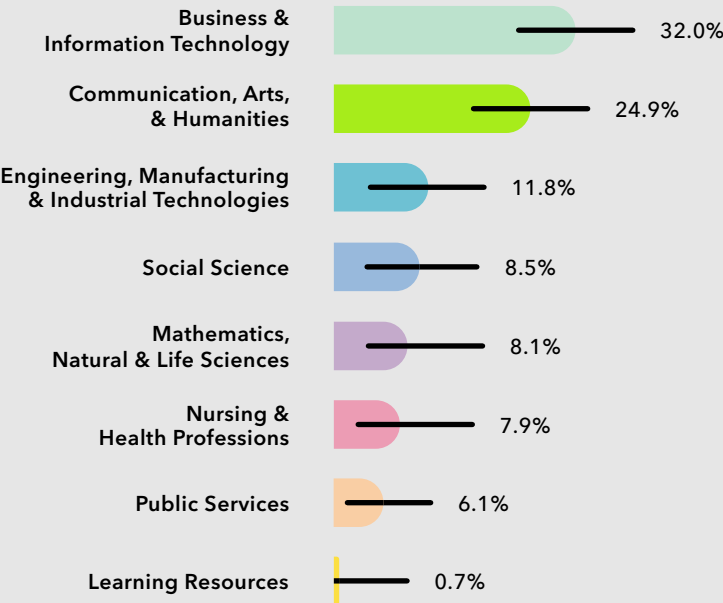


#1
transfer institution
in Michigan



18% ROI
OCC students’
historical return on
investment in OCC*

MOST POPULAR PROGRAMS**



STUDENTS

- Credit hours taken in 2025: 349,973
- Unduplicated head count: 25,518
- Male: 35.7%
- Female: 54.2%
- Part-time students: 70.7%

FACILITIES

- 360+ classrooms on 5 campuses
- 500+ acres over 5 sites
- Nearly 2.0 million square feet in facilities

* Data Source: OCC's Economic Impact Study Lightcase (previously know as EMSI) 2019

** Data Source: OCC Institutional Effectiveness, Data on October 8, 2024



POINTS OF PRIDE

ACADEMICS & STUDENT SERVICES

- One of Michigan’s largest multi-campus community colleges and a top transfer institution in the state, offering more than 80 degree and certificate programs, including nearly 20 fully online options.
- Named among America’s Top Online Colleges 2025, earning a five-star rating and #7 among the best colleges and universities by *Newsweek* magazine.
- Honored more than 2,100 graduates in front of nearly 6,000 family and friends at the 59th annual commencement.
- Joined twelve area colleges and universities in partnership with the Detroit Regional Chamber’s Detroit Drives Degrees Data Collaborative to advance student success in southeast Michigan through comprehensive data and partnership support.
- Awarded over 550 institutional scholarships totaling \$366,000 to more than 530 students during the 2024-2025 academic year.

ADMINISTRATION

- Received the Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive Financial Report, the highest form of recognition in governmental accounting and financial reporting.
- Received the Award for Outstanding Achievement for the College’s Popular Annual Financial Report.
- Earned the Distinguished Budget Presentation Award, Award for Financial Reporting Achievement, and Certificate of Recognition for Budget Preparation.
- Continued perennial partnership with the Detroit Institute of Arts Inside|Out program, featuring 15 DIA reproductions across all campuses, making art more accessible in the community.

ECONOMICS & EMPLOYABILITY

- Hosted the inaugural EmpowHER Trades event to pave the way for future generations of women in skilled trades.
- Hosted Oakland County’s *Tech Collaboration Series* for area business leaders showcasing OCC’s technical programs, resources and services.
- Awarded a Reconnect Community Action Grant by the Michigan Department of Lifelong Education, Advancement, and Potential to expand postsecondary access for adult learners and strengthen regional collaboration in support of economic growth.
- Co-sponsored an inaugural Internship Mixer with Detroit Drives Degrees (D3C3), connecting 70 students with 24 local employers through Career Services.
- Recognized by the U.S. Department of Labor with two prestigious awards for excellence and collaborative success in partnership with the Workforce Intelligence Network for expanding advanced manufacturing apprenticeships in southeast Michigan through its Closing the Skills grant.

ENHANCING THE STUDENT EXPERIENCE

- Unveiled OCC's first new mascot in 60 years, Talon the Owl, selected from nearly 250 mascot suggestions, designed by a student and voted on by students.
- OCC's Men's Basketball team won the National Junior College Athletic Association (NJCAA) Division II Great Lakes District A Championships and advanced to the elite national tournament.
- Launched a new OCC Owls Athletics website as a central hub for college sports and student athletes.
- Launched the Neurodivergent Student Alliance student organization to support students who identify with ADHD, Autism, Dyslexia, Obsessive-Compulsive Disorder, learning disabilities and other conditions.
- Earned "Gold Status" for the ninth consecutive year from the Michigan Veterans Affairs Agency in its annual ranking of veteran-friendly schools.
- Hosted Dr. Yusef Salaam, a member of the Exonerated Five, as keynote speaker at the College's 2025 MLK Convocation.

PARTNERSHIPS AND DEGREE PATHWAYS

- Partnered with Goodwill of Greater Detroit to offer a construction pre-apprenticeship program for Pontiac residents, combining classroom instruction with practical experience to jumpstart a career in the building trades.
- Partnered with Michigan State University to establish an early assurance program for OCC students who transfer as undergraduate premedical students to enter MSU's College of Human Medicine.
- Expanded partnership agreement with Oakland University to include a Bachelor of Biology degree for OCC's transfer students.
- Collaborated with the University of Detroit Mercy to launch and host at OCC an accelerated, 12-month Bachelor of Science degree in Nursing completion program in Oakland County.

PEOPLE OF OCC

- Culinary faculty Chef Doug Ganhs named 2024 Educator of the Year by the Michigan Chefs de Cuisine Association.
- Culinary student Aaron Brown won first place in a national Restaurant Service competition and earned a full-tuition scholarship to the prestigious Culinary Institute of America.
- English Faculty Sharon Korth named 2025 Distinguished Faculty Member of the Year by the Alliance for Excellence in Online Education.
- Internal Communications Lead Linda Ruggirello received a national Paragon Award for Excellence in Writing-Short Form from the National Council for Marketing and Public Relations.
- Chancellor Peter Provenzano, Jr. named Board Chair of the Michigan Community College Association.

