



NOTICE OF CANCELLATION (Notice Date: April 14, 2021)

The Thursday, June 17, 2021 Green River College Board of Trustees Regular Meeting is canceled.

This meeting is canceled due to ongoing COVID-19 health concerns and restrictions on public gatherings. A new special meeting with virtual attendance is scheduled in the notice below.

NOTICE OF MEETING OF VIRTUAL SPECIAL MEETING

BOARD OF TRUSTEES COLLEGE DISTRICT NO.10
Green River College, Auburn, Washington

June 15, 2021

Notice Date: June 14, 2021

The Board of Trustees of College District No. 10 will hold a virtual special meeting on Tuesday June 15, 2021. Arlene Pierini, Board Chair, will preside. Attendance is to be virtual only to comply with COVID-19 regulations. To connect to the June 15, 2021 special meeting go to <https://us02web.zoom.us/j/81205659930> or call in at 253-215-8782. Meeting ID # 812 0565 9930. Passcode 378650.

3:30 p.m. Study Session

Strategic Planning

George Frasier
Marcie Sims

TAB A

4:45 p.m. Special Meeting

1. CALL TO ORDER

Arlene Pierini

2. ROLL CALL

Arlene Pierini

3. CELEBRATING SUCCESS

Student Commencement Speaker
President's Award Winner

Deb Casey
Isabelle Supandji
Darla Weideman

Celebrating Success TAB

4. APPROVAL OF MINUTES

Arlene Pierini

Minutes TAB

5. INTRODUCTIONS

Anisa Plowright – Assistant Controller

Rhonda Sample – Budget Manager

Denise StarkLee – Accounting/AP Supervisor

Wright Harrison – Business Analyst – ctLink Finance and Student Financials

Shirley Bean

Introductions TAB



Strategic Planning Trustee Study Session – June

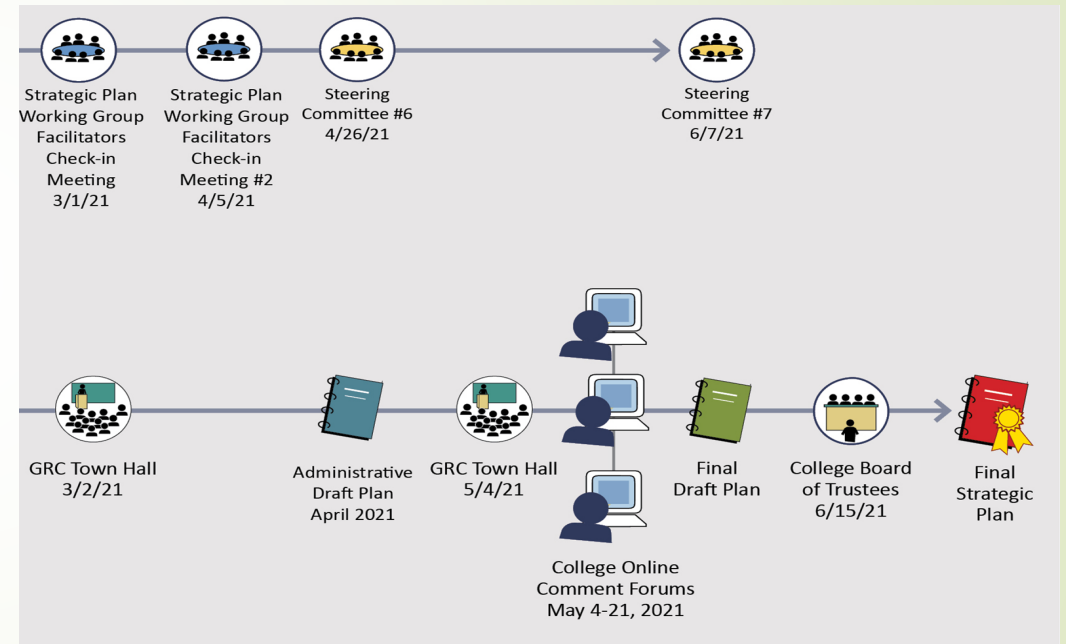
Presenters:

George Frasier, Strategic Planning Steering Committee Co-Chair

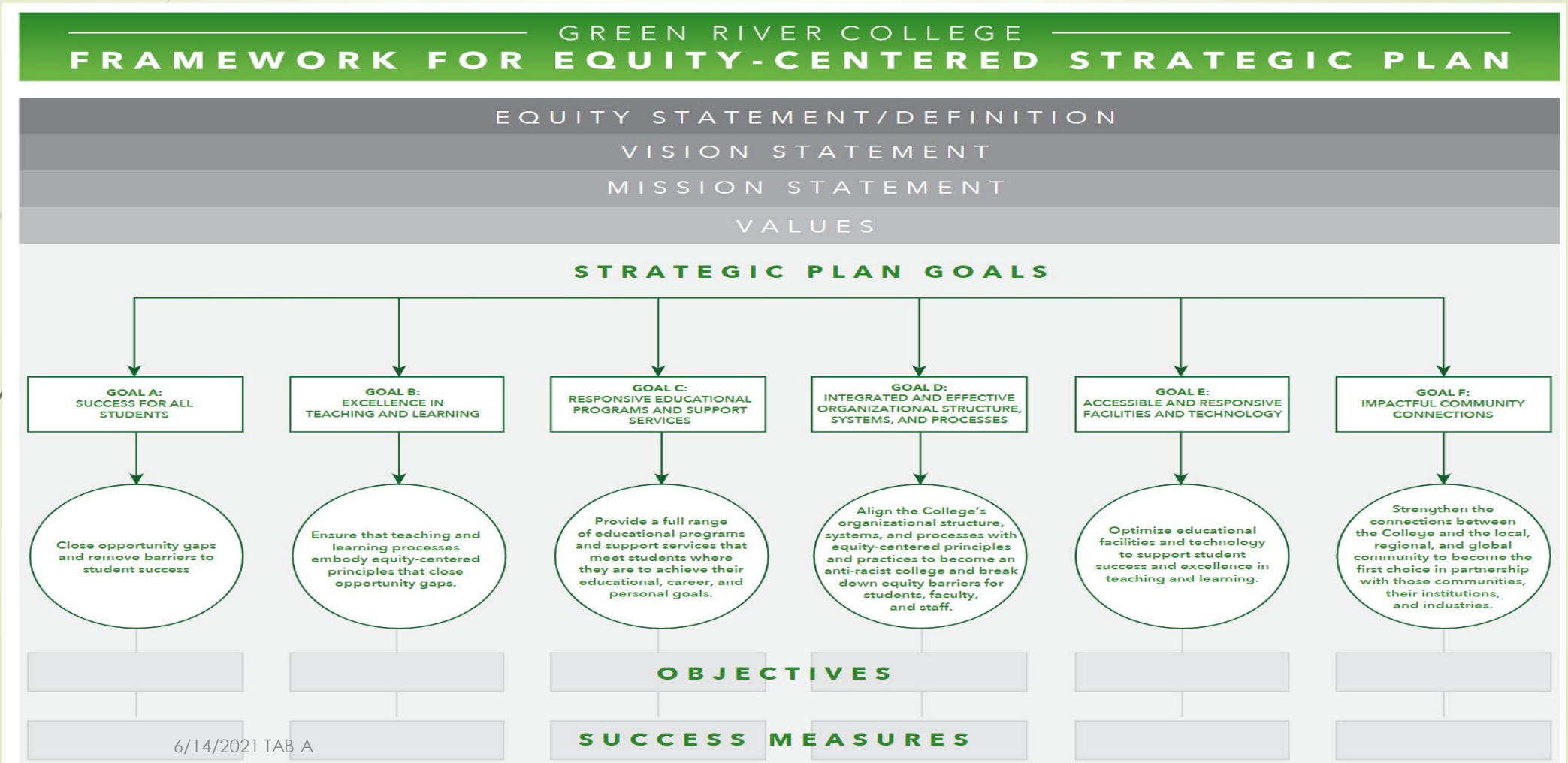
Marcie Sims, Strategic Planning Steering Committee Co-Chair

Strategic Plan Process Adjourment

- **Plan Process Adjourment: Complete by July 2021**
- Steering Committee has endorsed the final draft
- June Trustee study session
- Considered for adoption by Trustees in July



The Framework



The Framework and Policy Impacts

- ▶ Equity Statement, Vision, Mission, and Values statements become policy statements of the College. The statements describe who we wish to be, what our purpose is, and how we will treat everyone the College touches. Are meant to be relevant over a long-time frame.
- ▶ Strategic Plan Goals also become policy statements. The goals describe what the College needs to have in place to realize the statements above. Are meant to be long-term priorities that guide the College's efforts and resources.
- ▶ Objectives are not policy statements. They identify concrete steps the College needs to take to achieve our goals. Objectives are short-term and may change in response to internal or external circumstances



Draft Equity Statement

The Green River College Promise:

We commit to be an anti-racist institution where all students, faculty, and staff receive the access, resources, and services needed to achieve their educational, career, and personal goals. Green River College makes social and economic justice, equity, and inclusion our highest priorities.

The Green River College definition of equity encompasses all identities, including but not limited to race, ethnicity, economic status, gender identity, sexual identity, disability, religion/spirituality, immigration status, age, and culture. We understand individual needs vary widely, and the effects of discrimination and historical oppression must be taken into account while aiming for equitable opportunities and outcomes for all.

Let this be a call to action to all members of the Green River College Community: everyone must contribute to this on-going effort to achieve equity for all.



Draft Vision Statement

Green River College will be an equity-centered leader in higher education committed to excellence in teaching and learning, to being an anti-racist college, and to advancing social and economic justice.

All members of the college community will feel a strong sense of belonging and, together, build a culture of care. The racial and ethnic diversity of staff, faculty, and leadership will reflect the diversity of the communities we serve.

Green River will be:

- The destination of choice for post-secondary education.
- First choice in partnership with our community, its business and industry.
- Ranked among the best nationally in student achievement, closing all opportunity gaps.
- Recognized for its preparation of students for the global workforce and for civic engagement in an increasingly diverse, interdependent world.



Draft Mission Statement

Green River College welcomes our diverse local and global communities and is committed to meeting students where they are by providing inclusive, equitable access to innovative and comprehensive educational programs, and individualized support that empowers and prepares students to achieve their personal, educational, and career goals.

Draft Values Statements

- **Anti-Racism, Diversity, Equity, and Inclusion:** We are committed to becoming an anti-racist college. We examine our own and others' identities (race, ethnicity, economic status, gender identity, sexual identity, disability, religion/spirituality, immigration status, age, and culture), institutional roles, behaviors, and cultural perspectives, as these relate to power and privilege in the advancement of equity and social justice.
- **Belonging:** We respect difference and make intentional space for the needs, experiences, ways of communicating, expertise, and leadership of those who are most impacted by systemic and structural inequities. We promote a culture of care including love, joy, peace, patience, and kindness in our interactions with students, staff, faculty, and community partners in recognition of the human condition.
- **Accessibility:** We recognize, respect, and celebrate people with disabilities, including physical, cognitive, sensory, intellectual, developmental, and non-apparent disabilities. We commit to equitable opportunities, including the provision of accommodations, and the creation of welcoming, inclusive, and accessible classrooms, curricula, campus spaces, and virtual environments. We recognize disabilities have no social and economic boundaries.
- **Accountability:** We develop and implement mechanisms for accountability in the hiring process, teaching, student support services, employee relations, financial stewardship, and governance, in order to ensure the meaningful participation of all constituents, anchored in transparency and respectful interactions.
- **Community Engagement:** Our multiple campuses in our service areas collaborate to contribute to the educational, economic, and social development of our communities through responsive programs, continuing education, and community and library partnerships.
- **Growth and Development:** We allocate the required resources towards equitable lifelong learning, professional development, and career advancement of our staff, faculty, and students.
- **Global Responsibility:** We foster civic responsibility by understanding the critical issues and challenges affecting the diverse communities on our campuses, regionally, nationally, and around the world. We cultivate respect and empathy for cultural difference, honoring the dignity of multiple languages and being mindful of cultural biases.
- **Acknowledgement and Stewardship of the Natural Environment:** We acknowledge the land on which Green River College sits as the ancestral home of the Muckleshoot Indian Tribe. We commit to the beautification, preservation, and sustainability of our campus's natural resources.
- **Innovation:** We develop innovative programs, policies, practices, operations, and infrastructure that respond to evolving needs and opportunities.



Goal A: Success for All Students

Close Opportunity Gaps and Remove Barriers to Student Success

Objectives

Objective A.1

Implement anti-racist, equity-centered, and accessible practices that remove barriers of placement and course sequencing in developmental English and math to support students' successful transitions to and through college.

Objective A.2

Create a campus-wide mentorship program for the length of the student's college career to increase student engagement, persistence, and completion.

Objective A.3

Reduce students' personal and financial barriers to college access, retention, persistence, and completion.

Objective A.4

Adopt the Guided Pathways framework to support student pathways and transitions to, through, and beyond the College.

Objective A.5

Implement mechanisms to continuously assess student, employee, and community needs and success barriers and establish systems for reviewing and acting on this feedback.

Success Metrics

- **Success Metric [Start of Student's Journey]:** The College has implemented a comprehensive student onboarding process by 2026 that include all students having an educational, financial, and career transition plan by their 2nd quarter of enrollment.
- **Success Metric [Progression of Student's Journey]:** Student opportunity gaps in retention, progression, and completion are reduced or eliminated by 2026. 6/14/2021 TAB A
- **Success Metric [End of Student's Journey]:** Increase the College's student completion rate from 38% to 43% with minimal or no opportunity gaps by 2026.



Goal B: Excellence in Teaching and Learning

Ensure That Teaching and Learning Processes Embody Equity-Centered Principles that Close Opportunity Gaps.

Goal B Objectives

Objective B.1:

Implement a robust, College-wide program of teaching and learning that supports excellence via professional development in high-impact practices for faculty and staff and ensures that faculty and staff are trained in equity-centered and inclusive approaches.

Objective B.2:

Offer multiple modalities of teaching that balance course offerings between on-campus, online, and hybrid classes, to increase student success, and to maximize opportunities for students with diverse learning styles and instructional needs.

Goal B Success Metrics

- **Success Metric:** All faculty and staff have been trained in anti-racist, equity centered, and inclusive DEI principles by 2026.
- **Success Metric:** Decrease or eliminate instructional opportunity gaps related to race, gender, economic, and other demographic factors by 2026.

Goal C: Responsive Educational Programs and Support Services

Provide a Full Range of Educational Programs and Support Services that Meet Students Where They Are to Achieve Their Educational, Career, and Personal Goals.

Objectives

Objective C.1:

Implement culturally relevant and equity-centered employee training focused on providing effective student services to the College's diverse student population.

Objective C.2:

Improve and expand student advising, support service delivery and interventions, as well as student, faculty, and staff engagement in support services, to increase student engagement, persistence, and completion.

Objective C.3:

Provide robust career services and pre-employment activities that prepare all students for professional opportunities and strengthen industry partnerships.

Objective C.4:

Provide a full range of learning opportunities, instructional programs, curricula, and modalities aligned with student and community needs.

Success Metrics

- **Success Metric:** The College has fully implemented Guided Pathways by 2026 to help more students achieve their college goals.
- **Success Metric:** Increase the percentage of students who feel like they belong at Green River by five percentage points per year by 2026.

Goal D: Integrated and Effective Organizational Structure, Systems, and Processes

Align the College's Organizational Structure, Systems, and Processes with Equity-Centered Principles and Practices to Become an Antiracist College and Break Down Equity Barriers for Students, Faculty, and Staff.

Goal D Objectives

Objective D.1

Develop the infrastructure and capacity to expect and support all current and future employees to engage in ongoing training, educational and professional development opportunities to become an anti-racist institution that is culturally responsive to the evolving needs of the community.

Objective D.2

Require that all recruitment, hiring, compensation, and retention processes follow equity principles; eliminate biases; and increase the diversity of faculty, staff, and administrators.

Objective D.3

Implement employee onboarding processes that set up new team members for success to retain a diverse and unique talent pool.

Objective D.4

Require that all College locations, employees, students, and stakeholders are treated equitably with respect to campus support and resources, such as funding, policies/processes, programs, facility space, maintenance, safety, and events.

Objective D.5

Establish a well-defined shared and collaborative governance structure aligned with the strategic plan that includes robust employee involvement and inclusion.

Objective D.6

Implement new and revise current policies and processes to be an anti-racist, equity-centered institution.

Goal D Success Metrics

- **Success Metric:** The College has implemented an equity-centered framework for employee recruiting, hiring, and onboarding by 2026 that include employees having a professional development plan incorporating anti-racist and DEI principles.
- **Success Metric:** The College has implemented a comprehensive organizational framework by 2026 that use equity-centered principles in shared governance, planning, resource allocation, assessment, and policy development.
- **Success Metric:** Increase the percentage of faculty and staff of color to be comparable or exceed that of neighboring colleges by 2026.



Goal E: Accessible and Responsive Facilities and Technology

Optimize Educational Facilities and Technology to Support Student Success and Excellence in Teaching and Learning.

Goal E Objectives

Objective E.1

Create a welcoming environment to promote and affirm equity and inclusion for all who enter the main campus, branch locations, and online domain.

Objective E.2

Create an equity-centered Facilities Master Plan with full participation of the campus community that promotes excellence in teaching and learning, and a welcoming and inclusive environment for faculty, staff, and students.

Objective E.3

Create an equity-centered Technology Plan that ensures equal access for students to technology and virtual student support services and improves the quality of and accessibility to College technology for all stakeholders.

Goal E Success Metrics

- **Success Metric:** Increase the percentage of students, faculty, staff, and community members who feel welcomed at Green River by 5% per year.
- **Success Metric:** The College has adopted a facility master plan and a technology plan that support excellence and equity-centered teaching and learning by 2026.



Goal F: Impactful Community Connections

Strengthen the Connections Between the College and the Local, Regional, and Global Community to Become the First Choice in Partnership with Those Communities, Their Institutions, and Industries.

Goal F Objectives

Objective F.1:

Increase and deepen relationships between the College and community stakeholders (K-12, higher ed, industry, government, nonprofits, etc.), locally and globally, to improve teaching and learning; student access and success; and to advance equity and social justice; and to contribute to community vitality.

Objective F.2:

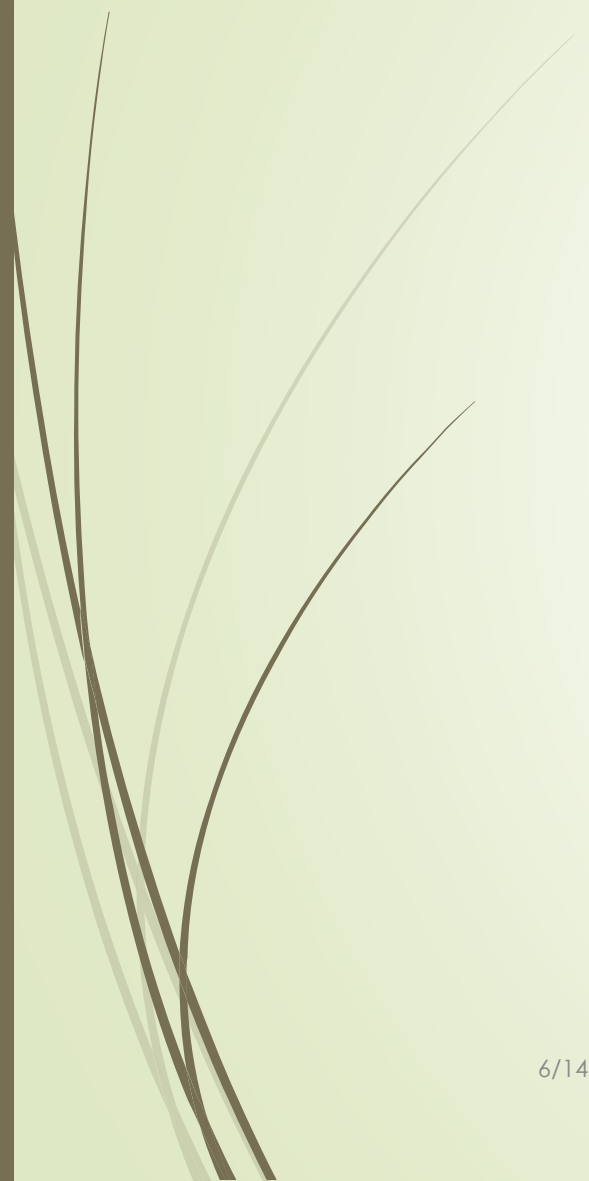
Implement communication strategies, both internal and external, that demonstrates the College's dedication to a quality student experience, services, diversity, equity, inclusion, and anti-racism.

Objective F.3:

Strengthen the identity of the College as an institution dedicated to diversity, equity, inclusion, and anti-racism.

Goal F Success Metrics

- **Success Metric:** Green River is top of mind among institutions of higher education in the region by 2026.
- **Success Metric:** Green River is considered a valuable asset to the community and key stakeholders by 2026.



