

SEM Meeting Minutes

Date: March 16, 2026

Time: 1:15 PM – 2:30 PM

Attendees: unknown

Absentees: unknown

Facilitator: Lisa Chamberlin

Admin Support: Itzel Davison (absent)

Location: Main Building D102

Minutes have been extracted from a PowerPoint presentation from the meeting that took place that day.

Purpose of Meeting

The Council reviewed the implications of the new state allocation model and discussed strategies for positioning WWCC to remain financially sustainable and competitive under a funding model driven by enrollment mix, completion, and headcount.

1. Allocation Model Overview

The Council reviewed the four components of the new allocation model:

- **Minimum Operating Allocation (MOA):** Fixed allocation providing a baseline amount.
- **District Enrollment Allocation Base (DEAB):** Market-share funding based on a four-year rolling average of AAFTE and headcount.
- **Student Achievement Initiative (SAI):** Market-share funding based on completion points, including credentials, transfers, and momentum.
- **Priority Skills Gap & BEdA:** Funding based on enrollment in Skills Gap programs and Basic Education for Adults (BEdA).

The Council noted that approximately **75% of WWCC's allocation is tied to competitive market-share pools**, meaning WWCC's performance must be evaluated relative to the other colleges in the system.

2. Enrollment Growth and Funding Challenge

The Council reviewed WWCC's enrollment growth compared with statewide system growth.

- The statewide system grew approximately **16%** between AY23 and AY25.
- WWCC grew approximately **17.6%**, resulting in only a very small increase in market share.
- Simply increasing enrollment is unlikely to recover the full structural funding reduction.
- Recovering even approximately \$500,000 through enrollment growth alone would require roughly **200 additional net AAFTE above the system growth rate for four consecutive years.**

Key takeaway: The Council recognized that WWCC cannot rely on enrollment growth alone to resolve the structural funding gap.

3. Areas of Strength

The Council identified areas where WWCC is currently outperforming expectations based on its size.

Student Achievement Initiative (SAI)

- WWCC's completion performance generates approximately **\$648,000 more than would be expected based solely on its enrollment size.**
- The Council identified WWCC's completion culture as a significant competitive advantage.
- Maintaining advising, tutoring, and other student-support services was identified as important to protecting this funding advantage.

Skills Gap

- WWCC is above its expected enrollment level in Skills Gap programs.
- The current position represents approximately **\$87,000 annually above parity.**
- A review of CIP codes may identify additional enrollment that qualifies for Skills Gap funding.

4. BEdA Enrollment Opportunity

The Council identified BEdA enrollment as the **largest controllable enrollment opportunity.**

- WWCC currently has **151 BEdA AAFTE.**
- Based on its overall system enrollment share, approximately **287 BEdA AAFTE** would be expected.
- The resulting gap is **136 AAFTE.**

- Closing this gap could capture approximately **\$234,000 annually**, although the value per AAFTE can change as statewide BEdA enrollment changes.

The discussion emphasized that this gap is potentially addressable through active recruitment and program development rather than being treated solely as a demographic issue.

5. DEAB Enrollment

The Council reviewed the effect of WWCC's enrollment recovery on the four-year rolling average used for DEAB funding.

Although pandemic-era enrollment declines are beginning to roll off the average, other colleges are experiencing similar recoveries. Therefore:

- WWCC's rolling average is expected to improve.
- However, the overall system denominator is also increasing.
- Recovery alone is unlikely to create a meaningful market-share gain.
- Preventing enrollment losses is particularly important because losses affect the rolling average for multiple years.

6. Strategic Priorities

Four primary strategic levers were identified:

1. Manage Costs Structurally

- Identified as the only strategy that can close the structural allocation gap with certainty.
- Operating savings directly reduce the deficit regardless of other colleges' performance.

2. Audit CIP Codes

- Review existing programs and courses for alignment with the Skills Gap CIP list.
- Reclassification of qualifying AAFTE could generate additional funding without requiring new enrollment.

3. Grow BEdA Enrollment

- Increase BEdA enrollment through outreach and expanded pathways.
- Explore I-BEST and online delivery opportunities.

4. Protect the SAI Completion Premium

- Preserve advising and other completion supports.
- Avoid actions that could reduce WWCC's strong completion performance.

7. Clarkston Campus Consideration

The Council identified the future of Clarkston as an important strategic issue.

The key question is **where the 165 in-person AAFTE will go if the location closes**:

- If students migrate to online programs or the Main Campus, operating savings may outweigh the allocation loss.
- If students stop attending, WWCC could experience an allocation penalty lasting four years.
- Any decision regarding program or location closures should therefore include strategies to mitigate potential AAFTE loss.

8. Long-Term Strategic Direction

The presentation proposed three major shifts for WWCC:

Geographically Constrained → Digitally Extended

- Expand online delivery.
- Recruit students statewide.
- Develop online BEdA/I-BEST pathways.

Program Breadth → Mission-Aligned Depth

- Focus on programs that can scale online, maintain high completion rates, and align with Skills Gap priorities.
- Emphasize completion rather than enrollment alone.

Absorbing Cuts → Actively Competing

- Use BEdA outreach, CIP alignment, and completion strategies as proactive competitive measures.
- Manage costs in order to create capacity for targeted growth investments.
- Continue cost-effective enrollment efforts such as dual enrollment.

Key Action Items

Action Item

Purpose

Conduct a CIP code audit	Identify additional Skills Gap-eligible enrollment
Develop BEdA recruitment strategies	Close the 136 AAFTE enrollment gap
Explore online BEdA/I-BEST pathways	Expand statewide reach and enrollment
Expand scalable online programs	Increase market-share opportunities
Protect advising and completion supports	Preserve the SAI funding premium
Evaluate cost-saving opportunities	Address the structural allocation gap
Develop mitigation strategies for Clarkston	Prevent unnecessary AAFTE loss following potential closure
Continue cost-effective enrollment strategies	Maintain growth without excessive operating costs

Overall Conclusion

The Council's analysis indicates that **cost management must remain the primary response to the structural funding reduction**, while targeted enrollment and program strategies can improve WWCC's position over time. The strongest opportunities are protecting the existing SAI completion advantage, increasing BEdA enrollment, auditing

CIP classifications, expanding effective online programs, and carefully managing enrollment impacts associated with program or location closures.

The overall strategic direction is to move WWCC from simply **absorbing allocation cuts to actively competing for market-share funding** through mission-aligned programs, online reach, completion excellence, and disciplined cost management.