PROGRAM EXCELLENCE

- Michigan's largest regional Police and Fire Academies, and the state's only Part-time Police Academy, community college 911 Dispatch Academy and regional Police K-9 Academy.
- Launched a new accelerated Associate in Business Management degree program that empowering students to earn a degree in two years, attending class one night per week.

PROGRAM EXCELLENCE *continued*

Fire Academy is the only nationally and internationally accredited program in Michigan.

OCC is the only community college in Michigan to have an Auto Servicing program with an NC3 Master Instructor (Faculty Claude Townsend).

Library Service and Technology program is Michigan's only library associate degree program.

Machine Tool program is the only community college with a Hurco partnership.

Ranked top school in Michigan for awarding National Coalition of Certification Centers (NC3) certifications.

Paralegal Program ranked #1 in education by *Michigan Lawyers Weekly* for the third consecutive year.

Pre-Engineering program offers transferable engineering courses to four-year universities—one of few among Michigan community colleges.

Robotics and Automation program offers the widest range of robot applications among Michigan community colleges.

Sign Language Interpreter program is one of the nation's first accredited associate degree programs and the only accredited program in Michigan.



AWARDS & RECOGNITION FOR EXCELLENCE IN FINANCIAL REPORTING

The Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to Oakland Community College for its Annual Comprehensive Financial Report (ACFR) for the fiscal year ended June 30, 2024. This recognition marked the tenth consecutive year that the College received this prestigious honor. To earn this award, a government organization must publish an easily readable and well-organized annual comprehensive financial report that meets both generally accepted accounting principles (GAAP) and applicable legal requirements while conforming to the GFOA's rigorous program standards.

A Certificate of Achievement is valid for one year only. We are proud to report that our Annual Comprehensive Financial Report for the fiscal year ended June 30, 2025 continues to meet these high standards, and it has again been submitted to the GFOA for consideration of another Certificate of Achievement.

In addition, the GFOA presented Oakland Community College with the Award for Outstanding Achievement in Popular Annual Financial Reporting for its Popular Annual Financial Report (PAFR) for the fiscal year ended June 30, 2024. This marks the seventh consecutive year the College has earned this national recognition. The award honors state and local governments that produce PAFRs which demonstrate exceptional standards of creativity, presentation, understandability, and reader appeal—making complex financial information accessible and engaging to the public.

This Award for Outstanding Achievement is valid for one year. The College believes its current PAFR for the fiscal year ended June 30, 2025 continues to meet the program's highest standards



Government Finance Officers Association

Award for
Outstanding
Achievement in
Popular Annual
Financial Reporting

Presented to

**Oakland Community College
Michigan**

For its Annual Financial Report
For the Fiscal Year Ended

June 30, 2024

A stylized signature of Catherine P. Dineen in blue ink.

Executive Director/CEO

and has been submitted to the GFOA for consideration for another award.

For eight consecutive years, the College has also received the GFOA's Distinguished Budget Presentation Award, the highest recognition in governmental budgeting. The most recent award was received in fall 2025 for the Fiscal Years 2026-2030 budget document, along with a Certificate of Recognition for Budget Preparation presented to the Budget and Financial Planning Department. These awards underscore the College's commitment to transparency, accountability, and excellence in financial planning and reporting.

OCC's continued participation in these programs demonstrates our ongoing dedication to best practices in public finance, our commitment to fiscal integrity, and our focus on ensuring strong stewardship of public resources in support of our students and community.

STRATEGIC PLANNING

SERVING STUDENTS & STRENGTHENING COMMUNITIES SINCE 1965

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

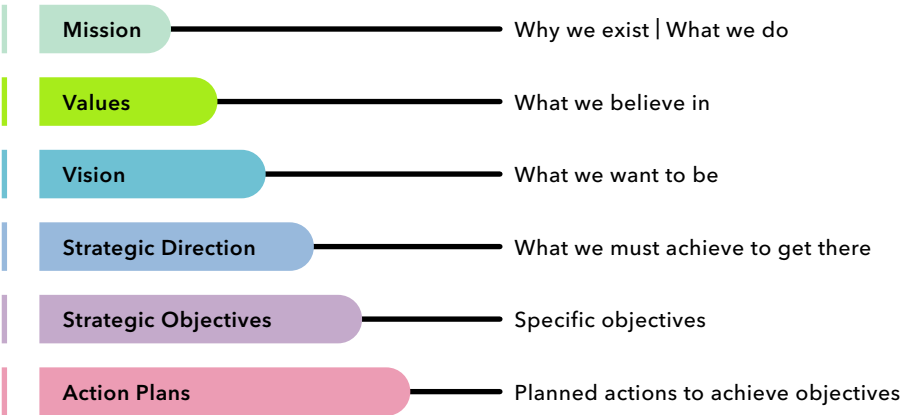
As one of Michigan’s largest multi campus community colleges and a top transfer institution, OCC is also deeply embedded in community development and engagement. OCC remains committed to maintaining access and quality for all, especially in response to the evolving landscape of higher education—shifts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

OCC’s faculty, staff, and administrators are dedicated to delivering strong student outcomes through innovation, wraparound supports, and professional services.

The College prioritizes student success by providing financial aid, advising, academic enrichment, and other essential services to ensure that each student can realize their full potential. With affordability, quality, and inclusivity at its core, OCC continues to be a place where dreams are nurtured, prepared for meaningful careers, further academic pursuits, and lifelong learning.

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

The following summary illustrates the current hierarchy of language.



STRATEGIC PLANNING & STEWARDSHIP

Strategic planning at Oakland Community College (OCC) is an inclusive model that actively engages volunteers from across the institution. The College recognizes that meaningful, high-impact, and pragmatic strategies can only be created through the direct engagement and contributions of those closest to our core functions. 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. The Steering Committee views the strategic plan as a living document, rather than one that sits on a shelf. It ensures that the College models a regular, intentional, and cyclical process of continuous quality improvement.

STRATEGIC PLANNING PROCESS

Strategic planning at Oakland Community College is an ongoing endeavor involving a continuously evolving set of stakeholders, actions, and plans. Throughout the year, committees are assigned to each of the College’s strategic objectives, working on two fronts simultaneously but with distinct

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



OAKLAND COMMUNITY COLLEGE’S STRATEGIC PLAN

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



MISSION

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



VALUES

- ACCESSIBLE** - We welcome people of diverse backgrounds and abilities.
- EXCELLENT** - We offer high quality and relevant educational experiences, and celebrate the accomplishments of our people.
- ETHICAL** - We act with respect, integrity, and kindness, and carefully steward the resources entrusted to us.