Q&A Time



2021

GREEN RIVER COLLEGE » **EQUITY-CENTERED** STRATEGIC PLAN

2026

Administrative Draft » June 2021

6/15/2021 TAB A



2021-2026

GREEN RIVER COLLEGE » EQUITY-CENTERED STRATEGIC PLAN



Administrative Draft » June 2021

6/15/2021 TAB A

ACKNOWLEDGMENTS

BOARD OF TRUSTEES

Arlene Pierini, Chair
Elaine Chu, Vice Chair
Jackie Boschok
Sharrone Navas
Jennifer Ramirez Robinson

Dr. Suzanne M. Johnson, Green River College President

EQUITY-CENTERED STRATEGIC PLANNING AND VISIONING STEERING COMMITTEE

Co-Chairs

George Frasier, Vice President of College Advancement, Co-Chair
Marcie Sims, English Faculty, Co-Chair

Members

LaBasha Alexander, Student Affairs Completion Coach
Adam Beals, Director of International Student Advising
Shirley Bean, Vice President of Business Administrative Services / HR
Deb Casey, Vice President of Student Affairs
Tsai-En Cheng, Dean of Branch Locations
Trustee Elaine Chu
Dani Crivello-Chang, Dean of Campus Life
Philip Denman, Senior Director of College Relations
Fia Eliasson-Creek, Director of Institutional Effectiveness
Quintana Erwin, Student
Rolita Ezeonu, Vice President of Instruction
Jamie Fitzgerald, Transfer Dean
Jaeney Hoene, United Faculty President
Lonnie Hunter, Washington Federation of State Employees Shop Steward
Leslie Kessler, Chair of Instructional Council
Nancy Kremer, Chair of College Council
David Larsen, Dean of Enrollment and Completion

Benjamin Lealofi, Program Manager for Diversity, Equity and Inclusion
Michela (Muhan) Li, Associated Student Government, Vice President
Camella Morgan, Executive Director of Information Technology/Chief Information Officer
Trustee Sharonne Navas
Kim Olsen, Information Technology Help Desk
Rob Olson, Director of Facilities
LeaAnn Simpson, Faculty Business Technologies and Administrative Careers
Chitra Solomonson, Faculty Physics
Wendy Stewart, Vice President of International Programs and Extended Learning
Matt Swenson, Grants Director
Su Hoon Tan, Student Affairs Director of Auxiliary Services Student Engagement
Amanda Walsh, Faculty Transitional Studies and Wellness
Allison Warner, Director of Career and Advising Services
Sidney Weldele-Wallace, Career and Technical Education Dean

STRATEGIC PLAN WORKING GROUPS

GOAL A: SUCCESS FOR ALL STUDENTS

Facilitator: Sarah Postel
Notetaker: Adam Beals
Seth Deister
Maria Fola
Joanna Folk
Jude Guo
Lonnie Hunter
Erica (Chong) Ihrig
Oksana Knyaz
Shweta Kumar
David Larsen
Debbie Lynes
Aquina Phillips
Angel Richard
Rosemary Salix
Dieynabou Traore

GOAL E: ACCESSIBLE AND RESPONSIVE FACILITIES AND TECHNOLOGY

Facilitator: Philip Denman
Notetaker: Ashley Brintzenhofe
Lansing Bryan
Chris Carlson
Maggie Crutcher
Pam Dally
Gustavo Demoner
Linda Flanigan
Jeremy Hawks
Dave Jackson
Starlynn McDaniel
Danny Najera
Keegan O'Connor
Kim Olsen
Robert Olson
Wyatt Schill
Sidney Weldele-Wallace
Jenny Park Wheeler

GOAL B: EXCELLENCE IN TEACHING AND LEARNING

Facilitator: Chitra Solomonson
Notetaker: Ian Sherman
Vivette Beuster
Amanda Chin
Jamie Fitzgerald
Jake Heare
Jaeney Hoene
Kathryn Hoppe
Leslie Kessler
Michela (Mu) Li
Wendy Lundquist
Lara Michaels
Patrick Mumpower
Amanda W. Schaefer
Lea Ann Simpson

GOAL F: IMPACTFUL COMMUNITY CONNECTIONS

Facilitator: Amanda Walsh
Notetaker: Roseann Berg
Yuka Akashi
Megan Brech
Anna Brosius
Mandiann Bumgarner
Noah Down
Emilee Findley
Rachel Neville
Mike Nielsen
Emily Paget
Alexa Plourde
Cyndi Rapiere
Toya Turner
Osvaldo Viramontes
Scott Zinn

GOAL C: RESPONSIVE EDUCATIONAL PROGRAMS AND SUPPORT SERVICES

Facilitator: Allison Warner
Notetaker: Laurie Centauri
Jaime Ansell
Mary Butcher
Dani Crivello-Chang
Joe Esch
Lisa Gould
Katrina Larson-Einhaus
Kara LaValley
Pete Morales
Adrienne Palmer
Katherine Powell
Megan Reiser
Melissa Sitzenstock
Andrew Turgeon

GOAL G: MISSION, VISION, VALUES AND EQUITY STATEMENT

Facilitator: Wendy Stewart
Notetaker: Rozella Cruz
Vik Bahl
Shaunie Decker
Quintana Erwin
George Frasier
Jamie Hatleberg
Benjamin Lealofi
Tawnya McLavey
Marcie Sims
Jaime Sterio
Breanna Zumhof

GOAL D: INTEGRATED AND EFFECTIVE ORGANIZATIONAL STRUCTURE, SYSTEMS, AND PROCESSES

Facilitator: Nancy Kremer
Notetaker: Su Hoon Tan
Deb Casey
Tsai-En Cheng
Dan Ferguson
Kevin Grossman
Emily Kohring
Tamara (Tammy) Shilipetar
Megan Swanson
Theresa Torell
Ana Vargas
Richard Wilkerson

GOAL H: METRICS AND COORDINATION

Facilitator: Fia Eliasson-Creek
Notetaker: Matthew Swenson

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1

INTRODUCTION



1 | Introduction

In the spring of 2020, Green River College (the College, Green River or GRC) initiated an Equity-Centered Strategic Visioning and Planning process to develop an integrated Equity-Centered Strategic Plan (Plan) for the College. The intention of the Plan was to lay out a vision, mission and set of values which define the work and future pathways for the College toward building and acting within a more equitable community. To ensure that the Plan was inclusive of all voices with a stake in the College's success and future, the College carried out a 10-month long community engagement process with a variety of activities designed to ensure that all student, staff, and community voices were heard. The process was guided by the Strategic Plan Steering Committee, working closely and in partnership with the College's strategic planning consultant, MIG, Inc., obtained through the College's established RFP process. The Strategic Plan is a blueprint for moving forward as a whole college over the next five years. It provides a clear vision of our goals for the next five years and is a dynamic tool that can grow as the College grows.

A. Plan Organization

The Strategic Plan is organized into the following sections:

- 1 | Introduction
 - A. Plan Organization
 - B. About Green River College
 - C. Environmental Scan: Key Challenges and Opportunities
- 2 | Strategic Plan Framework
 - A. Strategic Plan Overview
 - B. Equity, Vision, Mission, and Values Statements
- 3 | Strategic Plan Goals, Objectives and Success Metrics
 - A. Goal A: Success for All Students
 - B. Goal B: Excellence in Teaching and Learning
 - C. Goal C: Responsive Educational Programs and Support Services
 - D. Goal D: Integrated and Effective Organizational Structure, Systems, and Processes
 - E. Goal E: Accessible and Responsive Facilities and Technology
 - F. Goal F: Impactful Community Connections
- 4 | Conclusion / Next Steps

B. About Green River College

Green River College is a public two-year college in southeast King County. At the time of publication in 2021, it offers degrees and certificates in 41 programs of study. Green River offers ten associate transfer degrees with direct transfer agreements to public, four-year universities in Washington State, and another six career technical degrees transferable to colleges and universities which have articulation agreements with the College. In its career and technical education programs, Green River offers eight applied baccalaureate degrees, 29 applied associate degrees, and 65 certificates. It is the fourth largest of 34 community and technical colleges in Washington State.

Centrally located between Seattle and Tacoma in Auburn, Washington, Green River College's service area includes the cities and school districts of Kent, Auburn, Enumclaw, Renton, and Tahoma in South King County.

The College began as an adult evening education program for the Auburn School District in 1945. By 1963, the State Board of Education approved the establishment of Green River Community College. The College's main campus has been in its current location since 1965—a beautifully wooded hilltop campus of 250 acres. Over time, as community needs have grown, the College added branch locations in downtown Kent (1986), Enumclaw (1996), and downtown Auburn (2016). The Kent campus is a smaller version of the main campus in Auburn and offers many of the same programs and services. The Enumclaw and Auburn locations offer small selections of credit and non-credit continuing education classes which serve the surrounding communities.

In 2013, Green River won approval to offer applied baccalaureate degrees, which by 2021, totaled eight Bachelor of Applied Science (BAS) degrees. The following year, Green River submitted a substantive change to the Northwest Commission on Colleges and Universities (NWCCU) to change its name officially from Green River Community College to Green River College to better reflect the school's variety of offerings.

C. Environmental Scan Summary: Key Challenges and Opportunities

The Environmental Scan, published in March 2021 at the conclusion of the community engagement process, provides a review of external and internal trends, as well as key points of interest and suggestions by Green River College and community stakeholders, which all helped to guide the creation of the College's Equity-Centered Strategic Plan. The full Environmental Scan Report, including detailed data and summary of input from all community engagement activities, is available under separate cover on the Strategic Planning webpage at <https://www.greenriver.edu/strategicplanning/>. Below are the key challenges and opportunities for Green River College as identified through the Environmental Scan.

The Puget Sound region is experiencing growth and is growing more diverse.

- In the next two decades, **the region's population will grow by more than 760,000 people**, and one-third of that growth will be in King County. [Puget Sound Regional Council, 2017]
- Much of that growth will be among school-age residents and seniors—**by 2040 one in five residents will be over the age of 65**. [Washington State Office of Financial Management, 2017]
- Since 2000, **81 percent of regional population growth** is due to **growth among communities of color**. [King County, 2017]
- GRC's service area has experienced considerable **growth among immigrant families and families of color in recent years**. [U.S. Census, American Community Survey, 5-Year Estimates, 2018]
- **One in five** service area residents are **foreign born**, and **30 percent speak a language other than English** at home. [U.S. Census, American Community Survey, 2018]

The College has a mixed record in responding to regional demographic changes.

- Green River College student **enrollments reflect the growing diversity of the service area—more than half of Green River students are nonwhite**. [Green River Office of Institutional Effectiveness]
- However, the current racial and ethnic makeup of **faculty and College leadership is not a reflection of the diversity of the community**. [Green River Internal Focus Group, and Office of Institutional Effectiveness]
- Globally, Green River is seen as a **destination institution** thanks to its **well-known international program**. [Green River External Focus Group]
- Green River **enrolls more students than any of its regional competitors** and **ranks near the top among its peers in enrolling students of color**, including students from historically underserved communities. [Washington State Board for Community and Technical Colleges]
- **Enrollments among immigrant students are especially high** at Green River branch campus locations. [Green River Strategic Planning Charette]

COVID-19 is exacerbating access and economic insecurity issues for students of color and low-income students at community colleges in Washington and nationwide.

- **Fall 2020 enrollments among students of color have declined 19.4 percent** from fall 2019. [Green River Office of Institutional Effectiveness]
- Green River’s **move to online learning** during the pandemic has created helpful and problematic outcomes: **more students are engaging through online platforms**; however, **many students lack access to the internet and technology**. [Green River Strategic Planning Charette]
- **English and math placement classes** are now in an online format, which may **disadvantage students who do not have necessary technology**. [Green River Strategic Planning Charette]
- Green River faculty are **working to find balances between online and on-campus learning** which benefits different types of students. [Green River Strategic Planning Charette]

Placement into College “gateway” courses is not equitable.

- **One in six** new students, and 12 percent of all students, enroll in **basic skills classes** at Green River. [Green River Office of Institutional Effectiveness]
- Approximately **nine in ten** first-time transfer and career technical students place into college-level English classes. [Green River Office of Institutional Effectiveness]
- First-time student **placements into college-level math** have **improved more than 30 percentage points** in the last five years for transfer students, and **20 percentage points** for career technical students. [Green River Office of Institutional Effectiveness]
- Only about **half of first-time students who place into college-level English and math courses**, and **less than one-third of those who place into basic skills classes**, are able to **complete a college-level course in their first year** of school. [Green River Office of Institutional Effectiveness]

Student retention and success rates at Green River vary by race, gender, economic, and other demographic factors.

- More than **eight in ten students** at Green River complete their courses, and **seven in ten** do so successfully. However, retention and success outcomes are **seven to ten percentage points less** for **students of color from historically underserved groups**. [Green River Office of Institutional Effectiveness]
- Retention rates among transfer and career technical degree-seeking students is **especially low among American Indian and Black students**. [Green River Office of Institutional Effectiveness]
- Students of all backgrounds have **better retention and success rates in hybrid classes** than other modes of learning. This is **especially true for low-income students and historically underserved students of color**. [Green River Office of Institutional Effectiveness]
- **One in four** first-time, career technical degree-seeking students **does not return for a second quarter**, and **only about half return for a second year** of classes. [Green River Office of Institutional Effectiveness]
- Green River is **among the top five** community and technical colleges in **total awards earned by students in all credential categories**—applied baccalaureate awards, associate degrees, certificate awards and high school certifications earned by students. [Washington State Board for Community and Technical Colleges]
- **Historically underserved students of color earned 15 percent of all awards** conferred by Green River College in 2019-20, and an average of 14 percent of awards over the last five academic years.

Support for students at Green River is good, but there are still gaps.

- **Nearly half** of respondents in the recent Green River College Community Survey **agreed that the College’s support services were good**, and **another 26 percent rated services as excellent**. [Green River Community Survey]
- **Immigrant and refugee students**, who often begin their Green River careers at branch locations, **need better support**. [Green River Strategic Planning Charette]
- Students of color say they need *“inclusive, proactive support the entire time they are at Green River.”* [Green River Student Focus Group]

Students are looking for more flexible and consistent support.

- Green River needs to provide **more accessible and consistent guidance for students**. [Green River Student Focus Group]
- Students suggest **mentoring or advising which follows students throughout their time** at Green River. [Green River Student Focus Group]
- Green River can do better at **advising students into the right classes** and **use peer navigators** to support student success. [Green River Strategic Planning Charette]
- Green River needs to **expand access to student support services to branch campus locations and online** and **make the timing flexible** to meet student availability. [Green River Strategic Planning Charette]

Most feel welcome on campus, but not everyone.

- **Nine in ten Green River students** believe that Green River College is **welcoming for all people** while only **two-thirds of faculty, staff and trustees** do. [Green River Community Survey]
- Students agree that Green River’s **weeklong welcoming process is helpful for both traditional and non-traditional students**. [Green River Student Focus Group]
- Students and staff describe **physical barriers to a welcoming atmosphere** that exist at the College, from the **expense of travel** to campus, to the **need for more welcoming classroom space** for basic skills students. [Green River Internal and External Focus Groups, Strategic Planning Charette]
- Students suggest **Green River should examine whether it has a welcoming culture for students of color**, who need a stronger sense of belonging and often feel tokenized. [Green River Student Focus Group]
- Green River should consider *“programs to create community especially for under-represented students and students who don’t necessarily have advocates at home.”* [Green River Community Survey]

Green River experiences challenges attracting and retaining diverse faculty and staff.

- Green River experiences **difficulty recruiting faculty of color** due in part to **low turnover, a slow hiring process, missed recruitment opportunities, and limited funding**. [Green River Internal Focus Group]
- *“One of our strengths is people who’ve been here for many years, but that means that openings don’t occur often, so it will take a while to change the College community.”* [Green River Internal Focus Group]
- Green River should *“develop a mentorship program for recruiting and retaining faculty of color.”* [Green River Community Survey]

Faculty and staff need ongoing training and support.

- Green River needs to **provide ongoing equity training and support for all staff**. [Green River Strategic Planning Charette]
- **“Anti-racist work needs to be as active and intentional as technology training.”** [Green River Strategic Planning Charette]
- Green River needs to provide **more training and support for adjuncts**, and acknowledgement of their participation in the work of the College. [Green River Strategic Planning Charette]
- Faculty also need **more and ongoing E-Learning support**, given the shift to online teaching. [Green River Strategic Planning Charette]
- Faculty request **time, space, and compensation** for important outside of classroom activities such as **student mentoring, and community relationship building** and work. [Green River Strategic Planning Charette]

There could be stronger connections with the community the College serves.

- **“We need to be more intentional and inclusive in our connections with our external partners and the communities and create structures that will allow that to happen.”** [Green River Strategic Planning Charette]
- **“Developing partnerships and collaborations with community takes persistence, commitment, and time. Whose job is it to do that work?”** [Green River Strategic Planning Charette]

There are opportunities to further link programming with local community needs.

- Green River should **expand its work with area high schools**. [Green River External Focus Group]
- **“The transition between high school and college can be challenging. It’s great to help students feel a sense of momentum and belonging at college before going – provide a warm handoff.”** [Green River External Focus Group]
- There is **demand from branch campus communities for career-focused classes** beyond the main campus location. [Green River External Focus Group]
- The College should **continue to expand its relationship with the Muckleshoot Indian Tribe** and **offer joint studies opportunities** between Green River and Muckleshoot Tribal College. [Green River External Focus Group]

Green River can capitalize and build upon its program strengths.

- Industry sectors expected to see the **most job growth** over the next decade include **Information Technology and Health Services**. [Washington State Employment Security Department]
- The region is experiencing **substantial demand for software developers and other computer occupations** like web administrators, information security and computer systems engineers, digital forensics analysts. [Washington State Employment Security Department]
- Green River is a **center of excellence in education and cyber security**—the College provides **high quality specializations** in these programs not available at other colleges in the region. [Green River External Focus Group]
- There is a **growing teacher shortage nationwide**, and Green River can help to meet the demand. [Economic Policy Institute]

New collaborations could provide new career pathways for students.

- There is a **need for expanded programing and regional collaboration** with other programs and companies to **offset teaching and equipment costs to meet demand for nurses and other health occupations.** [Green River External Focus Group]
- Green River may want to **consider a new hospitality certificate or degree program** to meet **needs of the Muckleshoot Indian Tribe hotel expansion** in Auburn. [Green River External Focus Group]
- Green River should **expand its small business support programs** to reach those not connected to business organizations. [Green River External Focus Group]

There are concerns about Green River governance and processes.

- Policies need to be **designed to support and center students.**
- The College needs a **clear and robust a policy feedback process.**
- The **current governance structure is too complex**, and lines of authority and decision making are not transparent.
- There is a **need for well-defined, participatory governance structure.**
[Green River Steering Committee Meetings and Focus Groups]

Participants set the criteria for the strategic planning process.

- The Plan will need to **clearly define success.**
- The Plan will need **clear and consistent definitions.**
- The process should **allow all to feel safe and to provide authentic input.**
- The process needs to **balance enthusiasm with recognition of past challenges.**
- **Embed anti-racism and equity throughout.**
- Create a **living, dynamic document, easily accessible** with **data front and center.**
[Green River Steering Committee Meetings and Focus Groups]



2

STRATEGIC PLAN FRAMEWORK



2 | Strategic Plan Framework

This chapter contains the Strategic Plan Framework, which consists of the following:

- A. Strategic Plan Overview
- B. Equity, Vision, Mission, and Values Statements

A. Strategic Plan Overview

Green River’s Equity-Centered Strategic Plan serves as the guiding document for the College’s work over the next five years. This Plan lays out a vision, mission, and set of values which define the work and future pathways for the College toward building and acting within a more equitable community. And it provides a framework to address key challenges and opportunities for our work, incorporating the ideas that have emerged from the Green River community throughout our planning process.

During robust community discussions, Steering Committee members refined a draft Equity Statement, which details the College’s commitment to be an anti-racist institution and provides the Green River definition of equity. These conversations laid the groundwork for the College’s Strategic Plan Framework, including updates to Green River’s Vision, Mission and Values, statements, seen in the graphic on page 8 and laid out in Section B below, to fully support the College’s commitment to inclusive, equitable opportunities and outcomes for all.

In addition, the Steering Committee carefully reviewed themes regarding key challenges and opportunities, along with ideas and strategies for addressing them, that emerged from the community engagement process, to shape six Strategic Plan Goals for the College. Discussions about the key issues related to each of these Goals, as seen in the framework graphic on the following pages served as a basis to develop objectives to meet each Goal. These are laid out in Chapter 3.

