

ALLOCATION MODEL REVIEW (ARM) COMMITTEE

Committee:	Allocation Model Review Committee
Term of Service:	2023-24 and ongoing until project completion
Chair/Co-chairs:	Ivan Harrell/Chad Hickox
Committee reports to:	Operating Budget Committee (OBC)
Committee Members:	Ivan Harrell, Co-Chair, TCC (WACTC) Chad Hickox, Co-Chair, WWCC (WACTC) Choi Halladay, (SBCTC) Carli Schiffner, GHC (WACTC) Stephanie Winner, (SBCTC) Jim Lemerond, BTC (WACTC) Kevin Brockbank, CCS (WACTC) Chemene Crawford, EvCC (WACTC) Faimous Harrison, WVC (WACTC) Teresa Holland-Rich, YVC (BAC) Eduardo Rodriguez, CBC (BAC) Jacob Jackson, RTC (BAC) Jennifer Wade, OC (DEOC) Peter Lortz, NSC (IC) Dave Pelkey, SPSCC (WSSSC) Victoria Ichungwa, TCC (RPC)

OBJECTIVE

The Allocation Model Review Committee is charged with investigating, analyzing, and making recommendations on proposed changes to the current allocation model. Recommendations should align with the overall charge of the committee and in alignment with established guiding principles.

GUIDING PRINCIPLES

(Based on recommendations of the WACTC Equity Committee)

- Prioritize State Board vision of *leading with racial equity*
- Be stable and predictable, *in order to minimize harm to students whose colleges may be disproportionately impacted*
- Be understandable; use *“plain talk”* so that all constituencies can access the model
- Treat all colleges consistently and equitably, *in order to minimize harm to students*
- Recognize the interdependence of the colleges while allowing for individual college needs, *so that students who attend any specific college or type of college are not disproportionately impacted*
- Allow for flexibility in the use of designated funds, *so that colleges can adapt to best serve their students and communities*
- Achieve an appropriate balance between access/ enrollment & performance/student outcomes, *so that students are not disadvantaged by a cost model that only addresses access, retention, or completion*
- Continue to right-size enrollment averages, *so that funding more closely meets the current-day needs of communities*

ORGANIZATION OF THE WORK

The committee has the overall responsibility of determining final recommendations to be presented to WACTC. Subcommittees will be developed. Each subcommittee will be tasked with developing recommendations for specific parts of the allocation model. The work of the subcommittees will be brought together to be evaluated by the entire committee.

- The committee will be chaired by two presidents, Ivan Harrell (TCC) and Chad Hickox (WWCC). Each subcommittee will be chaired by a member of the AMR committee.
- The chairs of each subcommittee will be responsible for coordinating with committee co-chairs Ivan Harrell and Chad Hickox, subcommittee chairs/co-chairs, and SBCTC staff as needed.
- To facilitate cross-committee sharing of information and collaboration, Dr. Chad Hickox will attend as many subcommittee meetings as possible.
- At all committee and subcommittee meetings, members are expected to create a collegial and equitable working environment in which the expertise and contributions of all members are valued equally, regardless of position or relative standing.

SUBCOMMITTEE MEMBERSHIP & FUNCTION

- Each subcommittee will have a chair and members self-selected and self-organized based on the interests and expertise of the members.
- Subcommittees are encouraged to bring in other experts as needed and to research models from other states and systems.
- Subcommittees shall meet separately, reporting back to the Committee as appropriate.

MEETINGS

The chairs/co-chairs of both the committee and the subcommittees are responsible for all leadership activities including calling meetings, setting agendas, conducting meetings, and reporting recommendations.

- AMR Committee will meet monthly.
- Subcommittees will meet as frequently as needed; monthly at a minimum.

DECISION-MAKING

The subcommittees are responsible for reporting their analysis and recommendations to the ARC Committee regularly for discussion by the committee as a whole, as needed. The Committee is responsible for reporting recommendations to OBC. OBC will make final decisions on recommendations that will be presented for discussion and final approval by WACTC.