VISION

Excellence in all we do: Become the college of choice.
Become the partner of choice. | Become the employer of choice.

PRIMARY INSTITUTIONAL GOAL

In 2023, OCC set a primary institutional goal to double graduation rates. This key objective helps the organization align activities and resources to significantly improve this critical success indicator, thereby advancing OCC’s mission. This focus also aids in evaluating progress across strategic directions and objectives related to student completion. Community college completion remains a complex and mission-focused goal, to help fit higher education advancement

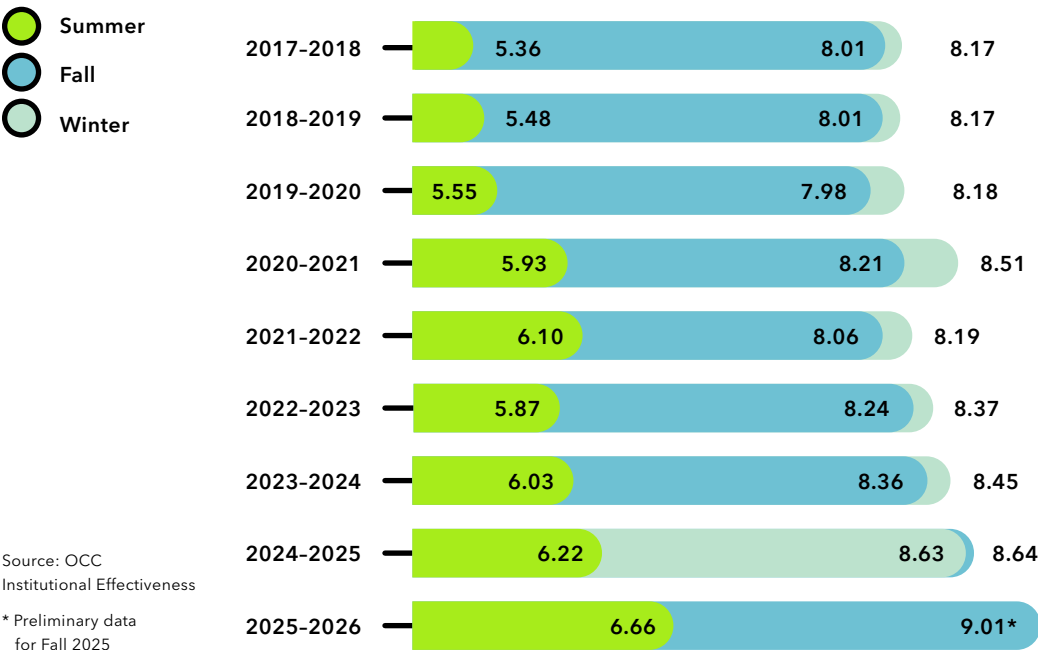
and earned credentials into the lives of students who are working, caring for families, and facing economic challenges throughout their college pursuits.

OCC is committed in its mission to empower students and advance the community in higher education awareness, aspirations, access, and success. The College will continue to evolve to meet the needs of its students, to create innovative opportunities and pathways toward higher education credential attainment.

ACADEMIC PROGRESS THROUGH AVERAGE ENROLLED CREDITS

Students continue to look for flexibility in their course options, to fit college learning into their complex lives. Average credit enrollment is particularly important to track as it contributes to student momentum and accelerates academic progress toward meeting a degree or transfer goal. Initial data for Fall 2025 is especially noteworthy as OCC exceeds nine credit hours for the first time since our data tracking began.

AVERAGE ENROLLED CREDITS TREND



OUR WORK TO DOUBLE THE GRADUATION RATE

OCC has realized gains in student completion across cohorts. OCC’s strategies remain focused on implementing national best practices to improve student completion rates while reducing the time to degree for full-time and part-time students. Some of OCC’s strategies implemented in 2021-25 will still take time to fully impact the six-year graduation cohorts.

That said, initial data shows that the graduation rate continues to increase over the past several years. We will continue to monitor student progress and leading indicators for successful completion toward our internal strategic goals and those of Oakland80 and Michigan Sixty by 30.



MONITORING PROGRESS

OCC’s monitoring reports offer the Board a comprehensive and consistent framework for evaluating overall institutional effectiveness. Delivered each semester (in fall, winter,

and spring), these reports track continuous process improvements related to strategic key performance indicators, culminating in an annual report each August.

MAKING OCC THE EMPLOYER OF CHOICE

ONGOING COLLEGEWIDE COLLABORATION

Collaborative Decision Making (CDM) is one available tool to help apply culture standards of communication, trust, belonging & interdependency Multiple voices gather to provide input on a proposed change before it is implemented. Engaging the College’s rich diversity of perspectives and experiences to build a community whose impact exceeds the sum of its individual contributions.

Collaborative decision-making involves four key elements:

- Any employee can suggest an idea to improve the College.
- Input on the idea should be collected and used to improve the idea before it is implemented.
- Implementation of the idea should be communicated effectively.
- The success or failure of the implemented idea should be assessed.

CULTURE STANDARDS

In FY2025, Oakland Community College implemented Culture Standards for employees and faculty. The work began with the TRAC (Trust, Respect, Accountability, and Communication) group in 2019 and will continue through the next iteration of the strategic plan from 2025-28. Culture work is incremental and takes continuous striving in order to become an organic part of an organization and its people. In recent years, all new hires hear about the importance of kindness and caring at OCC, with a focus on our students and our mission.

The purpose of the OCC Culture Standards is to enhance college-wide culture and community, promote respect, inclusion, and accountability, and establish clear expectations for conduct. These standards apply to all Oakland Community College employees at every level, and should guide work behaviors daily. All OCC employees, regardless of position, will be held accountable for adhering to and upholding each of these standards.

OCC’S CULTURE STANDARDS

1

I AM COMMITTED
TO EACH STUDENT.

I solve problems and help every student complete and succeed.



2

I AM HONEST
AND RESPECTFUL.

I listen actively, communicate clearly at the right time and disagree civilly.



3

I EXTEND AND SEEK
TO EARN TRUST.

I will engage genuinely, acknowledge others’ expertise and work toward shared success.