GREEN RIVER COLLEGE FRAMEWORK FOR EQUITY-CENTERED STRATEGIC PLAN

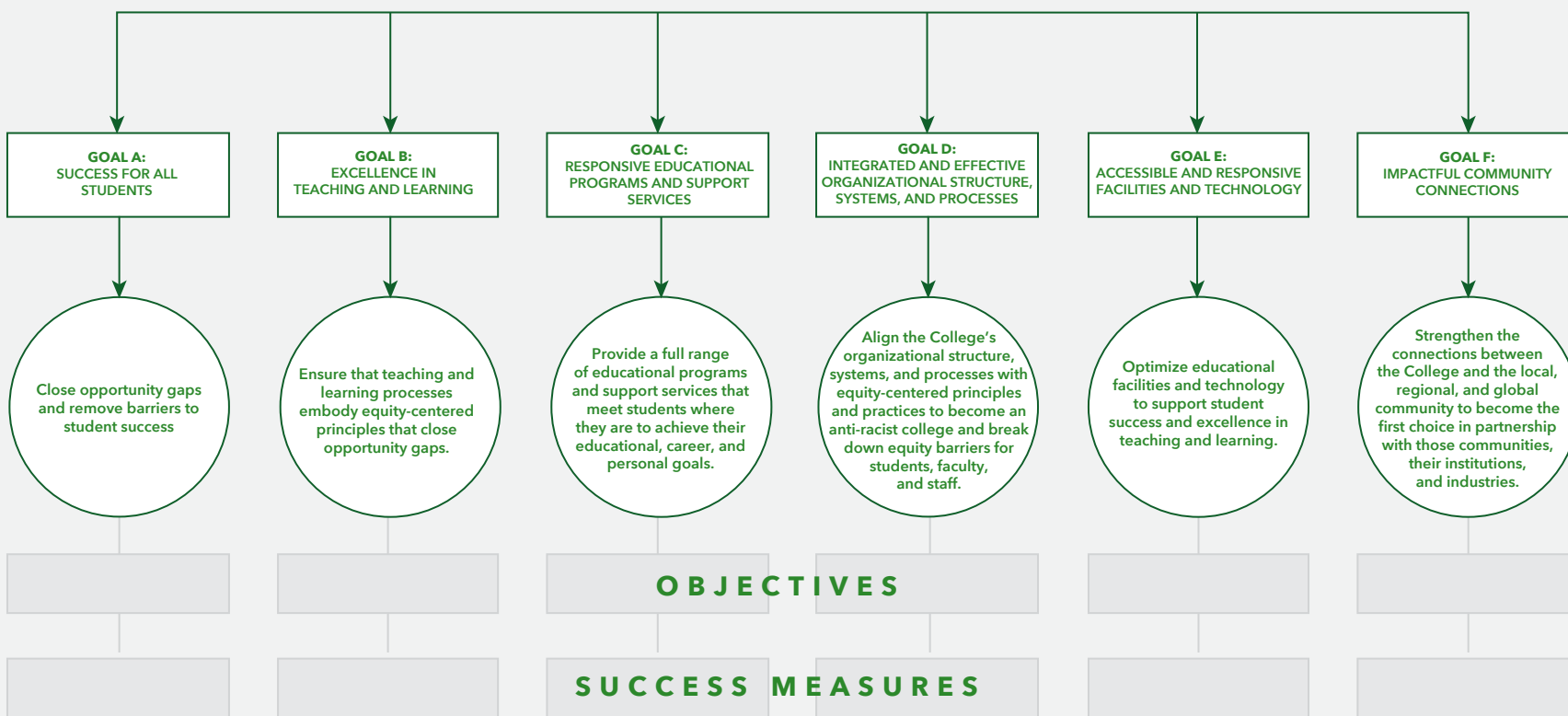
EQUITY STATEMENT/DEFINITION

VISION STATEMENT

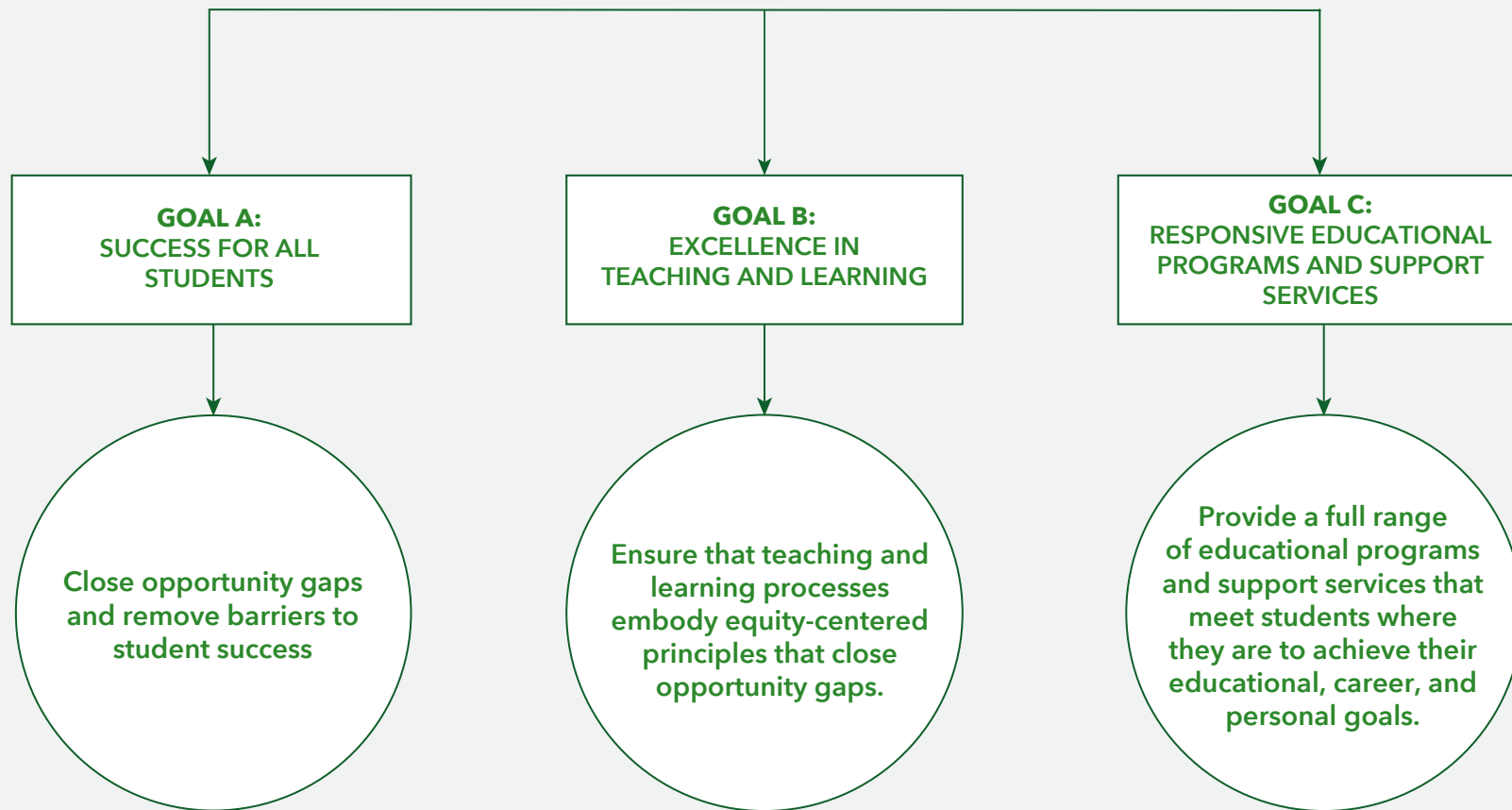
MISSION STATEMENT

VALUES

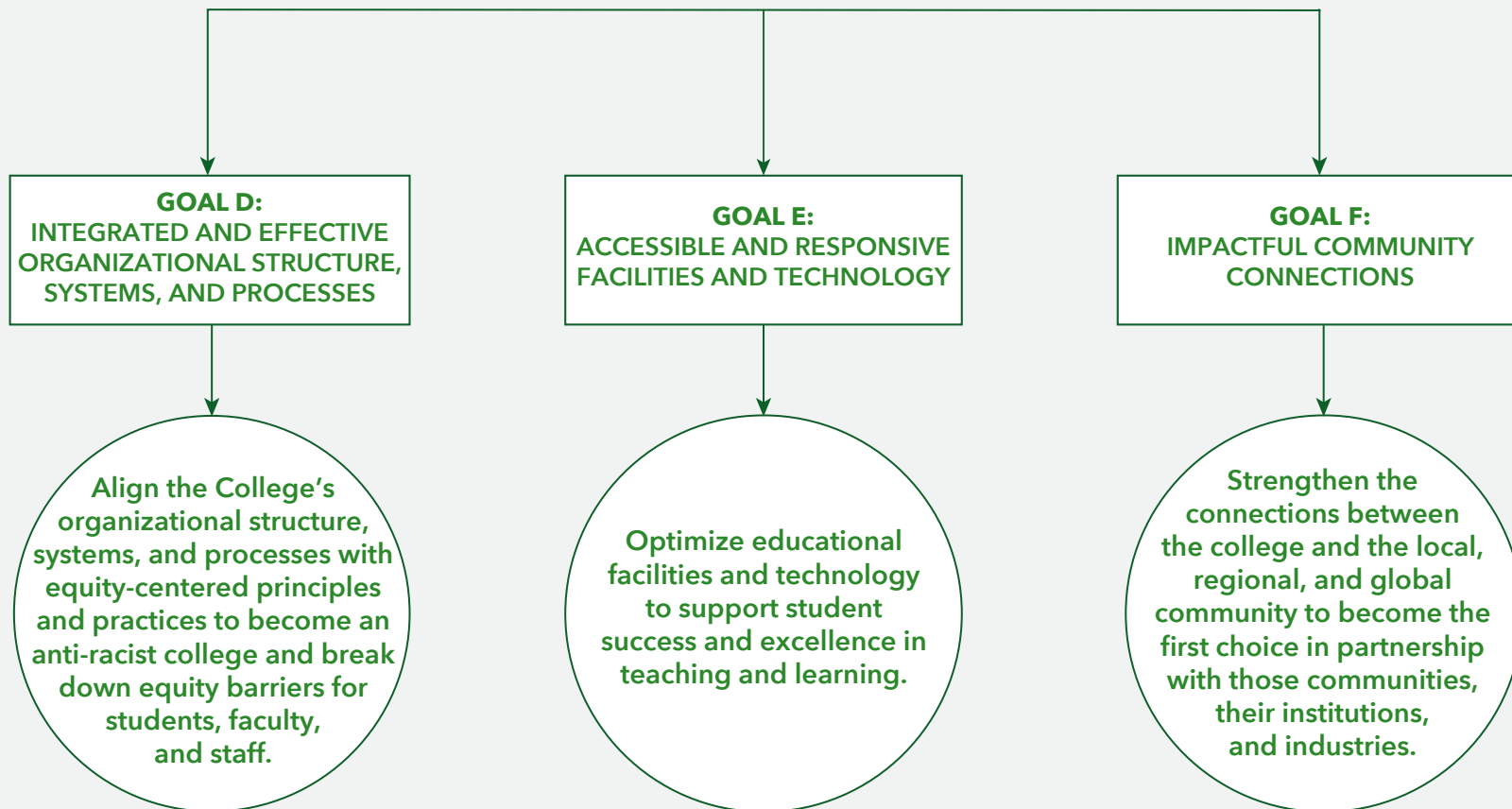
STRATEGIC PLAN GOALS



STRATEGIC PLAN GOALS



STRATEGIC PLAN GOALS



B. Equity, Mission, Vision, and Values Statements

Draft Equity Statement

The Green River College Promise:

We commit to be an anti-racist institution where all students, faculty, and staff receive the access, resources, and services needed to achieve their educational, career, and personal goals. Green River College makes social and economic justice, equity, and inclusion our highest priorities.

The Green River College definition of equity encompasses all identities, including but not limited to race, ethnicity, economic status, gender identity, sexual identity, disability, religion/spirituality, immigration status, age, and culture. We understand individual needs vary widely, and the effects of discrimination and historical oppression must be taken into account while aiming for equitable opportunities and outcomes for all.

Let this be a call to action to all members of the Green River College Community: everyone must contribute to this on-going effort to achieve equity for all.

Draft Vision Statement

Green River College will be an equity-centered leader in higher education committed to excellence in teaching and learning, to being an anti-racist college, and to advancing social and economic justice.

All members of the college community will feel a strong sense of belonging and, together, build a culture of care. The racial and ethnic diversity of staff, faculty, and leadership will reflect the diversity of the communities we serve.

Green River will be:

- The destination of choice for post-secondary education.
- First choice in partnership with our community, its business and industry.
- Ranked among the best nationally in student achievement, closing all opportunity gaps.
- Recognized for its preparation of students for the global workforce and for civic engagement in an increasingly diverse, interdependent world.

Draft Mission Statement

Green River College welcomes our diverse local and global communities and is committed to meeting students where they are by providing inclusive, equitable access to innovative and comprehensive educational programs, and individualized support that empowers and prepares students to achieve their personal, educational, and career goals.

Draft Values Statements

- Anti-Racism, Diversity, Equity, and Inclusion
- Belonging
- Accessibility
- Accountability
- Community Engagement
- Growth and Development
- Global Responsibility
- Acknowledgement and Stewardship of the Natural Environment
- Innovation

Anti-Racism, Diversity, Equity, and Inclusion: We are committed to becoming an anti-racist college. We examine our own and others' identities (race, ethnicity, economic status, gender identity, sexual identity, disability, religion/spirituality, immigration status, age, and culture), institutional roles, behaviors, and cultural perspectives, as these relate to power and privilege in the advancement of equity and social justice.

Belonging: We respect difference and make intentional space for the needs, experiences, ways of communicating, expertise, and leadership of those who are most impacted by systemic and structural inequities. We promote a culture of care including love, joy, peace, patience, and kindness in our interactions with students, staff, faculty, and community partners in recognition of the human condition.

Accessibility: We recognize, respect, and celebrate people with disabilities, including physical, cognitive, sensory, intellectual, developmental, and non-apparent disabilities. We commit to equitable opportunities, including the provision of accommodations, and the creation of welcoming, inclusive, and accessible classrooms, curricula, campus spaces, and virtual environments. We recognize disabilities have no social and economic boundaries.

Accountability: We develop and implement mechanisms for accountability in the hiring process, teaching, student support services, employee relations, financial stewardship, and governance, in order to ensure the meaningful participation of all constituents, anchored in transparency and respectful interactions.

Community Engagement: Our multiple campuses in our service areas collaborate to contribute to the educational, economic, and social development of our communities through responsive programs, continuing education, and community and library partnerships.

Growth and Development: We allocate the required resources towards equitable lifelong learning, professional development, and career advancement of our staff, faculty, and students.

Global Responsibility: We foster civic responsibility by understanding the critical issues and challenges affecting the diverse communities on our campuses, regionally, nationally, and around the world. We cultivate respect and empathy for cultural difference, honoring the dignity of multiple languages and being mindful of cultural biases.

Acknowledgement and Stewardship of the Natural Environment: We acknowledge the land on which Green River College sits as the ancestral home of the Muckleshoot Indian Tribe. We commit to the beautification, preservation, and sustainability of our campuses' natural resources.

Innovation: We develop innovative programs, policies, practices, operations, and infrastructure that respond to evolving needs and opportunities.



3

STRATEGIC PLAN GOALS, OBJECTIVES & SUCCESS METRICS



3 | Strategic Plan Goals, Objectives and Success Metrics

A. Goal A: Success for All Students

Close Opportunity Gaps and Remove Barriers to Student Success

Goal A Objectives

Objective A.1

Implement anti-racist, equity-centered, and accessible practices that remove barriers of placement and course sequencing in developmental English and math to support students' successful transitions to and through college.

Objective A.2

Create a campus-wide mentorship program for the length of students' college careers to increase student engagement, persistence, and completion.

Objective A.3

Reduce students' personal and financial barriers to college access, retention, persistence, and completion.

Objective A.4

Adopt the Guided Pathways framework to support students' pathways and transitions to, through, and beyond the College.

Objective A.5

Implement mechanisms to continuously assess student, employee, and community needs and success barriers, and establish systems for reviewing and acting on this feedback.

Responding to These Key Challenges from the Environmental Scan

- The College has a mixed record in responding to regional demographic changes.
- COVID-19 is exacerbating access and economic insecurity issues for students of color and low-income students at community colleges in Washington and nationwide.
- Placement into College "gateway" courses is not equitable.
- Student retention and success rates at Green River vary by race, gender, economic, and other demographic factors.
- Support for students at Green River is good, but there are still gaps.
- Students are looking for more flexible and consistent support.
- Most feel welcome on campus, but not everyone.
- There are opportunities to further link programming with local community needs.
- Green River can capitalize and build upon its program strengths.

Goal A Success Metrics

- **Success Metric [Start of Student's Journey]:** The College has implemented a comprehensive student onboarding process by 2026 that includes all students having educational, financial, and career transition plans by their 2nd quarter of enrollment.
- **Success Metric [Progression of Student's Journey]:** Students' opportunity gaps in retention, progression, and completion are reduced or eliminated by 2026.
- **Success Metric [End of Student's Journey]:** Increase the College's student completion rate from 38% to 43% with minimal or no opportunity gaps by 2026.

B. Goal B: Excellence in Teaching and Learning

Ensure That Teaching and Learning Processes Embody Equity-Centered Principles that Close Opportunity Gaps.

Goal B Objectives

Objective B.1:

Implement a robust, College-wide program of teaching and learning that supports excellence via professional development in high-impact practices for faculty and staff, and ensures that faculty and staff are trained in equity-centered and inclusive approaches.

Objective B.2:

Offer multiple modalities of teaching that balance course offerings between on-campus, online, and hybrid classes, to increase student success and to maximize opportunities for students with diverse learning styles and instructional needs.

Responding to These Key Challenges from the Environmental Scan

- The College has a mixed record in responding to regional demographic changes.
- Student retention and success rates at Green River vary by race, gender, economic, and other demographic factors.
- Support for students at Green River is good, but there are still gaps.
- Students are looking for more flexible and consistent support.
- Most feel welcome on campus, but not everyone.
- Faculty and staff need ongoing training and support.

Goal B Success Metrics

- **Success Metric:** All faculty and staff have been trained in anti-racist, equity-centered, and inclusive Diversity, Equity, and Inclusion principles by 2026.
- **Success Metric:** Decrease or eliminate instructional opportunity gaps related to race, gender, economic, and other demographic factors by 2026.

C. Goal C: Responsive Educational Programs and Support Services

Provide a Full Range of Educational Programs and Support Services that Meet Students Where They Are to Achieve Their Educational, Career, and Personal Goals.

Goal C Objectives

Objective C.1:

Implement culturally relevant and equity-centered employee training focused on providing effective student services to the College's diverse student population.

Objective C.2:

Improve and expand student advising, support service delivery and interventions, as well as student, faculty, and staff engagement in support services, to increase students' engagement, persistence, and completion.

Objective C.3:

Provide robust career services and pre-employment activities that prepare all students for professional opportunities and strengthen industry partnerships.

Objective C.4:

Provide a full range of learning opportunities, instructional programs, curricula, and modalities aligned with student and community needs.

Responding to These Key Challenges from the Environmental Scan

- The College has a mixed record in responding to regional demographic changes.
- Student retention and success rates at Green River vary by race, gender, economic, and other demographic factors.
- Support for students at Green River is good, but there are still gaps.
- Students are looking for more flexible and consistent support.
- Faculty and staff need ongoing training and support.
- There could be stronger connections with the community the College serves.
- There are opportunities to further link programming with local community needs.
- Green River can capitalize and build upon its program strengths.
- New collaborations could provide new career pathways for students.

Goal C Success Metrics

- **Success Metric:** The College has fully implemented Guided Pathways by 2026 to help more students achieve their college goals.
- **Success Metric:** Increase the percentage of students who feel like they belong at Green River by five percentage points per year by 2026.

D. Goal D: Integrated and Effective Organizational Structure, Systems, and Processes

Align the College's Organizational Structure, Systems, and Processes with Equity-Centered Principles and Practices to Become an Anti-racist College and Break Down Equity Barriers for Students, Faculty, and Staff.

Goal D Objectives

Objective D.1

Develop the infrastructure and capacity to expect and support all current and future employees to engage in ongoing training, educational and professional development opportunities to become an anti-racist institution that is culturally responsive to the evolving needs of the community.

Objective D.2

Require that all recruitment, hiring, compensation, and retention processes follow equity principles; eliminate biases; and increase the diversity of faculty, staff, and administrators.

Objective D.3

Implement employee onboarding processes that set up new team members for success to retain a diverse and unique talent pool.

Objective D.4

Require that all College locations, employees, students, and stakeholders are treated equitably with respect to campus support and resources, such as funding, policies/processes, programs, facility space, maintenance, safety, and events.

Objective D.5

Establish a well-defined shared and collaborative governance structure aligned with the Strategic Plan that includes robust employee involvement and inclusion.

Objective D.6

Implement new and revise current policies and processes to be an anti-racist, equity--centered institution.

Responding to These Key Challenges from the Environmental Scan

- Most feel welcome on campus, but not everyone.
- Green River experiences challenges attracting and retaining diverse faculty and staff.
- Faculty and staff need ongoing training and support.
- There are concerns about Green River governance and processes.

Goal D Success Metrics

- **Success Metric:** The College has implemented an equity-centered framework for employee recruiting, hiring, and onboarding by 2026 that include employees having professional development plans incorporating anti-racist and DEI principles.
- **Success Metric:** The College has implemented a comprehensive organizational framework by 2026 that uses equity-centered principles in shared governance, planning, resource allocation, assessment, and policy development.
- **Success Metric:** Increase the percentage of faculty and staff of color to be comparable or exceed that of neighboring colleges by 2026.

E. Goal E: Accessible and Responsive Facilities and Technology

Optimize Educational Facilities and Technology to Support Student Success and Excellence in Teaching and Learning.

Goal E Objectives

Objective E.1

Create a welcoming environment to promote and affirm equity and inclusion for all who enter the main campus, branch locations, and the College's online domains.

Objective E.2

Create an equity-centered Facilities Master Plan with full participation of the campus community that promotes excellence in teaching and learning, and a welcoming and inclusive environment for faculty, staff, and students.

Objective E.3

Create an equity-centered Technology Plan that ensures equal access for students to technology and virtual student support services and improves the quality of and accessibility to College technology for all stakeholders.

Responding to These Key Challenges from the Environmental Scan

- The Puget Sound region is experiencing growth and is growing more diverse.
- The College has a mixed record in responding to regional demographic changes.
- Support for students at Green River is good, but there are still gaps.
- Students are looking for more flexible and consistent support.
- Most feel welcome on campus, but not everyone.
- Green River experiences challenges attracting and retaining diverse faculty and staff.
- There could be stronger connections with the community the College serves.

Goal E Success Metrics

- **Success Metric:** Increase the percentage of students, faculty, staff, and community members who feel welcomed at Green River by 5% per year.
- **Success Metric:** The College has adopted a Facilities Master Plan and a Technology Plan that support excellence and equity-centered teaching and learning by 2026.

F. Goal F: Impactful Community Connections

Strengthen the Connections Between the College and the Local, Regional, and Global Community to Become the First Choice in Partnership with Those Communities, Their Institutions, and Industries.

Goal F Objectives

Objective F.1:

Increase and deepen relationships between the College and community stakeholders (K-12, higher education, industry, government, nonprofits, etc.), locally and globally, to improve teaching and learning; student access and success; to advance equity and social justice; and to contribute to community vitality.

Objective F.2:

Implement communication strategies, both internal and external, that demonstrate the College's dedication to a quality student experience, services, diversity, equity, inclusion, and anti-racism.

Objective F.3:

Strengthen the identity of the College as an institution dedicated to diversity, equity, inclusion, and anti-racism.

Responding to These Key Challenges from the Environmental Scan

- The Puget Sound region is experiencing growth and is growing more diverse.
- The College has a mixed record in responding to regional demographic changes.
- Most feel welcome on campus, but not everyone.
- There could be stronger connections with the community the College serves.
- There are opportunities to further link programming with local community needs.
- New collaborations could provide new career pathways for students.

Goal F Success Metrics

- **Success Metric:** Green River is top of mind among institutions of higher education in the region by 2026.
- **Success Metric:** Green River is considered a valuable asset to the community and key stakeholders by 2026.



4

CONCLUSION » **NEXT STEPS**



4 | Conclusion / Next Steps

Following the Board of Trustees' review in June-July 2021 and adoption of this Equity-Centered Strategic Plan, the College will move forward with developing a detailed Implementation Plan. The Implementation Plan will include strategies, action steps, time frames, delineation of responsibilities, and identification of resources available for each objective. The proposed success metrics will be refined into a more detailed Evaluation Plan with clear indicators, data sources, and completion targets, that will be used to assess the College's progress toward meeting its Strategic Plan Goals and Objectives and more fully manifesting its Equity Statement, Vision, Mission, and Values. The Strategic Plan will be a living, dynamic, and accessible document that will evolve along with Green River College into a future that truly provides equitable opportunities for all.