OVERALL COMMITTEE CHARGE

(Including Research Questions with Equity Recommendations)

- **Allocation Model Review Committee as a Whole**
 - Equity Principle: Ensure that allocations reflect actual needs
 - Equity Principle: Ensure that students are being charged equitably, regardless of part- or full-time enrollment.
 - Equity Principle: Partner with impacted stakeholders in decision-making.
 - Suggestions for Review

- Analyze the possibility of changing “size” based distributions to headcount or hybrid FTE/Headcount
- Is the model right-sizing enrollment funding?
- Does the model work equally well in periods of over-enrollment and under-enrollment?
- How much variation between actual enrollments and annual targets (DEAB) is allowable?
- At what point is quantitative easing enacted (i.e. “smoothing” the formula)?
 - Note: To be considered by the entire committee after the process, including whether the question itself presupposes certain commitments that may not be relevant after the process has occurred.
- Is the model working for colleges of different size and mission mix (i.e. large vs. small colleges, technical colleges vs. comprehensive community colleges)?
- Review equity impacts of the current policy of reducing per-credit tuition for 11-15 credits and analyze the possibility of changing the tuition structure.
- Look at the input mechanism for system budget request priorities; clarify the commission/WACTC relationships and responsibilities

SUBCOMMITTEE CHARGES

(Including Research Questions with Equity Recommendations)

- **Minimum Operating Allocation (MOA) subcommittee**
 - Equity Principle: Ensure that the MOA is sufficient for all colleges to advance equitable student outcomes work.
 - Suggestions for Review
 - Amount: consider inflation and what elements are now minimum operating requirements (i.e. Equity Officers)
 - Define specific functions of MOA and review from an equity mindset.
 - Is \$2.85M the right amount for the minimum operating allocation?
- **Performance Funding (SAI)**
 - Equity Principle: Ensure all elements of the allocation have an equitable impact on student success.
 - Suggestions for Review
 - Review SAI in the context of other model changes
 - Given changes such as Guided Pathways, is SAI still relevant?
 - Is SAI still valuable? Is this still representative of what performance funding is supposed to be?
 - Note: The subcommittee should make recommendations on the inclusion of SAI or some other form of performance funding in the model. The subcommittee should not provide recommendations regarding the specifics of SAI, such as the model itself.

- **Weighted Priority Enrollment**
 - Equity Principle: Ensure that allocations reflect actual needs.
 - Suggestions for Review
 - Enhancements for BAS/ABE/ESL: Are they adequate for today's demographics/operations? Are they needed?
 - Update Skills Gap CIPs
 - Should weighted enrollments, if kept, be based on FTE, headcount, or a mixture of both?

- **District Enrollment Allocation Base (DEAB)**
 - Equity Principle: Reduce inequitable advantages for those colleges better positioned to serve international students.
 - Suggestions for Review
 - Should include research/recommendations regarding international students and corporate/continuing education.
 - Should enrollments be based on FTE, headcount, or a mixture of both?
 - Should we continue to allow the counting of international students? And if so, is our current 2% policy appropriate? And how should that policy be implemented annually?

- **Earmarks of the State Board/Compensation, M&O Earmarks**
 - Equity Principle: Provide the flexibility for colleges to prioritize equity based on the needs of their students.
 - Equity Principle: Ensure that allocations reflect actual needs.
 - Suggestions for Review
 - Examine reporting outcomes rather than accounting for money
 - Examine distribution formulas based on services rendered rather than the size of the institution
 - Review how COLAS are allocated, employee profiles (Percent of workforce in Faculty/Staff categories)
 - Guided Pathways: Should enrollments be based on FTE, headcount, or a mixture of both?

NOTES

- **State Board, Central Services, Reserves:** There is no work for the committee on this part of the allocation model. Paul Francis will give a presentation regarding this at an upcoming WACTC Meeting.
- **Legislative Budget Provisos:** This is no work for the committee on this part of the allocation model, as provisos are designated for a very specific purpose.