4

I AM ACCOUNTABLE.

I understand my role and responsibilities to achieve measurable results for the College and I work to accomplish them.

I know my key outcomes in serving students, my colleagues, and the community.



5

I FOSTER A SENSE
OF BELONGING.

I work to overcome biases and create a welcoming, safe, and inclusive environment.



6

I LOOK BEYOND MY
ROLE AND TEAM.

I consider interdependencies as I think, act, and organize my work to drive student progress.



FINANCIAL ACCOUNTABILITY & LONG-TERM STEWARDSHIP

Oakland Community College fulfills its mission not only through excellence in education, but also through strong financial accountability. The careful allocation and responsible use of financial resources remain a top priority in how we serve students and honor our fiduciary duty to the community.

In fiscal year 2025, the College achieved strong financial results, reflecting both prudent management and the continued confidence of our students and community. Increased enrollment and renewed engagement in academic and workforce programs led to higher instructional and academic support costs, as well as greater investment in student support services. These increases reflect OCC's ongoing commitment to student success and access—ensuring that every learner has the tools and resources to thrive.

To maintain this momentum and financial strength, the College continues to prepare a balanced budget and a five-year forecast, allowing leadership to anticipate economic changes, manage inflationary pressures, and plan strategically for the future. This long-term approach ensures that OCC remains in a solid financial position while advancing its mission and meeting community needs.

The Board of Trustees upholds a clear fiduciary responsibility to ensure that public funds are used transparently, ethically, and

responsibly. The Board's financial policy requires annual budgeting that maintains a minimum reserve equal to three months of operating expenses, along with designated funds for quasi-endowment and capital outlay. Financial reports are presented quarterly, providing detailed comparisons of actual results to budget and prior-year performance across both Operating and Capital Funds.

OCC continues to prioritize affordability and access. Tuition remains among the lowest of Michigan's 28 community colleges, even with modest inflationary adjustments designed to sustain program quality and address the higher costs of specialized, high-contact instruction—such as science labs, culinary arts, and health professions. Gross tuition and fees make up approximately one-third of the College's total revenue, complemented by state appropriations and property taxes.

The College recognizes that the landscape of higher education continues to evolve, with shifting student expectations, rising costs, and competitive job markets influencing enrollment nationwide. OCC is meeting these changes from a position of financial strength and agility, supported by sound fiscal management and forward-looking planning. Our commitment remains unwavering: to provide affordable, high-quality education and to continue investing in the success and well-being of our students and community.

FINANCIAL HIGHLIGHTS

The following section provides an overview of Oakland Community College’s financial operations for the fiscal year ended June 30, 2025. The information presented in this Popular Annual Financial Report (PAFR) is drawn from the audited financial data contained in the College’s FY2025 Annual Comprehensive Financial Report (ACFR). The ACFR offers a more detailed presentation of the College’s finances, prepared in accordance with generally accepted accounting principles (GAAP) and audited by the independent accounting firm Plante Moran, which issued an unmodified opinion. Financial information for the Oakland Community College Foundation, a component unit of the College, is not included in this PAFR. Statistical and demographic data are compiled from various sources and are unaudited. Both the ACFR and PAFR are available on the College’s website at oaklandcc.edu/about/transparency-at-occ

The Statement of Net Position presents Oakland Community College’s assets, liabilities, and net position as of June

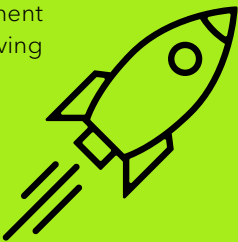
30, 2025. Assets represent the College’s economic resources—anything of value that can be owned or controlled to produce future benefits. Current assets include accounts receivable and short-term investments, while capital assets consist of long-term resources such as buildings and equipment. Liabilities are the College’s financial obligations, representing future payments or services owed to others as a result of past transactions. Net position reflects the residual value of the College’s assets after deducting liabilities.

In addition, the Statement of Net Position includes deferred outflows and deferred inflows of resources. A deferred outflow represents a consumption of resources applicable to future periods, while a deferred inflow represents resources that will be recognized in future periods.

The Statement of Revenues, Expenses, and Changes in Net Position highlights the College’s operating activities and how they are financed. These operations are supported primarily through property taxes, state appropriations, and tuition and fee revenue.

Oakland Community College’s **Future Plan** embraces the changes and opportunities ahead with a clear focus on advancing access, inclusion, equity, innovation, and collaboration. As we look forward, our goal is to strengthen OCC’s long-standing commitment to student success by anticipating emerging needs and adapting to an evolving educational landscape. We are proud to be champions for our students and our community, working in partnership with our dedicated faculty and staff to shape thoughtful, forward-looking decisions that ensure a strong and sustainable future for all.

For more information visit [page 28](#) or oaklandcc.edu/future-plan



STATEMENT OF NET POSITION

The financial statements report information on the College as a whole. These figures report the College’s financial position as of June 30, 2025 and changes in net position for the year ended June 30, 2025. The College’s Statement of Net Position at June 30, 2025, had assets of \$756.1 million, and liabilities of \$172.1 million.

The College’s assets include \$112.8 million in current assets and \$643.3 million in non-current assets for year ended June 30, 2025. The College holds \$399.0 million in long-term investments at June 30, 2025. The College implemented GASB 68 in 2015 at which point the recognized the College’s share of the Michigan Public School Employees’ Retirement System (MPERS) unfunded net pension liability. The net pension liability at June 30, 2025 was \$126.0 million. This is a decrease from \$173.0 million as of June 30, 2024. In 2018, the College implemented GASB 75 and recognized the College’s share of the MPERS unfunded OPEB liability. At June 30, 2025, it was a net OPEB asset totaling \$22.2 million. As of June 30, 2024, the net OPEB asset was \$3.0 million. The net pension liability and net OPEB asset result from the College’s participation in MPERS, a statewide, cost-sharing, multiple employer defined benefit public employee retirement system.