A

APPENDIX A » STRATEGIC PLANNING TERMS

Appendix A | Strategic Planning Terms

- The **Equity Statement** commits the College to building an inclusive, varied workplace welcoming people of all backgrounds.
- The **Mission** explains why the College exists and describes the overall purpose of the College.
- The **Vision** is an aspirational statement describing the College’s ideal future state. The vision statement describes what success will look and feel like.
- **Values** are the core principles by which the College will carry out its mission. They define the basic attributes and beliefs that shape and guide College decision-making and provide ways of choosing among competing priorities.
- **Goals** are broad statements of direction that define what the College is trying to achieve.
- **Objectives** are detailed methods for attaining the goals. They should be specific, measurable, achievable, realistic, and time-based.
- **Action Steps** consist of strategies, projects, and initiatives that the College has selected to implement the objectives of a Strategic Plan. Each year the College will review their objectives and action steps, considering progress achieved, and will revise and update as needed.
- **Success Metrics** describe the College’s progress toward achieving its goals and objectives and may be quantitative or qualitative in nature.
- An **Environmental Scan** is an assessment of current conditions and trends, including community and student demographics, economics, social conditions, and other factors that are likely to impact the future of the College.



B

APPENDIX B » STRATEGIC PLANNING PROCESS

Appendix B | Strategic Planning Process

I. Plan Development Process Summary

Green River College's Equity-Centered strategic planning process was designed to be inclusive of all voices with a stake in the College's success and future. The collaborative development process was guided by the Strategic Plan Steering Committee, and the Plan written by the Strategic Plan working groups formed to focus on specific aspects of the plan.

Equity-Centered Strategic Planning and Visioning Steering Committee

The Strategic Plan Steering Committee, comprised of representation from across the College, guided the strategic planning process. It was constructed with careful consideration of diverse roles at the College and diversity of perspective, knowledge, and expertise. The Steering Committee met regularly throughout the Strategic Plan development process during the 2020-2021 academic year.

Strategic Plan Community Engagement Process

The Plan process included an Equity Visioning Forum bringing together campus community members to help develop the framework for embedding equity throughout the College's practices; a Strategic Planning Charette to further discuss and develop the components of the Strategic Plan Framework; Strategic Plan working groups who collaborated on Plan development; and an online forum offering an opportunity for comment on the administrative draft plan. Throughout the process, input was summarized as it was gathered, with an iterative feedback loop so that all participants could validate the planning team's understanding of their input and know how it has been incorporated into the final plan.

Concurrent with community outreach, the planning team incorporated data analysis from the College, the Washington State Board of Community and Technical Colleges, and external data sources into the Plan to provide a current conditions assessment, and to detail specific and ongoing needs for additional data collection and analysis by the College and community. This ensured the Equity-Centered Strategic Plan process was both community-informed and data-driven.

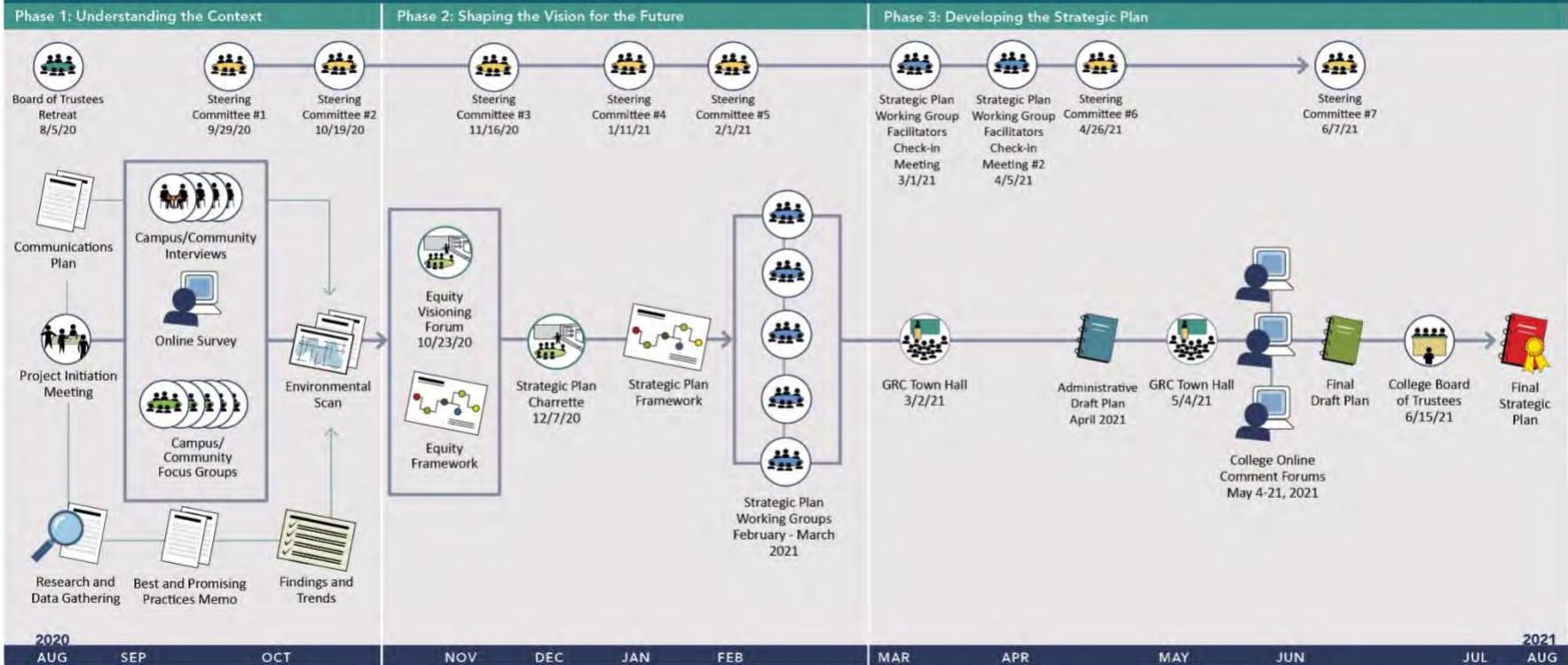
A variety of activities were conducted to ensure that all student, staff, and community voices were heard, including key stakeholder interviews; campus and community focus groups; and an online survey to elicit feedback from a broader pool of College students, employees, and community. Similar questions were asked during each activity to ensure that all input could be correlated. The graphic on the following page shows the timeline of activities.

Robust participation in the process from throughout the campus and service area community included the following:

- **34** members representing all campus constituencies on the Strategic Plan Steering Committee
- Board of Trustees, Executive and Administrative Team, and Continuing Education and Branch Campus Retreats
- **11** Key Stakeholder Interviews: GRC Equity Leaders; Auburn School District; GRC Instructional Council; GRC Student Affairs/Transfer; GRC Foundation Board; Washington State Board for Community and Technical Colleges; Economic Development, Cities of Auburn and Kent; Dean of Student Life
- **45** participants in **3** Focus Groups:
 - 16 participants in Faculty / Staff Focus Group
 - 17 participants in External Community Focus Group – representing civic, business and community organizations
 - 12 participants in Student Focus Group
- **610** respondents to Online Survey
- Over **200** participants in Equity Visioning Forum
- Over **150** participants in Strategic Planning Charette



Strategic Visioning and Planning



Working Groups Plan Development Process

The Strategic Plan Working Groups, composed of a diverse representation of College community members with subject matter expertise, were charged with developing draft Statements, Objectives and Success Metrics for the Strategic Plan. The Working Groups reviewed, evaluated, and prioritized the ideas and input collected during the outreach process and made recommendations to achieve the Goals identified by the College community. The responsibility of the Working Groups was to achieve the following:

- Provide specific recommendations for Objectives and Success Metrics to achieve the Working Group's assigned Goal
- Consult the compilation of ideas from the College community drawn from the Environmental Scan
- Serve as a communication link between the Steering Committee and the various College community groups and agencies included in the process

Each Working Group had a designated Meeting Facilitator, charged with convening the group, leading and facilitating discussions, serving as its spokesperson, and acting as a liaison; and a Meeting Notetaker. Eight Working Groups were convened. Working Groups A-F were charged with developing Objectives and proposed Success Metrics, both quantitative and qualitative, for each of the six Goals in the Strategic Plan. Working Group G was charged with developing final drafts of the College's Equity, Mission, Vision and Value Statements. Working Groups A-G convened from February through April 2021 to finalize their recommendations. Once Working Group A-F's recommendations were complete, Working Group H convened beginning in April 2021 to refine and finalize the Success Metrics within a consistent structure and framework for measuring success across the Strategic Plan Goals and Objectives, in a way that supports the equity-centered, anti-racist goals of Green River College.

Green River College

2021-2022 Budget Proposal

Presented by:

Shirley Bean

Vice President for Business Administration

Janee Sommerfeld

Senior Director of Financial Services



2021-2022 Budget Proposal

General Operations

- State Allocation
- Tuition
- College Contributors
 - International Programs, Running Start, Open Doors

Capital

- State Capital Allocation
- Locally Funded Projects

Financial Aid

- Federal and State Grants
- Student Loans
- Work Study
- All Used for Student Support

2021-2022 Budget Proposal

Internal Services & Auxiliary Funds

- Services and Activities (S & A)
- Parking, Student Union Enterprises, Bookstore, Motor Pool, Data Processing, Print Shop

Grants and Contracts

- Specific Activity over Specific Time Period
- SBCTC Pass-Through Grants
 - Perkins, WorkFirst, Basic Food Employment Training, Job Skills Program

Tuition, Fees and Waivers

- Tuition set by SBCTC
- Student Fee Changes
- Instructional Fees Changes

2020-2021 Budget

- Transparency
- People vs Savings Account
- Conservative & Realistic Assumptions
 - 15% SBCTC cut
 - 15% tuition decline
 - Reduce reliance on International Programs

2021-2022 Budget

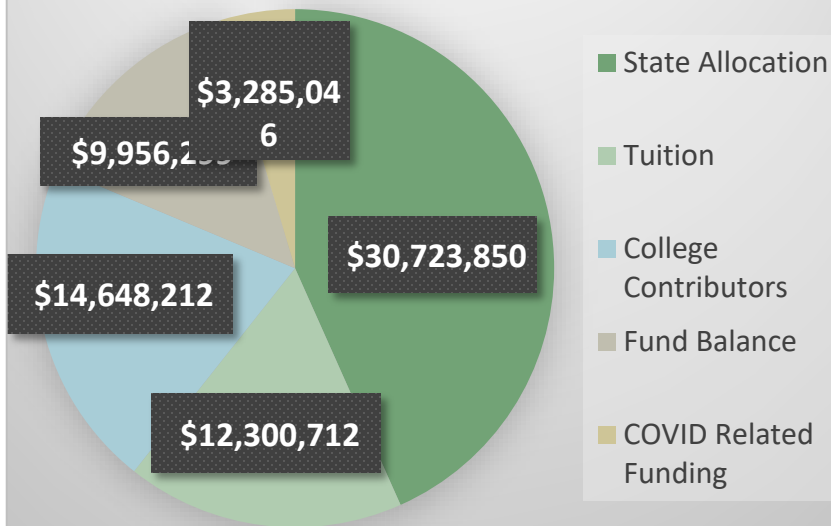
- Transparency
- People vs Savings Account
- Conservative & Realistic Assumptions
 - No Across-the-Board Cuts
 - Stable enrollment
 - Federal CRRSAA and ARPA Funds
 - Reduce reliance on Unrestricted Cash
 - ctcLink Costs (System)

Revenue Sources

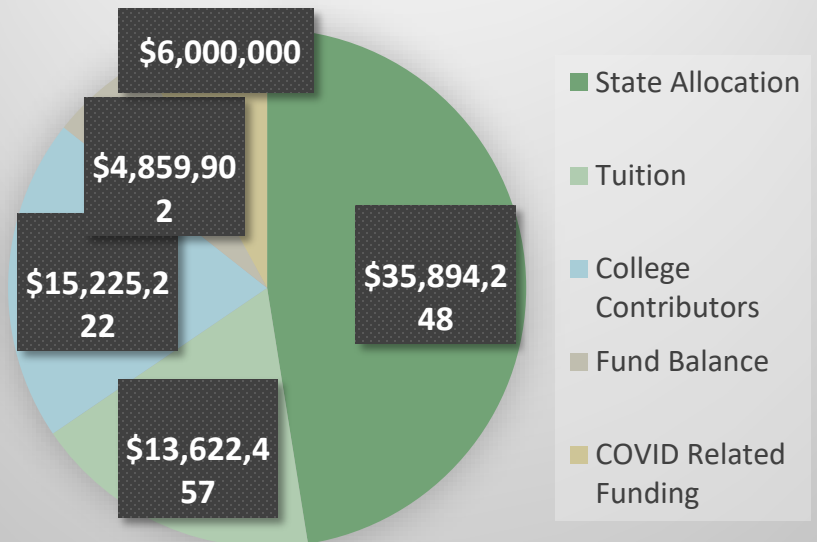
- State Allocation \$35.9M
 - Small Reduction – Enrollment
 - Tuition based on 2020-21 Actuals
- COVID Related Funding
 - CRRSAA/ARPA: \$6 million
- Savings (Unrestricted Cash): \$4.9 million

Operating Revenue Comparison

2020-2021
\$70.9 Million

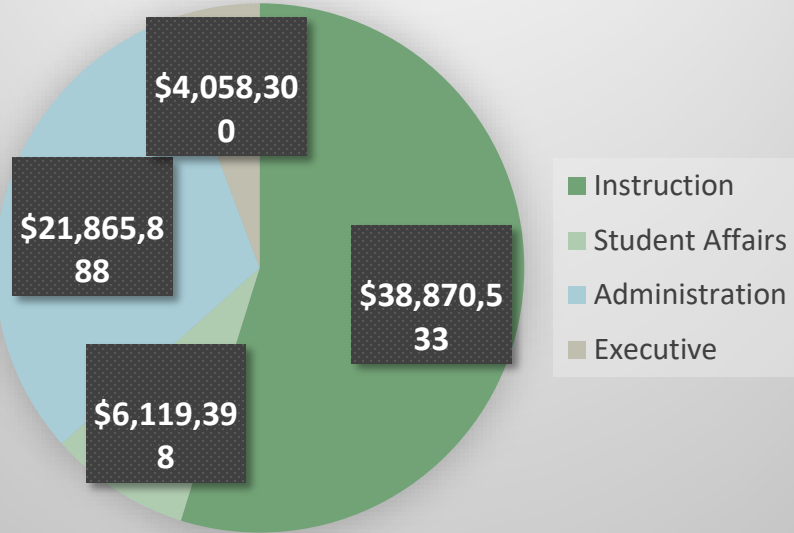


2021-2022
\$75.6 Million

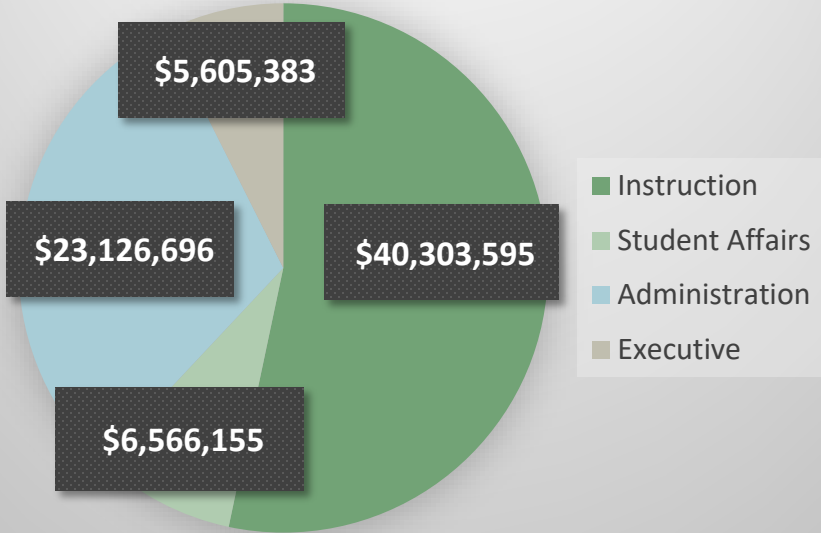


Operating Expenditure by Division

2020-2021
\$70.9 Million



2021-2022
\$75.6 Million



Fees & Waivers

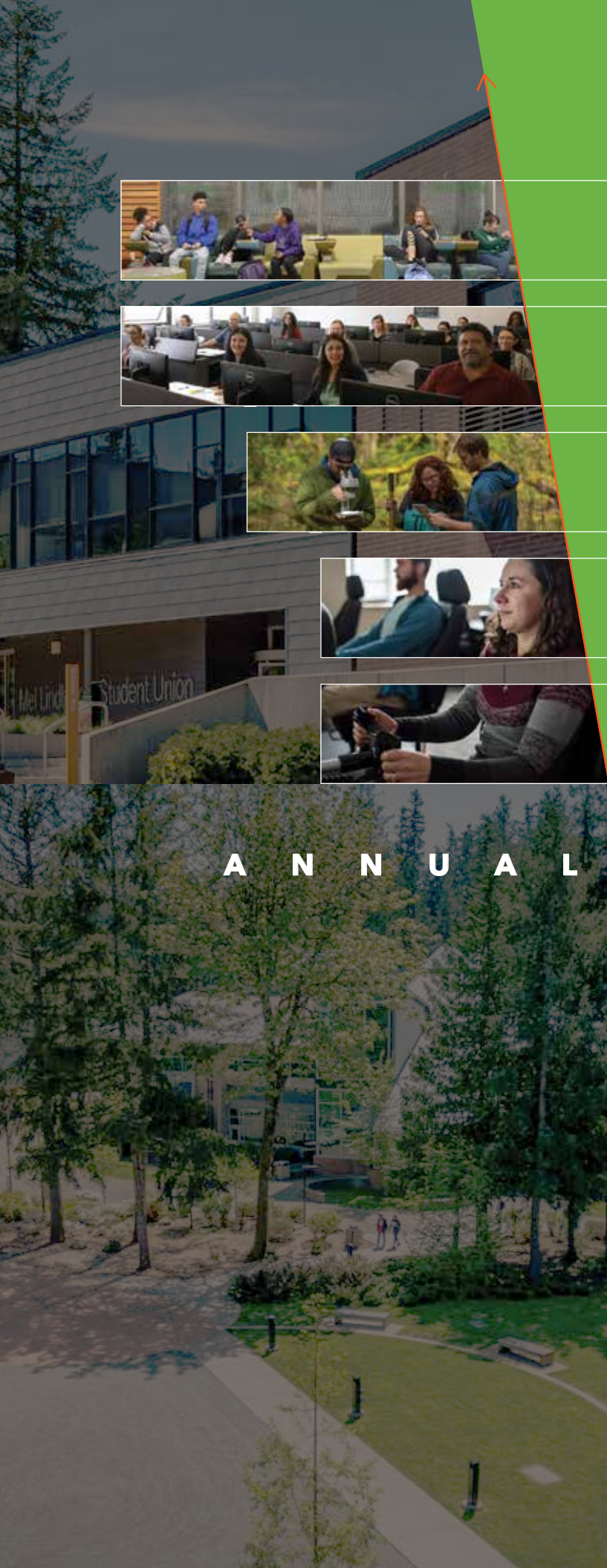
- Tuition Increase: 2.8% for 2021-2022
 - Per SBCTC draft to be confirmed in late June
- No Change in Long-Term Commitments/Debt
- Changes in Student and Instructional (Co-op) Fees
 - Fees for loaned equipment return

2021-2022 Board Approval

- Provisions Necessary to Implement
 - Need Based Waiver Authority up to \$478,000
 - Delegates to President Authority to contract to purchase equipment or services in excess of \$100,000 for items included in proposal
 - Long-Term Commitments and Debt Service

Summary

Requesting your action at today's meeting to approve the 2021-2022 Green River College Budget to include the associated tuition, fees and provisions necessary to implement



A N N U A L B U D G E T

2021
2022



**Green River College
2021-22 Annual Budget
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Green River College
2021-22 Budget
Summary - All Funds

	Total State & Local Operating	Total Self Support Funds	Total Grants & Contracts	Total Auxiliary Funds	Total Fiduciary Funds	Total Capital Funds	Total All Funds
Expense							
AA Exempt - Executive	1,155,478	-	138,825	-	-	-	1,294,303
AB Exempt - Administration	1,738,967	84,710	68,091	22,290	-	-	1,914,058
AC Exempt - Prof/I/Technical	7,335,026	800,387	3,127,194	667,971	-	-	11,930,578
AD Hourly/Stipend	2,046,147	321,319	729,310	677,883	-	-	3,774,659
AE Faculty - Perm Full Time	13,308,072	-	310,668	-	-	-	13,618,740
AG Faculty - Temp Full Time	-	-	-	-	-	-	-
AH Faculty - Temp Part Time	11,600,517	493,346	110,972	-	-	-	12,204,835
AK Classified	9,532,576	651,891	1,223,353	1,191,379	-	-	12,599,199
AM Student	34,088	-	155,688	401,796	-	-	591,572
AP Work Study	-	-	-	-	665,981	-	665,981
AS Sick Leave Buyout	166,666	-	-	-	-	-	166,666
AT Terminal Leave	-	-	-	-	-	-	-
AU Overtime	32,529	-	-	122,500	-	-	155,029
B Benefits	15,512,907	884,287	2,099,975	941,334	16,905	-	19,455,408
Salary Subtotal	\$ 62,462,973	\$ 3,235,940	\$ 7,964,076	\$ 4,025,153	\$ 682,886	\$ -	\$ 78,371,028
C Personal Services	33,169	7,000	748,629	-	-	-	788,798
E Goods & Services	9,408,453	2,716,958	11,293,249	2,451,552	-	-	25,870,212
F Cost of Goods Sold	-	-	-	-	-	-	-
G Travel	204,864	90,680	195,230	97,700	-	-	588,474
J Equipment/Cap Outlay	1,446,398	564,641	21,520	12,716	-	9,198,500	11,243,775
K Hardware/Software	-	-	-	-	-	-	-
N Client Services	283,845	622,652	1,036,052	91,059	30,955,755	-	32,989,363
P Debt Service	1,762,127	-	1,566,537	1,192,638	-	-	4,521,302
W Depreciation Expense	-	-	-	54,877	-	-	54,877
Total Expenditures	\$ 75,601,829	\$ 7,237,871	\$ 22,825,293	\$ 7,925,695	\$ 31,638,641	\$ 9,198,500	\$ 154,427,829
Revenue							
T Transfers	(15,225,222)	231,186	16,010,804	9,652	(1,429,920)	403,500	-
S Interagency	-	-	(3,117,647)	-	(10,739,310)	-	(13,856,957)
0319 Department of State	-	-	-	-	-	-	-
0347 National Science Foundation	-	-	(485,457)	-	-	-	(485,457)
0366 Enviro Protection Agency	-	-	-	-	-	-	-
0384 Department of Education	-	(19,500)	(13,869,186)	-	(17,483,411)	-	(31,372,097)
0401 Treasury Invest	-	(650,475)	-	(27,400)	-	-	(677,875)
0402 Income from Property	-	(2,500)	-	(31,200)	-	-	(33,700)
0405 Fines & Forfeits	-	(2,000)	-	(10,000)	-	-	(12,000)
0420 Charges for Services	-	(159,630)	-	(112,000)	-	-	(271,630)
0424 Tuition & Fees	(13,622,457)	-	-	(1,750,000)	(500,000)	-	(15,872,457)
0430 Dedicated Student Fees	-	(4,842,114)	(8,339,500)	(1,964,511)	-	-	(15,146,125)
0431 Misc Student Fees	-	(75,000)	-	-	-	-	(75,000)
0450 Sales	-	-	-	(1,200,000)	-	-	(1,200,000)
0499 Other Revenue	-	(59,500)	-	-	-	-	(59,500)
0541 Contributions & Grants	-	(208,472)	(407,292)	-	(1,008,000)	-	(1,623,764)
0542 Local Govt Contracts & Grants	-	-	(16,953,703)	-	-	-	(16,953,703)
0621 Fund Transfer -In	-	-	(1,828,669)	(5,701,427)	-	-	(7,530,096)
0622 Fund Transfer - Out	-	-	5,261,188	2,268,908	-	-	7,530,096
0724 Waived Revenue	-	-	-	-	(478,000)	-	(478,000)
0782 Intra-Fund Transfer	-	-	-	-	-	-	-
0999 Opening Entries	(10,859,902)	(1,531,456)	(3,815,142)	(2,470,862)	-	-	(18,677,362)
Local Authorization	-	-	-	-	-	(3,640,000)	(3,640,000)
State Allocation	(35,894,248)	-	-	-	-	(5,962,000)	(41,856,248)
Total Revenue	\$ (75,601,829)	\$ (7,319,461)	\$ (27,544,604)	\$ (10,988,840)	\$ (31,638,641)	\$ (9,198,500)	\$ (162,291,875)

2021-2022 Operating Budget

Operating Revenue	Approved 2020-2021	Proposed 2021-2022	Change
Total State Allocation Base:	\$ 30,723,850	\$ 35,894,248	\$ 5,170,398
Local Operating Funds			
Local Operating - Tuition State & WR	12,300,712	13,622,457	1,321,745
Program Support			
IP	4,000,000	4,330,000	330,000
Running Start	10,323,730	10,593,730	270,000
Open Doors	464,809	464,809	-
Other	(140,327)	(163,317)	(22,990)
Fund Balance	9,956,299	4,859,902	(5,096,397)
COVID Related Funding	3,285,046	6,000,000	2,714,954
Total Local Operating Funds	\$ 40,190,269	\$ 39,707,581	\$ (482,688)
Total Operating Revenue	\$ 70,914,119	\$ 75,601,829	\$ 4,687,710

Operating Expenditures by Object

Salaries

AA	Exempt-Executive	1,155,478	1,155,478	-
AB	Exempt-Managerial	1,628,654	1,738,967	110,313
AC	Exempt-Prof'l/Technical	6,186,168	7,335,026	1,148,858
AD	Temp & Stipend	2,455,545	2,046,147	(409,398)
AE	Faculty-Perm Full-time	12,891,224	13,308,072	416,848
AG	Faculty-Temp Full-time	74,720	-	(74,720)
AH	Faculty-Temp Part-time	10,810,441	11,600,517	790,076
AK	Classified	9,057,372	9,532,576	475,204
AM	Student	34,088	34,088	-
AP	Work Study	-	-	-
AS	Sick Leave Buyout	166,666	166,666	-
AT	Terminal Leave Buyout	-	-	-
AU	Overtime	32,529	32,529	-
B	Benefits	14,927,161	15,512,907	585,746
Sub-total Salaries		\$ 59,420,046	\$ 62,462,973	\$ 3,042,927
C	Contracts	192,182	33,169	(159,013)
E	Goods & Services	8,380,052	9,408,453	1,028,401
G	Travel	204,861	204,864	3
J	Equipment/Cap Outlays	746,378	1,446,398	700,020
K	Hardware/Software	-	-	-
N	Client Services	235,210	283,845	48,635
P	Debt Service	1,735,390	1,762,127	26,737
Total Operating Expenditure		\$ 70,914,119	\$ 75,601,829	\$ 4,687,710
Difference (Balanced Budget)		\$ -	\$ -	\$ -

2021-2022 Operating Budget by Division

Operating Expenditure by Division

<u>Instruction</u>	<u>Approved 2020-2021</u>	<u>Proposed 2021-2022</u>	<u>Difference</u>
Branch Campus & Continuing Ed	925,381	986,131	60,750
Business & Trades	4,471,108	4,700,426	229,318
English & Humanities	5,987,653	5,701,962	(285,691)
Fine Arts, Math, Social Science, & Tutoring Center	7,627,472	7,323,430	(304,042)
Health Science, Nursing, Education	2,358,583	1,975,196	(383,387)
Library, Curriculum, & Media Services	1,438,911	1,447,756	8,845
Science	3,720,842	3,906,552	185,710
Technology	3,603,333	3,619,832	16,499
Transitional Studies & Wellness	3,161,319	3,203,129	41,810
Worker Retraining	999,184	908,932	(90,252)
Instruction Support	4,576,747	6,530,249	1,953,502
Subtotal Instruction	\$ 38,870,533	\$ 40,303,595	\$ 1,433,062
<u>Student Affairs</u>			
Campus Life	898,296	919,395	21,099
Enrollment Services	3,006,835	3,209,473	202,638
Safety & Transportation	272,568	292,958	20,390
Student Success & Retention	1,202,598	1,315,616	113,018
Student Affairs Support	739,101	828,713	89,612
Subtotal Student Affairs	\$ 6,119,398	\$ 6,566,155	\$ 446,757
<u>Administration</u>			
Business Services	2,283,424	2,677,020	393,596
Debt Service	1,735,390	1,762,127	26,737
Facilities	3,245,958	2,786,752	(459,206)
Human Resources	1,407,520	1,259,291	(148,229)
Information Technology	4,799,744	6,452,738	1,652,994
Utilities	3,679,182	4,067,082	387,900
Administration Support	4,714,670	4,121,686	(592,984)
Subtotal Administration	\$ 21,865,888	\$ 23,126,696	\$ 1,260,808
<u>Executive</u>			
College Relations & Development	2,057,655	2,256,887	199,232
Guided Pathways	-	1,388,245	1,388,245
Institutional Effectiveness	549,967	562,323	12,356
Institutional Support	1,450,678	1,397,928	(52,750)
Subtotal Executive	\$ 4,058,300	\$ 5,605,383	\$ 1,547,083
Total Operating Expenditure by Division	\$ 70,914,119	\$ 75,601,829	\$ 4,687,710

*FY20-21 data changed to reflect changes in chart of accounts

2021-2022 International Programs Budget

	Approved 2020-2021	Proposed 2021-2022	Change
International Programs Revenue	10,896,850	8,333,500	(2,563,350)
<u>Revenue</u>			
<u>Institutional Support</u>			
Operating Contribution	(4,000,000)	(4,010,000)	(10,000)
Debt Service-Kent Phase II	(525,424)	(525,424)	-
Debt Service - Auburn Center	(1,040,613)	(1,041,113)	(500)
Debt Service - Student Life	(228,127)	(228,127)	-
Building & Capital Asset Contribution	(1,437,055)	(1,089,685)	347,370
IP Reserve Contribution	188,976	1,828,669	1,639,693
CTCLink Investment Plan (SBCTC)	-	(330,000)	(330,000)
CTCLink Support Costs	-	(1,587,245)	(1,587,245)
Fund Balance	2,449,340	3,812,808	1,363,468
Total Int'l Prgs Contribution	(4,592,903)	(3,170,117)	1,422,786
			-
			-
Net Revenue for IP Operations	\$ 6,303,947	\$ 5,163,383	\$ (1,140,564)
IP Operating Expenditures			
<u>Salaries</u>			
AA Exempt-Executive	138,825	138,825	-
AB Exempt-Managerial	52,014	52,014	-
AC Exempt-Prof'l/Technical	1,509,779	1,385,176	(124,603)
AD Temp & Stipend	253,942	241,330	(12,612)
AE Faculty-Perm Full-time	474,953	310,668	(164,285)
AG Faculty-Temp Full-time	-	-	-
AH Faculty-Temp Part-time	30,000	-	(30,000)
AK Classified	600,742	618,846	18,104
AM Student	190,261	155,688	(34,573)
AP Work Study	-	-	-
AS Sick Leave Buyout	-	-	-
AP Terminal Leave Buyout	-	-	-
AU Overtime	-	-	-
B Benefits	1,109,680	1,016,629	(93,051)
<u>Sub-total Salaries</u>	\$ 4,360,196	\$ 3,919,176	\$ (441,020)
C Contracts	1,023,722	697,719	(326,003)
E Goods & Services	593,305	391,892	(201,413)
G Travel	225,774	107,640	(118,134)
J Equipment/Cap Outlays	-	1	1
K Hardware/Software	-	-	-
N Client Services	100,950	46,955	(53,995)
Total Operating Expenditure	\$ 6,303,947	\$ 5,163,383	\$ (1,140,564)
Difference	\$ -	\$ -	\$ -

2021-2022 Running Start Budget

Running Start Revenue	Approved 2020-2021	Proposed 2021-2022	Change
<u>Revenue</u>	13,907,899	15,453,221	1,545,322
<u>Institutional Support</u>			
Operating Contribution	(10,323,730)	(10,323,730)	-
Building & Capital Asset Contribution	(1,516,828)	(1,574,180)	(57,352)
Running Start Reserve Contribution	(991,299)	(685,626)	305,673
Operating Reserve Contribution	(670,368)	(96,325)	574,043
CTCLink Investment Plan (SBCTC)	-	(270,000)	(270,000)
Fund Balance	399,570	-	(399,570)
	<u>\$ (13,102,655)</u>	<u>\$ (12,949,861)</u>	<u>\$ 152,794</u>
 Net Revenue for RS Operations	 <u>\$ 805,244</u>	 <u>\$ 2,503,360</u>	 <u>\$ 1,698,116</u>
 Running Start Operating Expenditures			
<u>Salaries</u>			
AA Exempt-Executive		-	-
AB Exempt-Managerial		-	-
AC Exempt-Prof'l/Technical	340,054	407,347	67,293
AD Temp & Stipend	28,266	28,266	-
AE Faculty-Perm Full-time		-	-
AG Faculty-Temp Full-time		-	-
AH Faculty-Temp Part-time		-	-
AK Classified	109,510	113,192	3,682
AM Student		-	-
AP Work Study		-	-
AS Sick Leave Buyout		-	-
AT Terminal Leave		-	-
AU Overtime		-	-
B Benefits	188,507	220,337	31,830
<u>Sub-total Salaries & Benefits</u>	<u>666,337</u>	<u>769,142</u>	<u>102,805</u>
C Contracts	-	-	-
E Goods & Services	132,364	202,797	70,433
G Travel	3,500	3,500	-
J Equipment/Cap Outlays	3,043	3,043	-
K Hardware/Software		-	-
N Client Services		-	-
 Total Operating Expenditure	 <u>\$ 805,244</u>	 <u>\$ 978,482</u>	 <u>\$ 173,238</u>
 Difference	 <u>\$ -</u>	 <u>\$ 1,524,878</u>	 <u>\$ 1,524,878</u>

2021-2022 Open Doors Budget

	Approved 2020-2021	Proposed 2021-2022	Change
Open Doors Revenue			
<u>Revenue</u>	1,383,561	1,208,511	(175,050)
<u>Institutional Support</u>			
Operating Contribution	(464,809)	(464,809)	-
	(464,809)	(464,809)	-
			-
			-
Net Revenue for Open Doors Operations	<u>\$ 918,752</u>	<u>\$ 743,702</u>	<u>\$ (175,050)</u>
Open Doors Operating Expenditures			
<u>Salaries</u>			
AA Exempt-Executive	-	-	-
AB Exempt-Managerial	-	-	-
AC Exempt-Prof'l/Technical	317,796	317,796	-
AD Temp & Stipend	2,000	2,000	-
AE Faculty-Perm Full-time	-	-	-
AG Faculty-Temp Full-time	-	-	-
AH Faculty-Temp Part-time	-	-	-
AK Classified	113,840	118,892	5,052
AM Student	-	-	-
AP Work Study	-	-	-
AS Sick Leave Buyout	-	-	-
AT Terminal Leave Buyout	-	-	-
AU Overtime	-	-	-
B Benefits	178,018	180,011	1,993
<u>Sub-total Salaries & Benefits</u>	<u>\$ 611,654</u>	<u>\$ 618,699</u>	<u>\$ 7,045</u>
C Contracts	-	-	-
E Goods & Services	93,007	93,011	4
G Travel	2,500	2,500	-
J Equipment/Cap Outlays	2,000	2,001	1
K Hardware/Software	-	-	-
N Client Services	23,000	23,000	-
P Debt Service	-	-	-
Total Operating Expenditure	<u>\$ 732,161</u>	<u>\$ 739,211</u>	<u>\$ 7,050</u>
Difference	<u>\$ 186,591</u>	<u>\$ 4,491</u>	<u>\$ (182,100)</u>

2021-2022 Reserve & Dedicated Funds Budget

	Estimated Ending Balance June 30, 2021	Estimated Activity & Commitments	Estimated Beginning Balance July 1, 2021
Reserve			
Board Reserve	7,091,412	403,371	7,494,783
International Programs Reserve	7,185,273	(2,135,715)	5,049,558
Running Start Reserve	7,584,140	685,626	8,269,766
	21,860,825		20,814,107
Dedicated Funds			
Building & Capital Asset Fund			
10% Contribution	3,549,974	-	3,549,974
5% to IT		2,663,865	2,663,865
Total Building & Capital Asset Fund		(133,193)	(133,193)
		2,530,672	6,080,646
IT Building Infrastructure	850,000		850,000
5% Building Asset Fund to IT		133,193	133,193
Total IT Infrastructure		133,193	983,193
ctcLink Operations	603,672		603,672
Additional Funding Requirements		1,587,245	1,587,245
Total IT Infrastructure		1,587,245	2,190,917

2021-2022 CARES Funding

	Funds Awarded 2020-2021	Estimated Funds Expensed 2020-2021	Estimated Funds Available 2021-2022
Student Portion			
CRRSAA	2,381,821	1,445,889	935,932
CRRSAA - MSI	31,699	-	31,699
ARPA	7,445,134	-	7,445,134
ARPA-MSI	**	-	**
	9,858,654	1,445,889	8,412,765
Institutional Portion			
CRRSAA	3,011,193	3,028,072	(16,879)
ARPA	7,141,561	-	7,141,561
	10,152,754	3,028,072	7,124,682

**** Minority Serving Institute for ARPA has not been allocated at this time**

Green River College

Operating Budget 2021-2022

- **Instruction**
 - Branch Campus & Continuing Ed
 - Business & Trades
 - English, Humanities & Tutoring Center
 - Fine Arts, Math, & Social Science
 - Health Science, Nursing, Education
 - Library, Curriculum, & Media Services
 - Science
 - Technology
 - Transitional Studies & Wellness
 - Worker Retraining
 - Instruction Support

- **Student Affairs**
 - Campus Life
 - Enrollment Services
 - Safety & Transportation
 - Student Success & Retention
 - Student Affairs Support

- **Administration**
 - Business Services
 - Debt Service
 - Facilities
 - Human Resources
 - Information Technology
 - Utilities
 - Administration Support

- **Executive**
 - Executive Support
 - College Relations & Development

Green River College
2021-2022 Operating Budget Summary
by Function

	Total Operating Funds	Total Instruction	Total Student Affairs	Total Administration	Total Executive	Total Operating
Expenditures						
AA Exempt - Executive	-	181,796	154,939	280,514	538,229	1,155,478
AB Exempt - Administration	-	831,517	464,501	336,010	106,939	1,738,967
AC Exempt - Prof'l/Technical	-	1,712,689	1,868,772	2,764,492	989,073	7,335,026
AD Hourly/Stipend	-	1,501,744	131,361	361,919	51,123	2,046,147
AE Faculty - Perm Full Time	-	13,034,072	-	274,000	-	13,308,072
AG Faculty - Temp Full Time	-	-	-	-	-	-
AH Faculty - Temp Part Time	-	9,227,566	18,586	1,319,000	1,035,365	11,600,517
AK Classified	-	2,466,641	1,564,448	5,165,670	335,817	9,532,576
AM Student	-	179	33,909	-	-	34,088
AP Work Study	-	-	-	-	-	-
AS Sick Leave Buyout	-	-	-	166,666	-	166,666
AT Terminal Leave	-	-	-	-	-	-
AU Overtime	-	434	-	32,095	-	32,529
B Benefits	-	9,543,930	1,648,204	3,482,153	838,620	15,512,907
Total Salaries & Benefits	\$ -	\$ 38,500,568	\$ 5,884,720	\$ 14,182,519	\$ 3,895,166	\$ 62,462,973
C Personal Services	-	1,164	-	32,002	3	33,169
E Goods & Services	-	1,159,003	401,842	6,216,831	1,630,777	9,408,453
G Travel	-	88,705	29,091	48,730	38,338	204,864
J Equipment/Cap Outlay	-	530,816	1	884,485	31,096	1,446,398
K Hardware/Software	-	-	-	-	-	-
N Client Services	-	23,339	250,501	2	10,003	283,845
P Debt Service	-	-	-	1,762,127	-	1,762,127
Total Expenditures	\$ -	\$ 40,303,595	\$ 6,566,155	\$ 23,126,696	\$ 5,605,383	\$ 75,601,829
Transfers						
T Transfer	-	962,380	(11,162)	(16,038,760)	(137,680)	(15,225,222)
S Interagency	-	-	-	-	-	-
State Allocation	(35,894,248)	-	-	-	-	(35,894,248)
0424 Budgeted Revenue	(13,622,457)	-	-	-	-	(13,622,457)
0621 IP Conversion	-	-	-	-	-	-
0999 Fund Balance	(10,859,902)	-	-	-	-	(10,859,902)
Total Transfer	\$ (60,376,607)	\$ 962,380	\$ (11,162)	\$ (16,038,760)	\$ (137,680)	\$ (75,601,829)
Total by Function	\$ (60,376,607)	\$ 41,265,975	\$ 6,554,993	\$ 7,087,936	\$ 5,467,703	\$ -

Green River College
2021-2022 Operating Budget
Instruction

Instructional Support										
1A03	1A09	1A44	1A50/1A51	1AXX	1B40	1J03	1J05	1J10	1J11	
VP	Instruction	BAS Prog	Opport	High	Counseling	Faculty	Faculty	Adjunct	MESA	
Office	Furn & Equip	Develop	Grant	Demand	Staff Dev	In-service	Faculty			
	181,796									
AA Exempt - Executive										
AB Exempt - Administration										
AC Exempt - Prof'l/Technical	273,635								127,485	
AD Hourly/Stipend		9,622		818,855		52,500			8,137	
AE Faculty - Perm Full Time					293,324					
AG Faculty - Temp Full Time										
AH Faculty - Temp Part Time		36,133			26,869			1,162,437		
AK Classified	101,140			41,767						
AM Student										
AP Work Study										
AS Sick Leave Buyout										
AT Terminal Leave										
AU Overtime	434									
B Benefits	190,337	12,274		112,446	112,913	10,500		353,380	49,631	
Total Salary & Benefits	\$ 747,342	\$ 58,029	\$ -	\$ 973,068	\$ 433,106	\$ 63,000	\$ -	\$ 1,515,817	\$ 185,253	
C Personal Services	1									
E Goods & Services	77,905	5,000	29,332		2,180	42,000	4,000		847	
G Travel	4,569				544					
J Equipment/Cap Outlay			350,000							
K Hardware/Software										
N Client Services	1									
P Debt Service										
Total Expenditures	\$ 829,818	\$ 350,000	\$ 29,332	\$ 973,068	\$ 435,830	\$ 105,000	\$ 4,000	\$ 1,515,817	\$ 186,100	
Transfers										
T Transfer			325,080					(979,499)		
S Interagency										
Total Transfer	\$ -	\$ -	\$ 325,080	\$ -	\$ -	\$ -	\$ -	\$ (979,499)	\$ -	
Total by Function	\$ 829,818	\$ 350,000	\$ 63,029	\$ 973,068	\$ 435,830	\$ 105,000	\$ 4,000	\$ 536,318	\$ 186,100	

Green River College
2021-2022 Operating Budget
Instruction

Instructional Support											Subtotal
	1J14 Instructional Supv	1J16 Center of Excellence	1J18 Associate Faculty	1J30 Learning Outcome	1J45 Education Support	1J54 Faculty Tenure	1J75 Building Secretary	P052 Open Wk Activities	P063 Faculty Turnover	Instructional Support	
Expense											
AA Exempt - Executive											\$ 181,796
AB Exempt - Administration											\$ -
AC Exempt - Prof'l/Technical		92,964									\$ 494,084
AD Hourly/Stipend	5,600		45,000	37,306	5,057	11,646	5,617				\$ 999,340
AE Faculty - Perm Full Time									861,171		\$ 1,154,495
AG Faculty - Temp Full Time											\$ -
AH Faculty - Temp Part Time	44,000										\$ 1,269,439
AK Classified		24,486					252,397				\$ 419,790
AM Student											\$ -
AP Work Study											\$ -
AS Sick Leave Buyout											\$ -
AT Terminal Leave											\$ -
AU Overtime											\$ -
B Benefits	14,126	41,445	6,030	4,999	677	1,560	130,058		338,913		\$ 1,379,289
Total Salary & Benefits	\$ 63,726	\$ 158,895	\$ 51,030	\$ 42,305	\$ 5,734	\$ 13,206	\$ 388,072	\$ -	\$ 1,200,084		\$ 5,898,667
C Personal Services		1									\$ 2
E Goods & Services		28,065			42,562		23,474	1,500			\$ 256,865
G Travel		6,000			2,055						\$ 13,168
J Equipment/Cap Outlay				350							\$ 350,350
K Hardware/Software											\$ -
N Client Services		11,196									\$ 11,197
P Debt Service											\$ -
Total Expenditures	\$ 63,726	\$ 204,157	\$ 51,030	\$ 42,655	\$ 50,351	\$ 13,206	\$ 411,546	\$ 1,500	\$ 1,200,084		\$ 6,530,249
Transfers											
T Transfer											\$ (654,419)
S Interagency											\$ -
Total Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (654,419)
Total by Function	\$ 63,726	\$ 204,157	\$ 51,030	\$ 42,655	\$ 50,351	\$ 13,206	\$ 411,546	\$ 1,500	\$ 1,200,084		\$ 5,875,830