At June 30, 2025, the College has \$222.1 million invested in capital assets, net of accumulated amortization and depreciation of \$379.2 million. Additions to capital assets during 2025 included costs for building additions and renovation projects at various campus sites, most significantly, the new

ASSETS (IN MILLIONS)

Current Assets	\$112.8
Non-current assets:	
Long Term Investments.....	\$399.0
Net OPEB asset	\$22.2
Capital assets non depreciable.....	\$109.1
Capital assets depreciable, net.....	\$113.0
➤ Total assets	\$756.1
Total Deferred outflows of resources ...	\$42.0

LIABILITIES

Current liabilities.....	\$38.2
Non-current liabilities	\$133.9
➤ Total liabilities.....	\$172.1
Total Deferred inflows of resources.....	\$86.5

NET POSITION

Net investment in capital assets.....	\$214.2
Restricted.....	\$24.9
Unrestricted.....	\$300.4
➤ Total net position.....	\$539.5

Culinary Center at Royal Oak, as well as equipment and technology purchases. Building and equipment capital additions were \$48.6 million during 2025. In fiscal year 2025, for Subscription based IT arrangements and lease additions were \$3.5 million and the College recognized \$3.8 million in amortization expense. These SBITA’s and leases have an associated liability of \$7.9 million as of June 30, 2025. Payroll related and compensated absences liabilities were \$9.8 million and accounts payable was \$14.8 million at June 30, 2025.

STATEMENT OF REVENUES,
EXPENSES AND CHANGES
IN NET POSITION (IN MILLIONS)

The College’s net position, which represents the residual interest in the College’s assets and deferred outflows after liabilities and deferred inflows are deducted, totaled \$539.5 million as of June 30, 2025. Although unrestricted net position is not subject to externally imposed restrictions, virtually all of the College’s unrestricted net position is designated to fulfill the College’s mission including designations for future retirement obligations and insurance, designations to meet the College’s reserve policy for operating expenses and infrastructure and capital projects, and designations of quasi-endowment for future debt payments and scholarships.

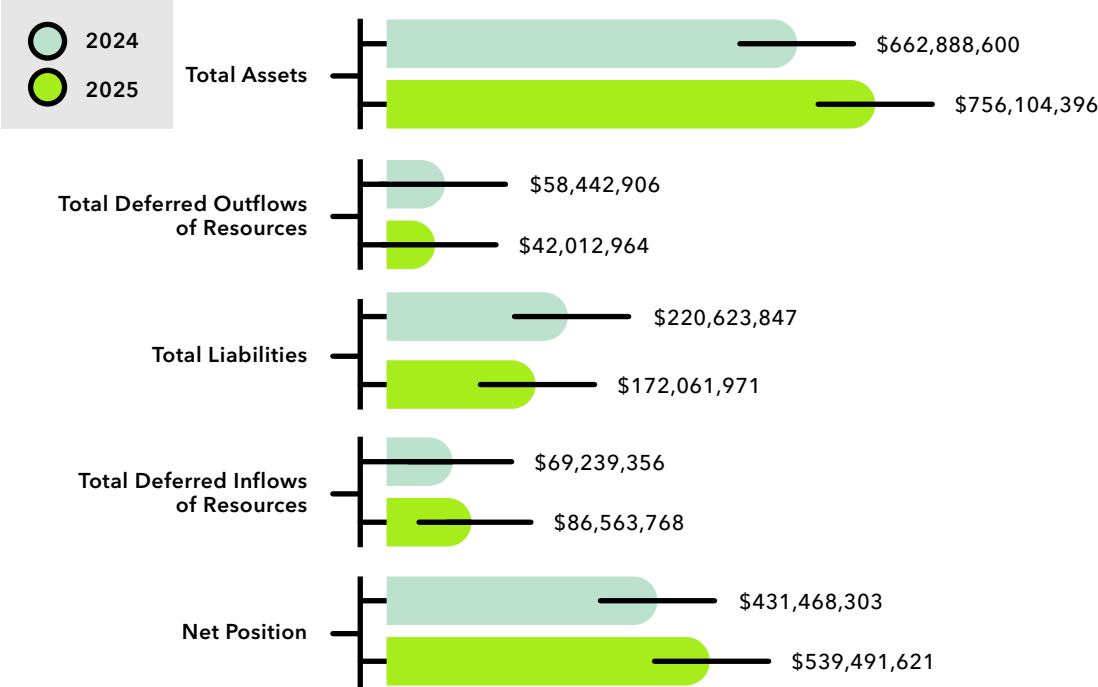
REVENUES (IN MILLIONS)

Operating revenues:	
Tuition and fees, net.....	\$26.2
Federal grants and contracts.....	\$5.1
State, local.....	\$10.0
Auxiliary/ Miscellaneous.....	\$1.5
Total operating revenues.....	\$42.8
Non-operating revenues:	
Pell grant revenue	\$31.6
Other federal revenue	\$4.5
Property taxes.....	\$113.9
State appropriations.....	\$34.8
State appropriations for UAAL.....	\$10.1
Investment income.....	\$16.2
Net gain on investments.....	\$13.3
Total non-operating revenues.....	\$224.4
> Total revenues.....	\$267.2

EXPENSES

Instruction.....	\$44.9
Academic Support	\$19.7
Student Services.....	\$30.1
Institutional Support/ Public Services ..	\$24.6
Information Technology.....	\$8.7
Physical plant operations.....	\$11.8
Depreciation and Amortization	\$19.3
> Total expenses	\$159.1

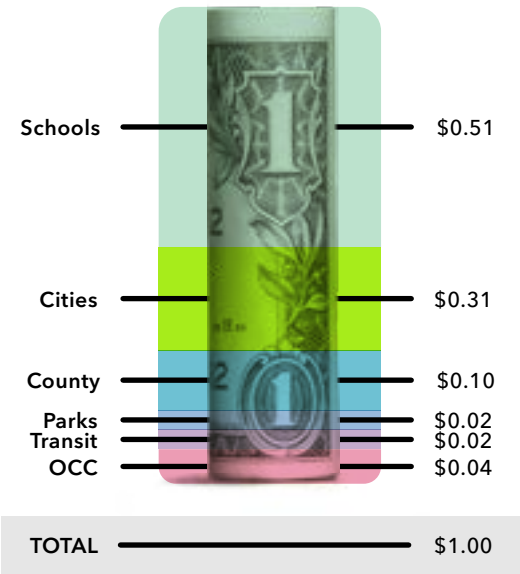
STATEMENT OF NET POSITION



HISTORICAL INFORMATION

	Total Assets/ Deferred Outflows	Total Liabilities/ Deferred Inflows	Total Net Position
2025	\$798,117,360	\$258,625,739	\$539,491,621
2024	\$721,331,506	\$289,863,203	\$431,468,303
2023	\$662,190,468	\$314,234,087	\$347,956,381
2022	\$591,958,406	\$280,202,176	\$311,756,230
2021	\$602,598,527	\$316,286,983	\$ 286,311,544

PROPERTY TAXES: *WHERE DOES YOUR DOLLAR GO?*



The Oakland County Treasurer’s office is responsible for the collection and distribution of property tax revenue. Property taxes support cities, villages, townships, the county, libraries, parks and recreation, and school districts. Oakland Community College also receives a portion of these property taxes. The following illustrates the distribution of Oakland County property tax dollars by government entity. For every dollar of property tax, Oakland Community College received \$0.04.