Green River College
2021-2022 Operating Budget
Instruction

Health Science, Nursing and Education										
	1J20	1Q00	1Q01	1Q02	1Q03	1Q04	1Q06	Subtotal		
	Asst Dean Bus Health	Health & Family	Physical Therapy	Practical Nursing	Occup Therapy	Early Child Education	Parent Ed	Health Science Nursing & Ed		
Expense										
AA Exempt - Executive								\$ -		
AB Exempt - Administration	109,938							\$ 109,938		
AC Exempt - Prof'l/Technical				158,465				\$ 158,465		
AD Hourly/Stipend					6,852			\$ 6,852		
AE Faculty - Perm Full Time			154,453	293,138	155,180	80,461		\$ 683,232		
AG Faculty - Temp Full Time								\$ -		
AH Faculty - Temp Part Time		387,000		5,220				\$ 392,220		
AK Classified	59,700		16,834		16,834			\$ 93,368		
AM Student								\$ -		
AP Work Study								\$ -		
AS Sick Leave Buyout								\$ -		
AT Terminal Leave								\$ -		
AU Overtime								\$ -		
B Benefits	58,514	117,648	69,199	157,983	66,346	28,501		\$ 498,191		
Total Salary & Benefits	\$ 228,152	\$ 504,648	\$ 240,486	\$ 614,806	\$ 245,212	\$ 108,962	\$ -	\$ 1,942,266		
C Personal Services			285		190			\$ 475		
E Goods & Services	1,812	12,102	1,202	9,191	1,596	326	501	\$ 26,730		
G Travel	1,000	2,721			2,002			\$ 5,723		
J Equipment/Cap Outlay			1	1				\$ 2		
K Hardware/Software								\$ -		
N Client Services								\$ -		
P Debt Service								\$ -		
Total Expenditures	\$ 230,964	\$ 519,471	\$ 241,974	\$ 623,998	\$ 249,000	\$ 109,288	\$ 501	\$ 1,975,196		
Transfers										
T Transfer								\$ -		
S Interagency								\$ -		
Total Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Total by Function	\$ 230,964	\$ 519,471	\$ 241,974	\$ 623,998	\$ 249,000	\$ 109,288	\$ 501	\$ 1,975,196		

Green River College
2021-2022 Operating Budget
Instruction

Technology													
	1J07	1Y00	1Y01	1Y02	1Y05	1Y08	1Y09	1Y11	1Y13	1Y14			
	Dean HSC	Technology	Forestry	Engineering	Drafting	Forestry	BAS	Aeronautical	Aviation	IT	Info		
	Tech/Trades									BAS	Technology		
Expense													
AA Exempt - Executive													
AB Exempt - Administration													
AC Exempt - Prof'l/Technical							77,976			41,813			
AD Hourly/Stipend						10,000							
AE Faculty - Perm Full Time				302,741	69,916	80,802		151,834		154,111	310,360		
AG Faculty - Temp Full Time													
AH Faculty - Temp Part Time		670,752											
AK Classified		30,445											
AM Student		179											
AP Work Study													
AS Sick Leave Buyout													
AT Terminal Leave													
AU Overtime													
B Benefits		187,288		115,357	26,394	28,955	23,770	58,593		72,972	111,710		
Total Salary & Benefits	\$ -	\$ 888,664	\$ -	\$ 418,098	\$ 96,310	\$ 119,757	\$ 101,746	\$ 210,427	\$ 268,896	\$ 422,070			
C Personal Services										1			
E Goods & Services	11,005	12,558	2,003	993	2,700	2,001	13,000	3,856	14,701	200			
G Travel	8,000	3,264	2,682										
J Equipment/Cap Outlay	3,000									1			
K Hardware/Software													
N Client Services			1										
P Debt Service													
Total Expenditures	\$ 22,005	\$ 904,486	\$ 4,686	\$ 419,091	\$ 99,010	\$ 121,758	\$ 114,746	\$ 214,283	\$ 283,599	\$ 422,270			
Transfers													
T Transfer													
S Interagency													
Total Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total by Function	\$ 22,005	\$ 904,486	\$ 4,686	\$ 419,091	\$ 99,010	\$ 121,758	\$ 114,746	\$ 214,283	\$ 283,599	\$ 422,270			

Green River College
2021-2022 Operating Budget
Instruction

	Technology					Subtotal Technology
	1Y18 BAS IT - Prof	1Y19 BAS - IT Software Dev	1Y25 BAS-Natural Resources			
Expense						
AA Exempt - Executive						\$ -
AB Exempt - Administration						\$ -
AC Exempt - Prof/I/Technical		86,765	51,226			\$ 257,780
AD Hourly/Stipend						\$ 10,000
AE Faculty - Perm Full Time		376,726	223,071			\$ 1,669,561
AG Faculty - Temp Full Time						\$ -
AH Faculty - Temp Part Time						\$ 670,752
AK Classified						\$ 30,445
AM Student						\$ 179
AP Work Study						\$ -
AS Sick Leave Buyout						\$ -
AT Terminal Leave						\$ -
AU Overtime						\$ -
B Benefits		163,930				\$ 890,645
Total Salary & Benefits	\$ -	\$ 627,421	\$ 375,973			\$ 3,529,362
C Personal Services						\$ 1
E Goods & Services	4,500	6,003				\$ 73,520
G Travel						\$ 13,946
J Equipment/Cap Outlay			1			\$ 3,002
K Hardware/Software						\$ -
N Client Services						\$ 1
P Debt Service						\$ -
Total Expenditures	\$ 4,500	\$ 633,425	\$ 375,973			\$ 3,619,832
Transfers						
T Transfer						\$ -
S Interagency						\$ -
Total Transfer	\$ -	\$ -	\$ -			\$ -
Total by Function	\$ 4,500	\$ 633,425	\$ 375,973			\$ 3,619,832

Green River College
2021-2022 Operating Budget
Instruction

Business & Trades											
	1J21 Dean	1200 Trades	1201 Auto Mech	1203 Bldg Technology	1204 Machine Technology	1205 Welding	1209 Aero Engineering	1M00 Business	1M01 Criminal Justice		
Expense	Bus & Trades	Tech	Technology	Technology	Technology	Technology	Engineering	Business	Justice		
AA Exempt - Executive											
AB Exempt - Administration	100,373										
AC Exempt - Prof'l/Technical											
AD Hourly/Stipend	8,826					18,337					
AE Faculty - Perm Full Time		149,477	70,780	147,720	198,033	69,338			225,630		
AG Faculty - Temp Full Time											
AH Faculty - Temp Part Time		540,000						605,000			
AK Classified	82,430	195,742									
AM Student											
AP Work Study											
AS Sick Leave Buyout											
AT Terminal Leave											
AU Overtime											
B Benefits	62,900	219,733	53,799	25,731	54,364	80,667	22,514	183,920	84,670		
Total Salary & Benefits	\$ 254,529	\$ 955,475	\$ 203,276	\$ 96,511	\$ 202,084	\$ 297,037	\$ 91,852	\$ 788,920	\$ 310,300		
C Personal Services											
E Goods & Services	1,813	11,368	10,000	8,301	8,733	134,602	15,423	17,206	370		
G Travel	1,000	4,270						3,536	512		
J Equipment/Cap Outlay	1										
K Hardware/Software											
N Client Services											
P Debt Service											
Total Expenditures	\$ 257,343	\$ 971,113	\$ 213,276	\$ 104,812	\$ 210,817	\$ 431,639	\$ 107,275	\$ 809,662	\$ 311,182		
Transfers											
T Transfer											
S Interagency											
Total Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Total by Function	\$ 257,343	\$ 971,113	\$ 213,276	\$ 104,812	\$ 210,817	\$ 431,639	\$ 107,275	\$ 809,662	\$ 311,182		

Green River College
2021-2022 Operating Budget
Instruction

Business & Trades										
	1M02	1M03	1M05	1M06	1M07	1M08	1M09	1M10	1M11	Subtotal
	Business Education	Bus Admin	Marketing Entrepreneur	BAS Business	Management	Court Reporting	Accounting	BAS Real Rprt	BAS ECE	Business & Trades
Expense										
AA Exempt - Executive										\$ -
AB Exempt - Administration										\$ 100,373
AC Exempt - Prof'l/Technical			72,100					40,993		\$ 113,093
AD Hourly/Stipend			12,031			7,856				\$ 47,050
AE Faculty - Perm Full Time	153,191	158,391	74,105	77,590		73,651	228,831			\$ 1,626,737
AG Faculty - Temp Full Time										\$ -
AH Faculty - Temp Part Time										\$ 1,145,000
AK Classified									31,558	\$ 309,730
AM Student										\$ -
AP Work Study										\$ -
AS Sick Leave Buyout										\$ -
AT Terminal Leave										\$ -
AU Overtime										\$ -
B Benefits	54,541	56,496	55,681	27,011		27,926	82,994	18,069	19,181	\$ 1,130,197
Total Salary & Benefits	\$ 207,732	\$ 214,887	\$ 213,917	\$ 104,601	\$ -	\$ 109,433	\$ 311,825	\$ 59,062	\$ 50,739	\$ 4,472,180
C Personal Services								1		\$ 1
E Goods & Services	501	150	9,791		200	200	265	1	2	\$ 218,926
G Travel										\$ 9,318
J Equipment/Cap Outlay										\$ 1
K Hardware/Software										\$ -
N Client Services										\$ -
P Debt Service										\$ -
Total Expenditures	\$ 208,233	\$ 215,037	\$ 223,708	\$ 104,601	\$ 200	\$ 109,633	\$ 312,090	\$ 59,064	\$ 50,741	\$ 4,700,426
Transfers										
T Transfer										\$ -
S Interagency										\$ -
Total Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total by Function	\$ 208,233	\$ 215,037	\$ 223,708	\$ 104,601	\$ 200	\$ 109,633	\$ 312,090	\$ 59,064	\$ 50,741	\$ 4,700,426

Green River College
2021-2022 Operating Budget
Instruction

English, Humanities & Tutoring Centers										
	1104 Dean English & Human	1147 Speaking Center	1149 Writing Center	1500 Humanities	1502 Foreign Languages	1503 Philosophy	1505 Speech Communication	1506 Language Lab		
Expense										
AA Exempt - Executive										
AB Exempt - Administration	109,938									
AC Exempt - Prof'l/Technical										
AD Hourly/Stipend		25,800	62,537							50,400
AE Faculty - Perm Full Time			77,931		226,903	150,000	287,375			
AG Faculty - Temp Full Time										
AH Faculty - Temp Part Time				645,000						
AK Classified										
AM Student										
AP Work Study										
AS Sick Leave Buyout										
AT Terminal Leave										
AU Overtime										
B Benefits	33,093	3,457	35,644	196,080	80,920	50,888	105,495			6,218
Total Salary & Benefits	\$ 143,031	\$ 29,257	\$ 176,112	\$ 841,080	\$ 307,823	\$ 200,888	\$ 392,870	\$ 56,618		
C Personal Services										
E Goods & Services	6,276		402	6,814	129	129	259			
G Travel	279			2,176						
J Equipment/Cap Outlay	1			1						
K Hardware/Software										
N Client Services	1									
P Debt Service										
Total Expenditures	\$ 149,588	\$ 29,257	\$ 176,514	\$ 850,071	\$ 307,952	\$ 201,017	\$ 393,129	\$ 56,618		
Transfers										
T Transfer										
S Interagency										
Total Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total by Function	\$ 149,588	\$ 29,257	\$ 176,514	\$ 850,071	\$ 307,952	\$ 201,017	\$ 393,129	\$ 56,618		

Green River College
2021-2022 Operating Budget
Instruction

English, Humanities & Tutoring Centers						
	1T00 English	1T03 English Skills	1T12 Reading	1T16 Study Skills	Subtotal	English, Humanities & Tutor Center
Expense						
AA Exempt - Executive					\$	-
AB Exempt - Administration					\$	109,938
AC Exempt - Prof'l/Technical					\$	-
AD Hourly/Stipend	13,667				\$	152,404
AE Faculty - Perm Full Time	1,510,056				\$	2,252,265
AG Faculty - Temp Full Time					\$	-
AH Faculty - Temp Part Time	1,133,300				\$	1,778,300
AK Classified					\$	-
AM Student					\$	-
AP Work Study					\$	-
AS Sick Leave Buyout					\$	-
AT Terminal Leave					\$	-
AU Overtime					\$	-
B Benefits	849,904				\$	1,361,699
Total Salary & Benefits	\$ 3,506,927	\$ -	\$ -	\$ -	\$	5,654,606
C Personal Services					\$	-
E Goods & Services	23,008	970	1,553	190	\$	39,730
G Travel	5,168				\$	7,623
J Equipment/Cap Outlay					\$	2
K Hardware/Software					\$	-
N Client Services					\$	1
P Debt Service					\$	-
Total Expenditures	\$ 3,535,103	\$ 970	\$ 1,553	\$ 190	\$	5,701,962
Transfers						
T Transfer					\$	-
S Interagency					\$	-
Total Transfer	\$ -	\$ -	\$ -	\$ -	\$	-
Total by Function	\$ 3,535,103	\$ 970	\$ 1,553	\$ 190	\$	5,701,962

Green River College
2021-2022 Operating Budget
Instruction

Transitional Studies & Wellness											
	1J32 Dean Trans & Well	1J50 Master Achiever Ctr	1R00 Trans Skills Wellness	1R01 Health Education	1R02 Physical Education	1R08 Supplmnt Basic Skills	1R09 Basic Skills	1R10 ABE & GED	1R15 English Second Lang	Subtotal Trans Studies & Wellness	
Expense											
AA Exempt - Executive											\$ -
AB Exempt - Administration	118,668										\$ 118,668
AC Exempt - Prof'l/Technical	16,951	45,941				24,275	52,988				\$ 140,155
AD Hourly/Stipend	1,317	21,048	21,404			12,099					\$ 55,868
AE Faculty - Perm Full Time			342,140		72,758			73,373	357,949		\$ 846,220
AG Faculty - Temp Full Time											\$ -
AH Faculty - Temp Part Time			1,097,589								\$ 1,097,589
AK Classified	64,284		36,729			24,291					\$ 125,304
AM Student											\$ -
AP Work Study											\$ -
AS Sick Leave Buyout											\$ -
AT Terminal Leave											\$ -
AU Overtime											\$ -
B Benefits	68,566	21,640	421,543		26,961	21,638	18,378	26,219	129,246		\$ 734,191
Total Salary & Benefits	\$ 269,786	\$ 88,629	\$ 1,919,405	\$ -	\$ 99,719	\$ 82,303	\$ 71,366	\$ 99,592	\$ 487,195		\$ 3,117,995
C Personal Services											\$ -
E Goods & Services	8,900	5,000	39,089	291	2,805	8,459		3,365	2,698		\$ 70,607
G Travel	1,293		3,264								\$ 4,557
J Equipment/Cap Outlay			3,000								\$ 3,000
K Hardware/Software											\$ -
N Client Services			6,970								\$ 6,970
P Debt Service											\$ -
Total Expenditures	\$ 279,979	\$ 93,629	\$ 1,971,728	\$ 291	\$ 102,524	\$ 90,762	\$ 71,366	\$ 102,957	\$ 489,893		\$ 3,203,129
Transfers											
T Transfer											\$ -
S Interagency											\$ -
Total Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Total by Function	\$ 279,979	\$ 93,629	\$ 1,971,728	\$ 291	\$ 102,524	\$ 90,762	\$ 71,366	\$ 102,957	\$ 489,893		\$ 3,203,129

Green River College
2021-2022 Operating Budget
Instruction

Science										
	1I42 Asst Dean Science	1V00 Science	1V01 Astro	1V02 Biology	1V03 Chemistry	1V04 Geology	1V05 Physics	1V06 Anatomy Physiology	Subtotal Science	
Expense										
AA	Exempt - Executive								\$ -	
AB	Exempt - Administration	109,938							\$ 109,938	
AC	Exempt - Prof/Technical								\$ -	
AD	Hourly/Stipend	8,505							\$ 8,505	
AE	Faculty - Perm Full Time	468,808		226,178	242,404	158,392	409,746		\$ 1,505,528	
AG	Faculty - Temp Full Time								\$ -	
AH	Faculty - Temp Part Time	903,000							\$ 903,000	
AK	Classified	266,307			15,614	15,614	15,661		\$ 372,896	
AM	Student								\$ -	
AP	Work Study								\$ -	
AS	Sick Leave Buyout								\$ -	
AT	Terminal Leave								\$ -	
AU	Overtime								\$ -	
B	Benefits	59,812		84,800	88,059	64,033	149,677		\$ 963,257	
	Total Salary & Benefits	\$ 229,450	\$ -	\$ 310,978	\$ 346,077	\$ 238,039	\$ 575,084	\$ -	\$ 3,863,124	
C	Personal Services								\$ -	
E	Goods & Services	5,086	48	6,059	4,881	582	1,940	1,820	\$ 38,795	
G	Travel	279							\$ 4,631	
J	Equipment/Cap Outlay				1		1		\$ 2	
K	Hardware/Software								\$ -	
N	Client Services								\$ -	
P	Debt Service								\$ -	
	Total Expenditures	\$ 234,815	\$ 48	\$ 317,037	\$ 350,959	\$ 238,621	\$ 577,025	\$ 1,820	\$ 3,906,552	
Transfers										
T	Transfer								\$ -	
S	Interagency								\$ -	
	Total Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Total by Function	\$ 234,815	\$ 48	\$ 317,037	\$ 350,959	\$ 238,621	\$ 577,025	\$ 1,820	\$ 3,906,552	

Green River College
2021-2022 Operating Budget
Instruction

Fine Arts, Math & Social Science									
	1J12 Tutor & Resource Ctr	1J15 Gallery	1J34 Dean - Art Math, Soc Sci	1J48 Math Tutoring	1P00 Fine Arts	1P01 Ceramics	1P02 Instru Music		
Expense									
AA Exempt - Executive									
AB Exempt - Administration			118,668						
AC Exempt - Prof'l/Technical	72,407								
AD Hourly/Stipend	56,239		44,439	7,700					
AE Faculty - Perm Full Time						80,460	155,862		
AG Faculty - Temp Full Time									
AH Faculty - Temp Part Time		5,444			573,522				
AK Classified	33,669		61,176			52,074			
AM Student									
AP Work Study									
AS Sick Leave Buyout									
AT Terminal Leave									
AU Overtime									
B Benefits	53,423	1,654	61,877	5,954	175,382	52,261	54,151		
Total Salary & Benefits	\$ 215,738	\$ 7,098	\$ 241,721	\$ 50,393	\$ 756,604	\$ 184,795	\$ 210,013		
C Personal Services									
E Goods & Services	2,658	1,801	14,514	906	5,794	242	777		
G Travel	240	252	810		2,176				
J Equipment/Cap Outlay									
K Hardware/Software									
N Client Services		1			2,475				
P Debt Service									
Total Expenditures	\$ 218,636	\$ 9,152	\$ 257,045	\$ 51,299	\$ 767,049	\$ 185,037	\$ 210,790		
Transfers									
T Transfer									
S Interagency									
Total Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total by Function	\$ 218,636	\$ 9,152	\$ 257,045	\$ 51,299	\$ 767,049	\$ 185,037	\$ 210,790		

Green River College
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Instruction

Fine Arts, Math & Social Science										
	1P03	1P04	1P05	1P06	1P07	1P10	1P13	1P16	1U00	
	Drama	Journalism	Vocal Music	3D Design	Photography	Dance	Radio Broadcast	Multi Media	Mathematics	
Expense										
AA Exempt - Executive										
AB Exempt - Administration										
AC Exempt - Prof'l/Technical									59,717	
AD Hourly/Stipend	4,836		1,088			484				
AE Faculty - Perm Full Time	76,215	80,094	75,161		154,823			68,466	996,814	
AG Faculty - Temp Full Time										
AH Faculty - Temp Part Time									736,300	
AK Classified	51,921				52,074					
AM Student										
AP Work Study										
AS Sick Leave Buyout										
AT Terminal Leave										
AU Overtime										
B Benefits	48,758	28,427	27,551		79,544	64		25,296	558,271	
Total Salary & Benefits	\$ 181,730	\$ 108,521	\$ 103,800	\$ -	\$ 286,441	\$ 548	\$ -	\$ 93,762	\$ 2,351,102	
C Personal Services										
E Goods & Services	486	291	485	486	1,027	194	5,389	388	12,041	
G Travel									3,808	
J Equipment/Cap Outlay										
K Hardware/Software										
N Client Services										
P Debt Service										
Total Expenditures	\$ 182,216	\$ 108,812	\$ 104,285	\$ 486	\$ 287,468	\$ 742	\$ 5,389	\$ 94,150	\$ 2,366,951	
Transfers										
T Transfer										
S Interagency										
Total Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total by Function	\$ 182,216	\$ 108,812	\$ 104,285	\$ 486	\$ 287,468	\$ 742	\$ 5,389	\$ 94,150	\$ 2,366,951	

Green River College
2021-2022 Operating Budget
Instruction

Fine Arts, Math & Social Science											
	1W00	1W02	1W03	1W05	1W06	1W08	1W09	1W10	1W12	Subtotal	
	Social Science	Anthropology	Economics	Geography	History	Political Science	Psychology	Sociology	Ethnic Studies	Art, Math, SS	Tutoring
Expense											
AA Exempt - Executive										\$ -	
AB Exempt - Administration										\$ 118,668	
AC Exempt - Prof'l/Technical										\$ 132,124	
AD Hourly/Stipend										\$ 114,786	
AE Faculty - Perm Full Time		80,802	152,815	83,671	298,084	155,861	246,769	143,876	80,801	\$ 2,930,574	
AG Faculty - Temp Full Time										\$ -	
AH Faculty - Temp Part Time		590,000								\$ 1,905,266	
AK Classified										\$ 250,914	
AM Student										\$ -	
AP Work Study										\$ -	
AS Sick Leave Buyout										\$ -	
AT Terminal Leave										\$ -	
AU Overtime										\$ -	
B Benefits	179,360	27,616	54,466	28,155	107,676	58,460	85,625	51,898	27,615	\$ 1,793,484	
Total Salary & Benefits	\$ 769,360	\$ 108,418	\$ 207,281	\$ 111,826	\$ 405,760	\$ 214,321	\$ 332,394	\$ 195,774	\$ 108,416	\$ 7,245,816	
C Personal Services	285									\$ 285	
E Goods & Services	16,239	1	2			1	2	1		\$ 63,727	
G Travel	3,840									\$ 11,126	
J Equipment/Cap Outlay										\$ -	
K Hardware/Software										\$ -	
N Client Services										\$ 2,476	
P Debt Service										\$ -	
Total Expenditures	\$ 789,724	\$ 108,419	\$ 207,283	\$ 111,826	\$ 405,762	\$ 214,322	\$ 332,396	\$ 195,775	\$ 108,416	\$ 7,323,430	
Transfers											
T Transfer										\$ -	
S Interagency										\$ -	
Total Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total by Function	\$ 789,724	\$ 108,419	\$ 207,283	\$ 111,826	\$ 405,762	\$ 214,322	\$ 332,396	\$ 195,775	\$ 108,416	\$ 7,323,430	

Green River College
2021-2022 Operating Budget
Instruction

	Library, Curriculum and Media Services				Worker Retraining			
	1H01 Library	1H02 Media Center	1H05 OCLC	Subtotal Library Curric Media Services	8200 WR Financial Aid	8207 WR Aviation	8210 WR Formula	8222 WR-Computer IGR-CTE
Expense								
AA Exempt - Executive				\$ -				
AB Exempt - Administration	103,493			\$ 103,493				
AC Exempt - Prof/I/Technical				\$ -				
AD Hourly/Stipend	77,422			\$ 77,422				
AE Faculty - Perm Full Time	365,460			\$ 365,460				
AG Faculty - Temp Full Time	66,000			\$ 66,000				
AH Faculty - Temp Part Time	187,726	133,021		\$ 320,747		14,028		21,785
AM Student				\$ -				
AP Work Study				\$ -				
AS Sick Leave Buyout				\$ -				
AT Terminal Leave				\$ -				
AU Overtime				\$ -				
B Benefits	287,410	66,233		\$ 353,643		9,160		9,925
Total Salary & Benefits	\$ 1,087,511	\$ 199,254	\$ -	\$ 1,286,765	\$ -	\$ 23,188	\$ -	\$ 31,710
C Personal Services				\$ -				
E Goods & Services	15,361	6,158	16,001	\$ 37,520		8,306		
G Travel	4,800			\$ 4,800				
J Equipment/Cap Outlay	103,009	15,662		\$ 118,671				
K Hardware/Software				\$ -				
N Client Services				\$ -				
P Debt Service				\$ -				
Total Expenditures	\$ 1,210,681	\$ 221,074	\$ 16,001	\$ 1,447,756	\$ -	\$ 31,494	\$ -	\$ 31,710
Transfers								
T Transfer	(55,000)			\$ (55,000)	692,300		979,499	
S Interagency				\$ -				
Total Transfer	\$ (55,000)	\$ -	\$ -	\$ (55,000)	\$ 692,300	\$ -	\$ 979,499	\$ -
Total by Function	\$ 1,155,681	\$ 221,074	\$ 16,001	\$ 1,392,756	\$ 692,300	\$ 31,494	\$ 979,499	\$ 31,710

Green River College
2021-2022 Operating Budget
Instruction

Worker Retraining											
		8223 WR	8226 WR	8229 WR	8A30 WR	8H09 WR	8J46 WR	Subtotal		Worker Retraining	
		Automotive	Prg Dev-CTE	Instruct	Serv. Supp	Lib Supp	Admin Supp				
Expense											
AA	Exempt - Executive										\$ -
AB	Exempt - Administration						9,565				\$ 9,565
AC	Exempt - Prof'l/Technical						217,778				\$ 217,778
AD	Hourly/Stipend		15,131								\$ 15,131
AE	Faculty - Perm Full Time										\$ -
AG	Faculty - Temp Full Time										\$ -
AH	Faculty - Temp Part Time										\$ -
AK	Classified	6,249	4,897		38,042		92,148				\$ 177,149
AM	Student										\$ -
AP	Work Study										\$ -
AS	Sick Leave Buyout										\$ -
AT	Terminal Leave										\$ -
AU	Overtime										\$ -
B	Benefits	2,727	3,822		14,697		131,608				\$ 171,939
	Total Salary & Benefits	\$ 8,976	\$ 23,850	\$ -	\$ 52,739	\$ -	\$ 451,099				\$ 591,562
C	Personal Services										\$ -
E	Goods & Services		29,792	7,753	21,488		185,495				\$ 252,834
G	Travel		10,000				1,000				\$ 11,000
J	Equipment/Cap Outlay		1	43,535		5,000	5,000				\$ 53,536
K	Hardware/Software										\$ -
N	Client Services										\$ -
P	Debt Service										\$ -
	Total Expenditures	\$ 8,976	\$ 63,643	\$ 51,288	\$ 74,227	\$ 5,000	\$ 642,594				\$ 908,932
Transfers											
T	Transfer										\$ 1,671,799
S	Interagency										\$ -
	Total Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$ 1,671,799
	Total by Function	\$ 8,976	\$ 63,643	\$ 51,288	\$ 74,227	\$ 5,000	\$ 642,594				\$ 2,580,731

Green River College
2021-2022 Operating Budget
Instruction

	Branch Campus and Continuing Education							Subtotal Branch Campus Contin Ed	Total Instruction Function
	3K73 Auburn Campus	4200 Kent Campus	7200 Enumclaw Operations	P067 (1K01) Dean Cont Ed					
Expense									
AA Exempt - Executive							\$ -	\$ 181,796	
AB Exempt - Administration		42,760	8,176				\$ 50,936	\$ 831,517	
AC Exempt - Prof'l/Technical		142,853	56,357				\$ 199,210	\$ 1,712,689	
AD Hourly/Stipend	9,000		2,933	2,453			\$ 14,386	\$ 1,501,744	
AE Faculty - Perm Full Time							\$ -	\$ 13,034,072	
AG Faculty - Temp Full Time							\$ -	\$ 9,227,566	
AH Faculty - Temp Part Time							\$ -	\$ 2,466,641	
AK Classified	63,212	201,196	67,738	34,152			\$ 366,298	\$ 179	
AM Student							\$ -	\$ -	
AP Work Study							\$ -	\$ -	
AS Sick Leave Buyout							\$ -	\$ -	
AT Terminal Leave							\$ -	\$ -	
AU Overtime							\$ -	\$ 434	
B Benefits	27,186	158,186	62,303	19,720			\$ 267,395	\$ 9,543,930	
Total Salary & Benefits	\$ 99,398	\$ 544,995	\$ 197,507	\$ 56,325			\$ 898,225	\$ 38,500,568	
C Personal Services				400			\$ 400	\$ 1,164	
E Goods & Services	22,001	22,853	32,075	2,820			\$ 79,749	\$ 1,159,003	
G Travel		1,750	700	363			\$ 2,813	\$ 88,705	
J Equipment/Cap Outlay		2,250					\$ 2,250	\$ 530,816	
K Hardware/Software							\$ -	\$ -	
N Client Services		1,694		1,000			\$ 2,694	\$ 23,339	
P Debt Service							\$ -	\$ -	
Total Expenditures	\$ 121,399	\$ 573,542	\$ 230,282	\$ 60,908			\$ 986,131	\$ 40,303,595	
Transfers									
T Transfer							\$ -	\$ 962,380	
S Interagency							\$ -	\$ -	
Total Transfer	\$ -	\$ -	\$ -	\$ -			\$ -	\$ 962,380	
Total by Function	\$ 121,399	\$ 573,542	\$ 230,282	\$ 60,908			\$ 986,131	\$ 41,265,975	

Green River College
2021-2022 Operating Budget
Student Affairs

	Student Affairs Support					Campus Safety	
	1B30 Comm Lead CLEO	1B39 Student Affairs	1B53 Student Persistence	1E00 Work Study	Subtotal Student Affairs	1G03 Campus Safety	Subtotal Safety & Transport
Expenditure							
AA Exempt - Executive		154,939			\$ 154,939		\$ -
AB Exempt - Administration		102,879			\$ 102,879	80,535	\$ 80,535
AC Exempt - Prof'l/Technical		181,552			\$ 181,552		\$ -
AD Hourly/Stipend					\$ -		\$ -
AE Faculty - Perm Full Time					\$ -		\$ -
AG Faculty - Temp Full Time					\$ -		\$ -
AH Faculty - Temp Part Time					\$ -		\$ -
AK Classified		61,176			\$ 61,176		\$ -
AM Student				33,909	\$ 33,909		\$ -
AP Work Study					\$ -		\$ -
AS Sick Leave Buyout					\$ -		\$ -
AT Terminal Leave					\$ -		\$ -
AU Overtime					\$ -		\$ -
B Benefits		167,438		1,153	\$ 168,591	25,822	\$ 25,822
Total Salaries	\$ -	\$ 667,984	\$ -	\$ 35,062	\$ 703,046	\$ 106,357	\$ 106,357
C Personal Services					\$ -		\$ -
E Goods & Services	4,025	101,594	2,900		\$ 108,519	186,601	\$ 186,601
G Travel	3,475	11,171			\$ 14,646		\$ -
J Equipment/Cap Outlay		1			\$ 1		\$ -
K Hardware/Software					\$ -		\$ -
N Client Services	2,500	1			\$ 2,501		\$ -
P Debt Service					\$ -		\$ -
Total Expenditures	\$ 10,000	\$ 780,751	\$ 2,900	\$ 35,062	\$ 828,713	\$ 292,958	\$ 292,958
Transfers							
T Transfer	(10,000)				\$ (10,000)		\$ -
S Interagency					\$ -		\$ -
Total Transfers	\$ (10,000)	\$ -	\$ -	\$ -	\$ (10,000)	\$ -	\$ -
Total by Function	\$ -	\$ 780,751	\$ 2,900	\$ 35,062	\$ 818,713	\$ 292,958	\$ 292,958

Green River College
2021-2022 Operating Budget
Student Affairs

	Student Success & Retention					Campus Life		
	1B13 Veteran Affairs	1B27 Outreach	1B31 Childcare	1B45 Disabled Student Serv	Subtotal Std Success Retention	1B36 Student Life	1B42 Multicultural Dept	Subtotal Campus Life
Expenditure								
AA Exempt - Executive					\$ -			\$ -
AB Exempt - Administration					\$ -	102,879		\$ 102,879
AC Exempt - Prof'l/Technical	67,293	218,791		154,058	\$ 440,142	250,012	190,189	\$ 440,201
AD Hourly/Stipend				69,385	\$ 69,385	1,485	1,336	\$ 2,821
AE Faculty - Perm Full Time					\$ -			\$ -
AG Faculty - Temp Full Time					\$ -			\$ -
AH Faculty - Temp Part Time					\$ -	18,586		\$ 18,586
AK Classified	100,304	90,954		80,271	\$ 271,529	46,530	43,852	\$ 90,382
AM Student					\$ -			\$ -
AP Work Study					\$ -			\$ -
AS Sick Leave Buyout					\$ -			\$ -
AT Terminal Leave					\$ -			\$ -
AU Overtime					\$ -			\$ -
B Benefits	72,556	125,615		104,752	\$ 302,923	149,705	96,412	\$ 246,117
Total Salaries	\$ 240,153	\$ 435,360	\$ -	\$ 408,466	\$ 1,083,979	\$ 569,197	\$ 331,789	\$ 900,986
C Personal Services					\$ -			\$ -
E Goods & Services	1,202	9,957	6,140	6,501	\$ 23,800	16,794	615	\$ 17,409
G Travel	503	5,334		2,000	\$ 7,837		1,000	\$ 1,000
J Equipment/Cap Outlay					\$ -			\$ -
K Hardware/Software					\$ -			\$ -
N Client Services				200,000	\$ 200,000			\$ -
P Debt Service					\$ -			\$ -
Total Expenditures	\$ 241,858	\$ 450,651	\$ 6,140	\$ 616,967	\$ 1,315,616	\$ 585,991	\$ 333,404	\$ 919,395
Transfers								
T Transfer					\$ -	(1,162)		\$ (1,162)
S Interagency					\$ -			\$ -
Total Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,162)	\$ -	\$ (1,162)
Total by Function	\$ 241,858	\$ 450,651	\$ 6,140	\$ 616,967	\$ 1,315,616	\$ 584,829	\$ 333,404	\$ 918,233

Green River College
2021-2022 Operating Budget
Student Affairs

	Enrollment & Completion								Total Student Affairs Function
	1B05 Financial Aid	1B08 Enroll Services	1B09 Testing	1B10 Completion	1B34 Career & Advising	1B46 Student Assist Grnt	Subtotal Enrollment Completion		
Expenditure									
AA Exempt - Executive								\$ -	\$ 154,939
AB Exempt - Administration	91,320	86,888						\$ 178,208	\$ 464,501
AC Exempt - Prof'l/Technical	59,084		84,287	123,952	539,554			\$ 806,877	\$ 1,868,772
AD Hourly/Stipend		20,395		13,361	25,399			\$ 59,155	\$ 131,361
AE Faculty - Perm Full Time								\$ -	\$ -
AG Faculty - Temp Full Time								\$ -	\$ -
AH Faculty - Temp Part Time								\$ -	\$ 18,586
AK Classified	620,060	222,291	116,520		182,490			\$ 1,141,361	\$ 1,564,448
AM Student								\$ -	\$ 33,909
AP Work Study								\$ -	\$ -
AS Sick Leave Buyout								\$ -	\$ -
AT Terminal Leave								\$ -	\$ -
AU Overtime								\$ -	\$ -
B Benefits	337,461	138,928	78,487	46,855	303,020			\$ 904,751	\$ 1,648,204
Total Salaries	\$ 1,107,925	\$ 468,502	\$ 279,294	\$ 184,168	\$ 1,050,463	\$ -		\$ 3,090,352	\$ 5,884,720
C Personal Services								\$ -	\$ -
E Goods & Services	19,079	19,145	4,054	13,136	10,099			\$ 65,513	\$ 401,842
G Travel	1,396	1,611			2,601			\$ 5,608	\$ 29,091
J Equipment/Cap Outlay								\$ -	\$ 1
K Hardware/Software								\$ -	\$ -
N Client Services						48,000		\$ 48,000	\$ 250,501
P Debt Service								\$ -	\$ -
Total Expenditures	\$ 1,128,400	\$ 489,258	\$ 283,348	\$ 197,304	\$ 1,063,163	\$ 48,000		\$ 3,209,473	\$ 6,566,155
Transfers									
T Transfer								\$ -	\$ (11,162)
S Interagency								\$ -	\$ -
Total Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ (11,162)
Total by Function	\$ 1,128,400	\$ 489,258	\$ 283,348	\$ 197,304	\$ 1,063,163	\$ 48,000		\$ 3,209,473	\$ 6,554,993

Green River College
2021-2022 Operating Budget
Administration

Administration Support												
	1195	1197	1828	1G12	1J09	P026	P028	P029	P035	Subtotal		
	Benefit	Oper Maint	Expend	Salish Hall	Sick Leave	VP Business	Institute	Insurance	Reimb	Admin	Support	
Expense	Contingency	Capital	Recovery	Debt Service	Buyout	Affairs	Support		Expenses			
AA Exempt - Executive						161,522				\$	161,522	
AB Exempt - Administration										\$	-	
AC Exempt - Prof'l/Technical	900,000					159,604				\$	1,059,604	
AD Hourly/Stipend	309,530									\$	309,530	
AE Faculty - Perm Full Time	274,000									\$	274,000	
AG Faculty - Temp Full Time	-									\$	-	
AH Faculty - Temp Part Time	1,319,000									\$	1,319,000	
AK Classified										\$	-	
AM Student										\$	-	
AP Work Study										\$	-	
AS Sick Leave Buyout				166,666						\$	166,666	
AT Terminal Leave										\$	-	
AU Overtime										\$	-	
B Benefits	408,976				33,999	101,435				\$	544,410	
Total Salaries	\$ 3,211,506	\$ -	\$ -	\$ -	\$ 200,665	\$ 422,561	\$ -	\$ -	\$ -	\$ -	\$ 3,834,732	
C Personal Services										\$	-	
E Goods & Services	245,000					(51,515)	101,748	95,000	(108,280)	\$	281,953	
G Travel						5,000				\$	5,000	
J Equipment/Cap Outlay						1				\$	1	
K Hardware/Software										\$	-	
N Client Services										\$	-	
P Debt Service				1,762,127						\$	1,762,127	
Total Expenditures	\$ 3,456,506	\$ -	\$ -	\$ 1,762,127	\$ 200,665	\$ 376,047	\$ 101,748	\$ 95,000	\$ (108,280)	\$	5,883,813	
Transfers												
T Transfer		(403,500)	(14,788,539)						(8,000)	\$	(15,200,039)	
S Interagency										\$	-	
Total Transfer	\$ -	\$ (403,500)	\$ (14,788,539)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (8,000)	\$	(15,200,039)	
Total by Function	\$ 3,456,506	\$ (403,500)	\$ (14,788,539)	\$ 1,762,127	\$ 200,665	\$ 376,047	\$ 101,748	\$ 95,000	\$ (116,280)	\$	(9,316,226)	

Green River College
2021-2022 Operating Budget
Administration

Expense	Business Services						Utilities		
	1A14 Purchasing	1A23 Budget Office	P027 Business Office-Fiscal	P042 Payroll	P044 Benefits	P046(1A14) Logistics	Subtotal Business Services	091.* Utilities	Subtotal Utilities
AA Exempt - Executive							\$ -	\$ -	\$ -
AB Exempt - Administration			108,665				\$ 108,665	\$ -	\$ -
AC Exempt - Prof'l/Technical	77,868		177,964	92,964	92,965		\$ 441,761	\$ -	\$ -
AD Hourly/Stipend							\$ -	3,420	3,420
AE Faculty - Perm Full Time							\$ -	\$ -	\$ -
AG Faculty - Temp Full Time							\$ -	\$ -	\$ -
AH Faculty - Temp Part Time							\$ -	\$ -	\$ -
AK Classified	101,171	148,152	461,509	173,316	77,992	150,777	\$ 1,112,917	712,762	712,762
AM Student							\$ -	\$ -	\$ -
AP Work Study							\$ -	\$ -	\$ -
AS Sick Leave Buyout							\$ -	\$ -	\$ -
AT Terminal Leave							\$ -	\$ -	\$ -
AU Overtime							\$ -	25,000	25,000
B Benefits	76,251	57,103	302,995	105,891	62,067	70,098	\$ 674,405	292,184	292,184
Total Salaries	\$ 255,290	\$ 205,255	\$ 1,051,133	\$ 372,171	\$ 233,024	\$ 220,875	\$ 2,337,748	\$ 1,033,366	\$ 1,033,366
C Personal Services			32,001				\$ 32,001	\$ -	\$ -
E Goods & Services	3,356	1,750	170,994			104,841	\$ 280,941	3,014,400	3,014,400
G Travel	2,000	750	5,860			9,815	\$ 18,425	2,055	2,055
J Equipment/Cap Outlay						7,905	\$ 7,905	17,261	17,261
K Hardware/Software							\$ -	\$ -	\$ -
N Client Services							\$ -	\$ -	\$ -
P Debt Service							\$ -	\$ -	\$ -
Total Expenditures	\$ 260,646	\$ 207,755	\$ 1,259,988	\$ 372,171	\$ 233,024	\$ 343,436	\$ 2,677,020	\$ 4,067,082	\$ 4,067,082
Transfers									
T Transfer							\$ -	\$ -	\$ -
S Interagency							\$ -	\$ -	\$ -
Total Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total by Function	\$ 260,646	\$ 207,755	\$ 1,259,988	\$ 372,171	\$ 233,024	\$ 343,436	\$ 2,677,020	\$ 4,067,082	\$ 4,067,082

Green River College
2021-2022 Operating Budget
Administration

	Facilities				Subtotal Facilities
	1G02 Grounds	1G04 Custodial	1G14 Physical Plant - Admin	7225 Enumclaw Facility	
Expense					
AA Exempt - Executive					\$ -
AB Exempt - Administration			117,032		\$ 117,032
AC Exempt - Prof'l/Technical			176,442		\$ 176,442
AD Hourly/Stipend				8,000	\$ 8,000
AE Faculty - Perm Full Time					\$ -
AG Faculty - Temp Full Time					\$ -
AH Faculty - Temp Part Time					\$ -
AK Classified	285,537	922,184	155,139		\$ 1,362,860
AM Student					\$ -
AP Work Study					\$ -
AS Sick Leave Buyout					\$ -
AT Terminal Leave					\$ -
AU Overtime	4,000	3,095			\$ 7,095
B Benefits	136,711	474,739	172,212	1,072	\$ 784,734
Total Salaries	\$ 426,248	\$ 1,400,018	\$ 620,825	\$ 9,072	\$ 2,456,163
C Personal Services					\$ -
E Goods & Services	77,264	108,239	25,001	120,083	\$ 330,587
G Travel					\$ -
J Equipment/Cap Outlay	1				\$ 1
K Hardware/Software					\$ -
N Client Services		1			\$ 1
P Debt Service					\$ -
Total Expenditures	\$ 503,513	\$ 1,508,258	\$ 645,826	\$ 129,155	\$ 2,786,752
Transfers					
T Transfer	-	-	-	-	\$ -
S Interagency					\$ -
Total Transfer	\$ -	\$ -	\$ -	\$ -	\$ -
Total by Function	\$ 503,513	\$ 1,508,258	\$ 645,826	\$ 129,155	\$ 2,786,752