Oakland County's annual report: oakgov.com/government/management-budget/financial-tax-reports/annual-financial-reports

OPERATING AND NON-OPERATING REVENUES

Operating revenues include all transactions that result in sales and/or receipts from goods and services, such as tuition, fees, and auxiliary and miscellaneous operations. In addition, certain federal, state, and private grants are considered operating if they are not for capital purposes and are considered a contract for services.

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

Net student tuition and fee revenue (after scholarship allowance) decreased by 3.0 percent for the year ended June 30, 2025. Gross tuition and fee revenue, however, increased by 17.9 percent for fiscal year ended June 30, 2025. Contact hours, which were 369,909.5 for fiscal year ended June 30, 2025, increased by 13.8 percent from fiscal year ended June 30, 2024. The College had moderate tuition rate increases for fiscal year 2025. The contact hour rates for in-district tuition increased by 3.7 percent and for out-of-district tuition, the contact hour rates increased by 3.0 percent, beginning with the Fall 2024 term.

In 2025, total Federal grants and contracts revenue (operating) increased by 15.2 percent from 2024. Students receiving Pell in fiscal year 2025 increased so Pell revenue increased by 51.6 percent from 2024. Other federal grants are recorded in non-operating revenues and increased 14.7 percent in 2025.

Auxiliary services and other miscellaneous revenue increased by approximately 8.5 percent during fiscal year ending June 30, 2025.

At year end June 30, 2025, the College had assets held for sale of \$2.4 million which included the southern portion of the Highland Lakes campus. The sale was completed to Waterford Township in July 2025.

In 2025, state grants and contracts and other non-governmental grants revenue increased 68.6 percent from 2024 due to increases in funding for several state and local programs and scholarships.

The College received 2.4 percent less in state appropriations for fiscal year 2025 from fiscal year 2024. Personal property tax reimbursement from the state in the amount of \$2.9 million was received and is included in the annual state appropriation figures. Public Act 300 of 2012 instituted a 20.96 percent cap on the employer's share of the UAAL for reported MPSERS wages. This produced state appropriation for UAAL of \$7.1 million for 2025, resulting in \$10.1 million of revenue after consideration of GASB 68 and GASB 75 in 2025 as well as MPSERS related cash outlay and expenses of equal amounts.

In 2025, property taxes increased by \$6.4 million or 6.0 percent over 2024. These increases are a result of taxable values in Oakland County, Michigan continuing to increase.

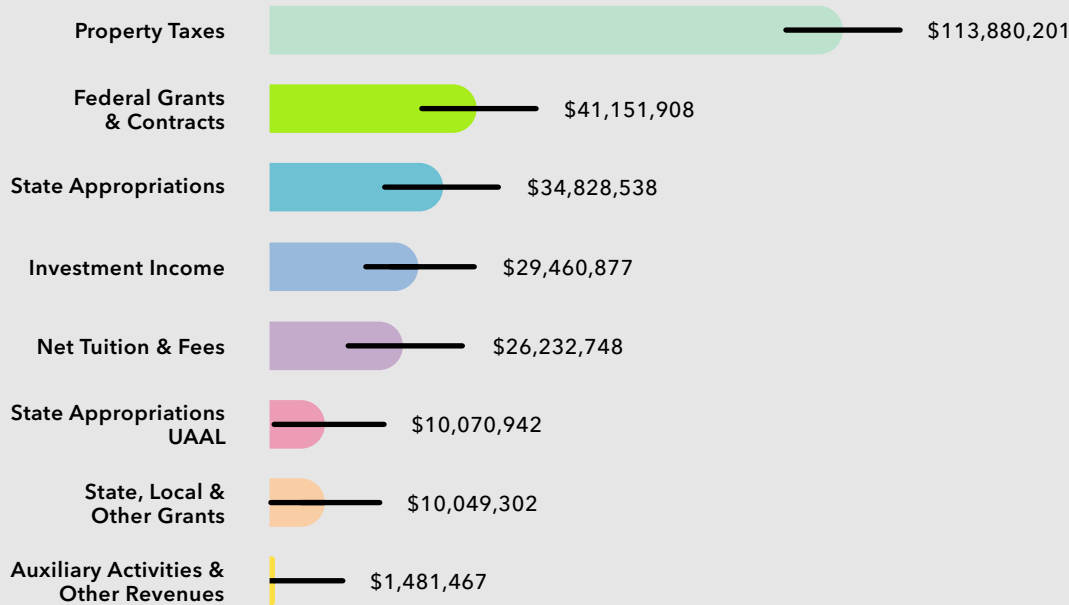
In 2025, investment income increased by 9.5 percent. Realized losses on investments were \$1.2 million in 2025. The College must comply with section 389.142 of the Michigan Community College Act of 1966, however, with the assistance of the College's investment manager, the College periodically rebalances the investment portfolio to continually meet strategic investment objectives and maximize return. This results in year-over-year changes to the types and maturities of investments in the College's portfolio.

Unrealized gains and losses are primarily a result of market fluctuations in interest rates due to economic conditions in the United States. Unrealized gains and losses represent the fluctuation in the fair market value of investments. Bond values decline as interest rates increase and rise as interest rates decrease. In 2025 the unrealized gains were \$14.5 million. Nearly 90 percent of the investments held by the College are in government agencies and sponsored

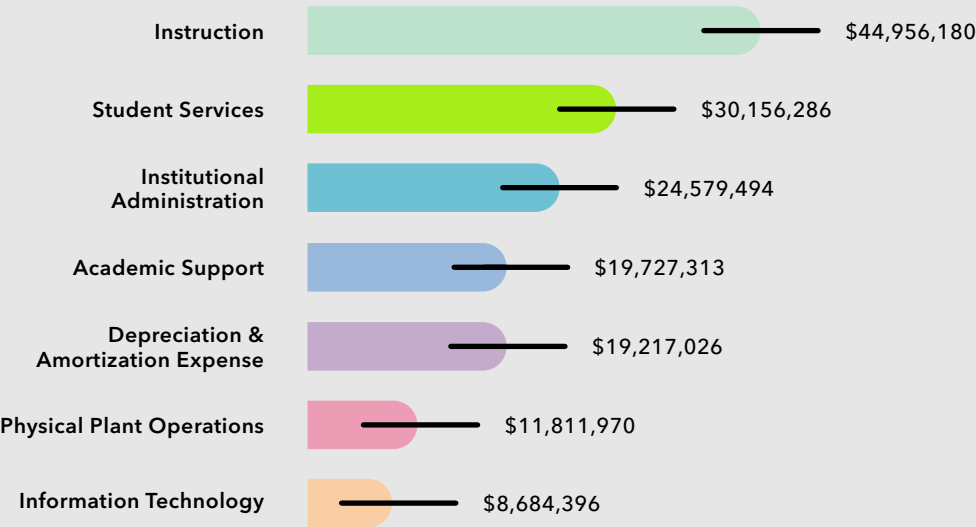
enterprises securities, whose prices were affected by the factors mentioned above. As the College intends to hold investments to maturity, it is unlikely that these unrealized gains and losses will be realized.

Listed under non-operating revenue as other federal grant revenue, for 2025, the College received \$4.5 million in student financial aid for Future for Frontliners and Michigan ReConnect programs.

WHERE DOES THE MONEY COME FROM?



WHAT IS THE MONEY USED FOR?



OPERATING EXPENSES

Operating Expenses are the costs for the College to conduct the programs necessary to carry out the principal purposes of the College.

The primary operating expenses of the College are salaries, payroll taxes, and related fringe benefits. The College incurred \$87.6 million of payroll-related expenses during the year ended June 30, 2025. This represents approximately 55.1 percent of the College’s operating expenses. In 2025, there was a decrease in total salaries and benefits, 9.1 percent. The College anticipates that future payroll costs will reflect annual incremental increases.

Salary expenses increased in 2025 from 2024 by 6.7 percent. Payroll taxes and related fringe benefits decreased by 53.4 percent from 2024 to 2025. This decrease is related to pension expense and is a result of the allocation of a reduction of pension and OPEB expense in accordance with GASB 68 and 75.

Instruction costs decreased by 6.4 percent in 2025, primarily due to pension and OPEB benefit adjustment. Academic Support expenses decreased by 7.2 percent. Overall expenses in Student Services increased by 16.7 percent in 2025. Institutional Support expenses increased by 26.8 percent in 2025.

Information Technology expense had a modest increase in 2025 from 2024 by 1.6 percent. Physical Plant Operations had a decrease of 20.0 percent in 2025. It is expected in 2026 that utility costs and other facility costs will increase due to inflation and the

College will be monitoring these increases and make every effort to curtail them.

The statement(s) of net position include both depreciation of capital assets like buildings and equipment but also amortization for intangible right-to-use subscription assets (SBITAs) and leases. Depreciation and amortization expense decreased by 7.8 percent in 2025 from 2024.

Operating expenses are projected to rise in the coming fiscal year. However, the College remains steadfast in its commitment to providing students with high-quality, affordable education. By innovating in administrative areas—such as participating in consortium buying, implementing process efficiencies, leveraging technology to reduce costs, and pursuing utility savings through sustainable methods—the College continues to do more with less, without compromising the quality of its educational programs.

For the past several years, including fiscal year 2025, efforts were made to manage expenses by aligning them with the College’s strategic objectives. OCC is dedicated to fiscally responsible planning for both immediate and future needs, a directive that has never wavered. We continue to exercise fiscal prudence to maintain a healthy financial condition while upholding our commitment to academic excellence. The College remains proactive and forward-thinking, ensuring that we continue to provide quality educational resources to students and the community.

OCC FUTURE PLAN

Higher education is entering a period of rapid and significant change. At OCC, we are taking bold steps to adapt and thrive, while staying true to our mission of access, inclusion, equity, innovation, and collaboration. To continue serving students and our community, we are realigning resources to better meet evolving needs.

Our future plan focuses on transformation, across academic programs, student support services, and educational spaces. These efforts will enhance the student experience, improve financial operations, and ensure OCC remains a vital partner in the region.

To create a more vibrant, student-centered environment, OCC will focus activities in fewer, modernized spaces. Students and community members will increasingly experience us as one college—with seamless on-campus and online opportunities—rather than a collection of individual campuses.

While the core of our work remains the same, how we deliver it must evolve. By becoming a truly student-ready college, we are smoothing the path for students and positioning them for success. Our future plan will:

- Increasing student retention and graduation rates

- Making student services more convenient and accessible
- Consolidate buildings and learning spaces into safe, state-of-the-art teaching environments.
- Reduce long-term maintenance, repair, and energy costs

These strategic choices will ensure OCC continues to provide a consistent, high-quality experience—and remains the college of choice, partner of choice, and employer of choice for decades to come.

To support this vision, the One OCC Future Plan guides changes in academic spaces and the overall college footprint. In tandem, OCC has developed a Five-Year Capital Plan to upgrade facilities, reduce emergency repairs, and improve efficiency. Looking further ahead, a comprehensive College Master Plan will identify the highest and best use of land and facilities, ensuring space is strategically aligned with OCC’s academic, student support, and community outreach missions. The Master Plan will also guide priorities within the Five-Year Capital Plan, allowing OCC to invest wisely in a future-ready campus environment.



MAJOR CAPITAL PROJECTS

The Board of Trustees has committed to investing in campus improvements over the next five years to better serve students and employees while reducing emergency repairs, maintenance needs, and energy costs. To guide these investments, the College is launching a comprehensive master campus plan that will define a long-term vision for our physical environment. This plan will ensure that our land and facilities are used to their fullest potential in support of OCC’s academic mission, student success, and community partnerships. Through this framework, we will identify and prioritize renovation projects and continue to optimize the use of every space across our campuses.

One of the early priorities identified in the 2020 and 2021 budgets was the construction of a new facility at the Royal Oak campus, E Building, that opened fall 2025. This project was selected to meet the growing demand for modern, industry-

standard culinary facilities. Previously housed at the Orchard Ridge campus, the Culinary program faced significant limitations due to an aging building and outdated equipment. Relocating the program to Royal Oak will provide students with a state-of-the-art culinary institute in a vibrant, urban setting. The new facility will feature a student-run restaurant and retail space, elevating the learning experience while strengthening OCC’s connection to the City of Royal Oak and contributing to a dynamic college-town atmosphere.

In addition to academic spaces, the new facility includes a central power plant designed to meet the HVAC and electrical needs of the entire Royal Oak campus. In a future phase, the existing power plant will be decommissioned, enhancing the campus’s appearance along Main Street and creating opportunities for additional green space and visual improvements.



Key Features of the New Culinary Institute include:

A three-story facility with classrooms, demonstration kitchens, and teaching kitchens designed for hands-on learning.



A 2,600-square-foot fine-dining restaurant offering panoramic views of downtown Royal Oak, serving as both a student training venue and community dining destination.



A flexible first-floor space for pop-up retail and café service, plus a dedicated charcuterie kitchen with a dry-aging cooler.



Integrated instructional technology, including live-streaming capability to support remote learning, global exchanges, and professional events.



ADA-compliant, sustainable design emphasizing accessibility, natural light, and adaptable spaces that evolve with culinary trends.



To meet the growing demands of the healthcare industry, Building H on the Orchard Ridge campus is being transformed into state-of-the-art learning environments designed to prepare the next generation of healthcare professionals. The project also includes the construction of new, modern science laboratories to support hands-on learning and interdisciplinary collaboration. Renovations are scheduled for completion in time for the Fall 2027 semester, with Health programs relocating from the Highland Lakes and Southfield campuses during the preceding summer.

The project includes extensive site improvements to support these enhanced facilities. As part of a broader effort to

consolidate College operations, general education courses previously offered at the Highland Lakes campus transitioned to other OCC campuses beginning in Fall 2024. The Highland Lakes campus is scheduled for closure in Fall 2027.

In partnership with Waterford Township, OCC completed the sale of the southern portion of the Highland Lakes campus, including four buildings, to the Township in July 2025. The College and the Township continue to collaborate on a smooth transition as the Township develops plans to create a new community recreation area that will continue to serve Waterford residents in meaningful and lasting ways.



At the Auburn Hills campus, the Combined Regional Emergency Services Training (CREST) Center continues to grow as the largest police and fire academy in southeast Michigan. Developed in collaboration with local police, fire, and EMS agencies, the CREST Center builds on more than 50 years of OCC’s leadership in emergency services education. To meet rising demand, the facility is expanding to include a new indoor gun range for pistol and rifle training, an indoor

tactical village to simulate a wide range of training scenarios (complementing the existing outdoor tactical village), additional classrooms, and upgraded locker rooms.

Additionally, an emergency vehicle operations course is being designed for the Southfield campus as part of broader plans to repurpose that site.

OCC’s five-year facilities roadmap provides a strategic framework for these and future

projects. Year 1 projects were included in the College’s FY2026 budget approved by the Board of Trustees in May 2025, while Years 2 through 5 represent preliminary planning efforts that will guide OCC and its architectural and construction partners through design and development. The roadmap is reviewed annually and updated as needed to reflect changing institutional and community needs.

Looking ahead, OCC’s facilities plan emphasizes flexible, technology-rich environments, active learning spaces, and welcoming areas that foster connection and collaboration. The College’s Capital Plan represents a long-term investment in our students, our community, and the continued excellence of Oakland Community College.



FACILITIES AND GROUNDS

Oakland Community College is a large, multi-campus, two-year institution of higher education, training and community enrichment located in Oakland County. OCC currently has five academic campuses across Oakland County. There are over 500 acres of land, more than 60 buildings, approximately 360 classrooms and over 2 million square feet of space. The estimated replacement value of the College buildings exceeds \$730 million and the annual cost to operate the physical plant is nearly \$15 million.



Current campus placement throughout Oakland County

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.

DEMOGRAPHIC & ECONOMIC INFORMATION

FULL-TIME EQUIVALENT EMPLOYEES - LAST FIVE FISCAL YEARS (UNAUDITED)

	2025*	2024	2023	2022	2021
Faculty Full-Time	211	210	208	204	236
Faculty Part-Time	759	425	436	354	430
Total Faculty	970	635	644	538	666
Administrators	114	102	106	99	103
Support Full-Time	341	313	375	373	358
Support Part-Time	54	24	38	152	75
Total Support	395	337	413	525	433
Actual Total Employees Reported	1479	1074	1163	1162	1202
Total FTE	936	774	846	838	865

NOTES
Management occupations in IPEDS = administration and management (Teamsters) in this report
All other non-instructional, non-management occupations = support in this report
*2025 figures are estimated – IPEDS data not yet complete
Source: IPEDS report – categories defined as instruction, management. All other categories listed under Support.





IN-DISTRICT TUITION

Academic Year Beginning in Fall	Tuition Rate	Increase (Decrease) Percent	Michigan Community College Average	Percent of State Average
2016	\$88.00	—	\$106.10	0.83
2017	\$90.00	0.02	\$110.03	0.82
2018	\$92.00	0.02	\$114.07	0.81
2019	\$94.50	0.03	\$117.33	0.81
2020	\$97.00	0.03	\$121.67	0.80
2021	\$99.00	0.02	\$124.26	0.80
2022	\$103.00	0.04	\$127.88	0.81
2023	\$107.00	0.04	\$132.53	0.81
2024	\$111.00	0.04	\$136.64	0.81
2025	\$115.00	0.04	\$136.64	0.84

OUT-OF-DISTRICT TUITION

Academic Year Beginning in Fall	Tuition Rate	Increase (Decrease) Percent	Michigan Community College	Average Percent of State Average
2016	\$171.00	—	\$176.58	0.97
2017	\$174.00	0.02	\$183.15	0.95
2018	\$178.00	0.02	\$189.78	0.94
2019	\$183.00	0.03	\$189.54	0.97
2020	\$188.00	0.03	\$201.06	0.94
2021	\$192.00	0.02	\$203.21	0.94
2022	\$199.00	0.04	\$208.78	0.95
2023	\$205.00	0.03	\$216.38	0.95
2024	\$211.00	0.03	\$223.29	0.94
2025	\$217.00	0.03	\$223.29	0.97



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Oakland Community College is accredited by the Higher Learning Commission (hlcommission.org), a regional accreditation agency recognized by the U.S. Department of Education.