Green River College
2021-2022 Operating Budget
Administration

Information Technology										
	1A11 Tele-Com	1A17 IT Operations	1A19 Admin Support	1A43 CTCLink	1J41 IT Offsite Network Supp	1J44 Instruction Comp Supp	P032 DP Operations			Subtotal
Expense										
AA Exempt - Executive			59,496			59,496				\$ 118,992
AB Exempt - Administration										\$ -
AC Exempt - Prof'l/Technical		62,004	220,133			403,133				\$ 685,270
AD Hourly/Stipend	19,832	21,137								\$ 40,969
AE Faculty - Perm Full Time										\$ -
AG Faculty - Temp Full Time										\$ -
AH Faculty - Temp Part Time										\$ -
AK Classified	212,777		703,504			703,504	77,603			\$ 1,697,388
AM Student										\$ -
AP Work Study										\$ -
AS Sick Leave Buyout										\$ -
AT Terminal Leave										\$ -
AU Overtime										\$ -
B Benefits	76,261	28,037	342,902			407,414	29,319			\$ 883,933
Total Salaries	\$ 308,870	\$ 111,178	\$ 1,326,035	\$ -	\$ -	\$ 1,573,547	\$ 106,922			\$ 3,426,552
C Personal Services										\$ -
E Goods & Services	185,940	39,065	129,911	1,480,000	1	221,101	102,352			\$ 2,158,370
G Travel	500	8,000								\$ 8,500
J Equipment/Cap Outlay	1,000	14,100	80,000		21,082	742,639	495			\$ 859,316
K Hardware/Software										\$ -
N Client Services										\$ -
P Debt Service										\$ -
Total Expenditures	\$ 496,310	\$ 172,343	\$ 1,535,946	\$ 1,480,000	\$ 21,083	\$ 2,537,287	\$ 209,769			\$ 6,452,738
Transfers										
T Transfer	-		(119,360)	(600,000)		(119,361)				\$ (838,721)
S Interagency										\$ -
Total Transfer	\$ -	\$ -	\$ (119,360)	\$ (600,000)	\$ -	\$ (119,361)	\$ -			\$ (838,721)
Total by Function	\$ 496,310	\$ 172,343	\$ 1,416,586	\$ 880,000	\$ 21,083	\$ 2,417,926	\$ 209,769			\$ 5,614,017

Green River College
2021-2022 Operating Budget
Administration

Expense	Human Resources						Subtotal Human Resources	Total Administration Function
	1A12 Classified Development	1A31 Wellness	1A32 Institutional Training	1A38 Recruitment	P039 Exempt Development	P040 Human Resources		
AA Exempt - Executive						\$ -	\$ 280,514	
AB Exempt - Administration						\$ 110,313	\$ 336,010	
AC Exempt - Prof/Technical						\$ 401,415	\$ 2,764,492	
AD Hourly/Stipend						\$ -	\$ 361,919	
AE Faculty - Perm Full Time						\$ -	\$ 274,000	
AG Faculty - Temp Full Time						\$ -	\$ -	
AH Faculty - Temp Part Time						\$ -	\$ 1,319,000	
AK Classified						\$ 279,743	\$ 5,165,670	
AM Student						\$ -	\$ -	
AP Work Study						\$ -	\$ -	
AS Sick Leave Buyout						\$ -	\$ 166,666	
AT Terminal Leave						\$ -	\$ -	
AU Overtime						\$ -	\$ 32,095	
B Benefits						\$ 302,487	\$ 3,482,153	
Total Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,093,958	\$ 14,182,519	
C Personal Services						\$ 1	\$ 32,002	
E Goods & Services	7,501	10,500	41,688	45,000	7,500	\$ 38,391	\$ 6,216,831	
G Travel			5,000	7,500		\$ 2,250	\$ 48,730	
J Equipment/Cap Outlay						\$ 1	\$ 884,485	
K Hardware/Software						\$ -	\$ -	
N Client Services	1					\$ 1	\$ 2	
P Debt Service						\$ -	\$ 1,762,127	
Total Expenditures	\$ 7,502	\$ 10,500	\$ 46,688	\$ 52,500	\$ 7,500	\$ 1,134,601	\$ 23,126,696	
Transfers								
T Transfer						\$ -	\$ (16,038,760)	
S Interagency						\$ -	\$ -	
Total Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (16,038,760)	
Total by Function	\$ 7,502	\$ 10,500	\$ 46,688	\$ 52,500	\$ 7,500	\$ 1,134,601	\$ 7,087,936	

Green River College
2021-2022 Operating Budget
Executive

Executive Support												
	PO21 (1A01)	1A02	1A22	1A29	1A46	1A48	1A49	1A62	1A63	P034	Subtotal	
	President	Board of	EOC	Guided	Institutional	Strategic	DEI	OneBook	GDEC	Member	Executive	
Expense	Office	Trustee		Pathways	Contingency	Initiative	Initiative				Support	
AA Exempt - Executive	278,148										\$ 278,148	
AB Exempt - Administration											\$ -	
AC Exempt - Prof'l/Technical	73,883			59,308							\$ 133,191	
AD Hourly/Stipend		28,000									\$ 28,000	
AE Faculty - Perm Full Time											\$ -	
AG Faculty - Temp Full Time											\$ -	
AH Faculty - Temp Part Time				1,035,365							\$ 1,035,365	
AK Classified											\$ -	
AM Student											\$ -	
AP Work Study											\$ -	
AS Sick Leave Buyout											\$ -	
AT Terminal Leave											\$ -	
AU Overtime											\$ -	
B Benefits	96,508	3,752		158,759							\$ 259,019	
Total Salaries	\$ 448,539	\$ 31,752	\$ -	\$ 1,253,432	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,733,723	
C Personal Services					1			1			\$ -	2
E Goods & Services	8985	5,222	10,000	134,813	399,998	100,000	200,000	58,001	58,001	46,738	\$ 1,021,758	
G Travel	16000	9,684									\$ 25,684	
J Equipment/Cap Outlay	2	1									\$ -	3
K Hardware/Software											\$ -	
N Client Services					1			5,001	1		\$ 5,003	
P Debt Service											\$ -	
Total Expenditures	\$ 473,526	\$ 46,659	\$ 10,000	\$ 1,388,245	\$ 400,000	\$ 100,000	\$ 200,000	\$ 63,003	\$ 58,002	\$ 46,738	\$ 2,786,173	
Transfers												
T Recharge											\$ -	
S Interagency											\$ -	
Total Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total by Function	\$ 473,526	\$ 46,659	\$ 10,000	\$ 1,388,245	\$ 400,000	\$ 100,000	\$ 200,000	\$ 63,003	\$ 58,002	\$ 46,738	\$ 2,786,173	

Green River College
2021-2022 Operating Budget
Executive

	College Relations & Development		Institutional Effectiveness		Total Executive Function
	1A37 College Relations	P036(1A06) Development	1A40 Instit Effect	P051(1A30) Accred	
Expense					
AA Exempt - Executive		149,981	110,100		\$ 538,229
AB Exempt - Administration	106,939				\$ 106,939
AC Exempt - Prof'l/Technical	247,330	410,524	198,028		\$ 989,073
AD Hourly/Stipend	3,276		10,756	9,091	\$ 51,123
AE Faculty - Perm Full Time					\$ -
AG Faculty - Temp Full Time					\$ -
AH Faculty - Temp Part Time					\$ 1,035,365
AK Classified	335,817				\$ 335,817
AM Student					\$ -
AP Work Study					\$ -
AS Sick Leave Buyout					\$ -
AT Terminal Leave					\$ -
AU Overtime					\$ -
B Benefits	269,801	195,164	113,727	909	\$ 838,620
Total Salaries	\$ 963,163	\$ 755,669	\$ 432,611	\$ 10,000	\$ 3,895,166
C Personal Services	1				\$ 3
E Goods & Services	478,783	11,875	83,360	35,001	\$ 1,630,777
G Travel	4,350	6,954	1,350		\$ 38,338
J Equipment/Cap Outlay	29,193	1,899	1		\$ 31,096
K Hardware/Software					\$ -
N Client Services	5,000				\$ 10,003
P Debt Service					\$ -
Total Expenditures	\$ 1,480,490	\$ 776,397	\$ 517,322	\$ 45,001	\$ 5,605,383
Transfers					
T Recharge		(137,680)			\$ (137,680)
S Interagency					\$ -
Total Transfer	\$ -	\$ (137,680)	\$ -	\$ -	\$ (137,680)
Total by Function	\$ 1,480,490	\$ 638,717	\$ 517,322	\$ 45,001	\$ 5,467,703

Green River College

Self Support Budget 2021-2022

- **Instruction**
 - Instructional Support
 - Health Science, Nursing & Education
 - Technology
 - Business & Trades
 - English, Humanities & Tutoring
 - Transitional Studies & Wellness
 - Science
 - Fine Arts, Math, & Social Science
 - Library, Curriculum & Media Services
 - Branch Campus & Continuing Education
 - Distance Learning & Study Abroad

- **Student Affairs**
 - Student Services
 - Special Service Fees

- **Administration**
 - Administration Support
 - Business Services
 - Information Technology
 - Human Resources

- **Executive**
 - Development & Foundation

Green River College
2021-2022 Self Support Budget
Summary

	Total Instruction	Total Student Affairs	Total Administration	Total Executive	Total Self Support
Expense					
AA Exempt - Executive	-	-	-	-	-
AB Exempt - Administration	84,710	-	-	-	84,710
AC Exempt - Prof'l/Technical	669,716	130,671	-	-	800,387
AD Hourly/Stipend	277,078	34,241	-	10,000	321,319
AE Faculty - Perm Full Time	-	-	-	-	-
AG Faculty - Temp Full Time	-	-	-	-	-
AH Faculty - Temp Part Time	493,346	-	-	-	493,346
AK Classified	402,348	249,543	-	-	651,891
AM Student	-	-	-	-	-
AP Work Study	-	-	-	-	-
AS Sick Leave Buyout	-	-	-	-	-
AT Terminal Leave	-	-	-	-	-
AU Overtime	-	-	-	-	-
B Benefits	708,804	174,483	-	1,000	884,287
Salary Subtotal	\$ 2,636,002	\$ 588,938	\$ -	\$ 11,000	\$ 3,235,940
C Personal Services	6,999	1	-	-	7,000
E Goods & Services	1,514,107	481,224	721,627	-	2,716,958
F Cost of Goods Sold	-	-	-	-	-
G Travel	90,680	-	-	-	90,680
J Equipment/Cap Outlay	561,141	3,500	-	-	564,641
K Hardware/Software	-	-	-	-	-
N Client Services	605,346	17,306	-	-	622,652
P Debt Service	-	-	-	-	-
W Depreciation Expense	-	-	-	-	-
Total Expenditures	\$ 5,414,275	\$ 1,090,969	\$ 721,627	\$ 11,000	\$ 7,237,871
Revenue					
T Transfers	93,996	-	(9,652)	146,842	231,186
S Interagency	-	-	-	-	-
0347 National Science Foundation	-	-	-	-	-
0384 Department of Education	-	(19,500)	-	-	(19,500)
0401 Treasury Invest	-	-	(650,475)	-	(650,475)
0402 Income from Property	(2,500)	-	-	-	(2,500)
0405 Fines & Forfeits	(2,000)	-	-	-	(2,000)
0420 Charges for Services	(156,630)	(3,000)	-	-	(159,630)
0424 Tuition & Fees	-	-	-	-	-
0430 Dedicated Student Fees	(4,399,072)	(436,542)	(6,500)	-	(4,842,114)
0431 Misc Student Fees	-	(75,000)	-	-	(75,000)
0450 Sales	-	-	-	-	-
0499 Other Revenue	(4,500)	-	(55,000)	-	(59,500)
0541 Contributions & Grants	(10,000)	(40,630)	-	(157,842)	(208,472)
0542 Local Govt Contracts & Grants	-	-	-	-	-
0621 Fund Transfer -In	-	-	-	-	-
0622 Fund Transfer - Out	-	-	-	-	-
0782 Intra-Fund Transfer	-	-	-	-	-
0999 Opening Entries	(1,015,159)	(516,297)	-	-	(1,531,456)
Total Revenue	\$ (5,495,865)	\$ (1,090,969)	\$ (721,627)	\$ (11,000)	\$ (7,319,461)

Green River College
2021-2022 Self Support Budget
Instruction

Instructional Support		Health Science, Nursing and Education								Subtotal
1108	Subtotal	1Q01	1Q02	1Q03	1Q04	1Q11	1Q12	Subtotal		
Faculty Excellence	Instructional Support	Physical Therapy	Practical Nursing	Occupational Therapy	Early Childhood Ed	Nurse Assistant	Phlebotomy	Health Science	Nursing & Ed	
Expense										
AA Exempt - Executive	-									
AB Exempt - Administration	-									
AC Exempt - Prof/Technical	-									
AD Hourly/Stipend	8,883				1,800				1,800	
AE Faculty - Perm Full Time	-									
AG Faculty - Temp Full Time	-									
AH Faculty - Temp Part Time	-									
AK Classified	-									
AM Student	-									
AP Work Study	-									
AS Sick Leave Buyout	-									
AT Terminal Leave	-									
AU Overtime	-									
B Benefits	1,112				241				241	
Salary Subtotal	9,995				2,041				2,041	
C Personal Services	-									
E Goods & Services	1	6,001	40,199	21,999	6,458	4,000	11,500		90,157	
G Travel	3									
J Equipment/Cap Outlay	-						1,000		1,000	
K Hardware/Software	-									
N Client Services	1	1,499	1	1		1			1,502	
P Debt Service	-									
Total Expenditures	10,000	7,500	40,200	22,000	8,500	4,000	12,500		94,700	
Revenue										
T Transfers	-									
S Interagency	-									
0347 National Science Foundation	-									
0384 Department of Education	-									
0401 Treasury Invest	-									
0402 Income from Property	-									
0405 Fines & Forfeits	-									
0420 Charges for Services	-									
0424 Tuition & Fees	-									
0430 Dedicated Student Fees	-									
0431 Misc Student Fees	-	(7,500)	(40,200)	(22,000)	(8,500)	(4,000)	(12,500)		(94,700)	
0450 Sales	-									
0499 Other Revenue	-									
0541 Contributions & Grants	(10,000)									
0542 Local Govt Contracts & Grants	-									
0621 Fund Transfer - In	-									
0622 Fund Transfer - Out	-									
0782 Intra-Fund Transfer	-									
0999 Opening Entries	-									
Total Revenue	(10,000)	7,500	40,200	22,000	8,500	4,000	12,500		(94,700)	

Green River College
2021-2022 Self Support Budget
Instruction

		Technology										Subtotal
		1Y00	1Y02	1Y05	1Y13	1Y14	1Y15	1Y16	1Y19			Technology
		Technology	Engineering	Drafting	BAS - IT	Info	Flight	Aviation	BAS - IT			Technology
					Prof	Technology	Simulator	Simulator	Software Dev			
Expense												
AA Exempt - Executive												\$ -
AB Exempt - Administration												\$ -
AC Exempt - Prof/Technical												\$ -
AD Hourly/Stipend							35,000					\$ 35,000
AE Faculty - Perm Full Time												\$ -
AG Faculty - Temp Full Time												\$ -
AH Faculty - Temp Part Time												\$ -
AK Classified												\$ -
AM Student												\$ -
AP Work Study												\$ -
AS Sick Leave Buyout												\$ -
AT Terminal Leave												\$ -
AU Overtime												\$ -
B Benefits							4,690					\$ 4,690
Salary Subtotal												\$ 39,690
C Personal Services		1										\$ 1
E Goods & Services		7,000	9,499	13,999	63,000	20,000	35,310	17,200	89,000			\$ 255,008
G Travel												\$ -
J Equipment/Cap Outlay		80,000		1	35,000	18,800			3,000			\$ 136,801
K Hardware/Software												\$ -
N Client Services									4,000			\$ 4,000
P Debt Service												\$ -
Total Expenditures		\$ 87,000	\$ 9,500	\$ 14,000	\$ 98,000	\$ 38,800	\$ 75,000	\$ 17,200	\$ 96,000	\$	\$	\$ 435,500
Revenue												
T Transfers												\$ -
S Interagency												\$ -
0347 National Science Foundation												\$ -
0384 Department of Education												\$ -
0401 Treasury Invest												\$ -
0402 Income from Property												\$ -
0405 Fines & Forfeits												\$ -
0420 Charges for Services												\$ -
0424 Tuition & Fees												\$ -
0430 Dedicated Student Fees		(87,000)	(9,500)	(14,000)	(98,000)	(38,800)	(75,000)	(17,200)	(96,000)			\$ (435,500)
0431 Misc Student Fees												\$ -
0450 Sales												\$ -
0499 Other Revenue												\$ -
0541 Contributions & Grants												\$ -
0542 Local Govt Contracts & Grants												\$ -
0621 Fund Transfer -In												\$ -
0622 Fund Transfer - Out												\$ -
0782 Intra-Fund Transfer												\$ -
0999 Opening Entries												\$ -
Total Revenue		\$ (87,000)	\$ (9,500)	\$ (14,000)	\$ (98,000)	\$ (38,800)	\$ (75,000)	\$ (17,200)	\$ (96,000)	\$	\$	\$ (435,500)

Green River College
2021-2022 Self Support Budget
Instruction

		Business & Trades										
		1M01	1M02	1M03	1M05	1M08	1M09	1Y01	1Y08	1Z01	1Z03	
		Criminal Justice	Business Education	Business Admin	Marketing Entrepreneur	Court Reporting	Accounting	Forestry	BAS Forestry	Auto Mech Tech	Bldg Technology	
Expense												
AA Exempt - Executive												
AB Exempt - Administration												
AC Exempt - Prof'l/Technical												
AD Hourly/Stipend												
AE Faculty - Perm Full Time												
AG Faculty - Temp Full Time												
AH Faculty - Temp Part Time												
AK Classified												
AM Student												
AP Work Study												
AS Sick Leave Buyout												
AT Terminal Leave												
AU Overtime												
B Benefits												
Salary Subtotal												
C Personal Services								4,998				
E Goods & Services			30,000	3,015	3,000	10,700	24,851	12,001	10,000	8,900	18,000	
G Travel												
J Equipment/Cap Outlay								1				
K Hardware/Software												
N Client Services					16,000							
P Debt Service												
Total Expenditures		\$ 2,500	\$ 30,000	\$ 3,015	\$ 19,000	\$ 10,700	\$ 35,626	\$ 17,000	\$ 10,000	\$ 8,900	\$ 18,000	
Revenue												
T Transfers												
S Interagency												
0347 National Science Foundation												
0384 Department of Education												
0401 Treasury Invest												
0402 Income from Property												
0405 Fines & Forfeits												
0420 Charges for Services												
0424 Tuition & Fees												
0430 Dedicated Student Fees		(2,500)	(30,000)	(3,015)	(16,500)	(10,700)	(35,626)	(17,000)	(10,000)	(8,900)	(18,000)	
0431 Misc Student Fees												
0450 Sales												
0499 Other Revenue					(2,500)							
0541 Contributions & Grants												
0542 Local Govt Contracts & Grants												
0621 Fund Transfer -In												
0622 Fund Transfer - Out												
0782 Intra-Fund Transfer												
0999 Opening Entries												
Total Revenue		\$ (2,500)	\$ (30,000)	\$ (3,015)	\$ (19,000)	\$ (10,700)	\$ (35,626)	\$ (17,000)	\$ (10,000)	\$ (8,900)	\$ (18,000)	

Green River College
2021-2022 Self Support Budget
Instruction

	Business & Trades						English, Humanities & Tutoring			
	1204 Machine Technology	1205 Welding	1207 Machine Maint	1213 Carpentry Project	1215 Auto Repair	Subtotal Business & Trades	1500 Humanities	1502 Foreign Languages	1503 Philosophy	1505 Speech Communication
Expense										
AA Exempt - Executive										
AB Exempt - Administration										
AC Exempt - Prof'l/Technical										
AD Hourly/Stipend										
AE Faculty - Perm Full Time										
AG Faculty - Temp Full Time										
AH Faculty - Temp Part Time										
AK Classified										
AM Student										
AP Work Study										
AS Sick Leave Buyout										
AT Terminal Leave										
AU Overtime										
B Benefits										
Salary Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,268	\$ -	\$ -
C Personal Services						4,998				
E Goods & Services	16,000	39,075	4,300	2,000	45,000	229,342	900	3,732	2,758	8,318
G Travel										
J Equipment/Cap Outlay										
K Hardware/Software						7,125				
N Client Services										
P Debt Service						19,651				
Total Expenditures	\$ 16,000	\$ 39,075	\$ 4,300	\$ 2,000	\$ 45,000	\$ 261,116	\$ 900	\$ 6,000	\$ 2,758	\$ 8,318
Revenue										
T Transfers										
S Interagency										
0347 National Science Foundation										
0384 Department of Education										
0401 Treasury Invest										
0402 Income from Property										
0405 Fines & Forfeits										
0420 Charges for Services					(45,000)	(45,000)				
0424 Tuition & Fees										
0430 Dedicated Student Fees	(16,000)	(39,075)	(4,300)			(211,616)	(900)	(6,000)	(2,758)	(8,318)
0431 Misc Student Fees										
0450 Sales										
0499 Other Revenue				(2,000)		(4,500)				
0541 Contributions & Grants										
0542 Local Govt Contracts & Grants										
0621 Fund Transfer - In										
0622 Fund Transfer - Out										
0782 Intra-Fund Transfer										
0999 Opening Entries										
Total Revenue	\$ (16,000)	\$ (39,075)	\$ (4,300)	\$ (2,000)	\$ (45,000)	\$ (261,116)	\$ (900)	\$ (6,000)	\$ (2,758)	\$ (8,318)

Green River College
2021-2022 Self Support Budget
Instruction

	English, Humanities & Tutoring				Transitional Studies & Wellness						Subtotal Trans Study & Wellness	
	1T04 Composition	1T05 Literature	1T12 Reading	Subtotal English, Humanities & Tutoring	1R01 Health Education	1R02 Physical Education	1R10 ABE GED	1R14 High School Completion	1R15 English Second Lang			
Expense												
AA Exempt - Executive				\$ -								\$ -
AB Exempt - Administration				\$ -								\$ -
AC Exempt - Prof'l/Technical				\$ -								\$ -
AD Hourly/Stipend				\$ 2,000								\$ -
AE Faculty - Perm Full Time				\$ -								\$ -
AG Faculty - Temp Full Time				\$ -								\$ -
AH Faculty - Temp Part Time				\$ -								\$ -
AK Classified				\$ -								\$ -
AM Student				\$ -								\$ -
AP Work Study				\$ -								\$ -
AS Sick Leave Buyout				\$ -								\$ -
AT Terminal Leave				\$ -								\$ -
AU Overtime				\$ -								\$ -
B Benefits				\$ 268								\$ -
Salary Subtotal				\$ 2,268								\$ -
C Personal Services				\$ -								\$ -
E Goods & Services	3,999	1,827	2,200	23,734	3,700	35,330	2,000	1,500	21,499			64,029
G Travel				\$ -								\$ -
J Equipment/Cap Outlay	1			1								\$ -
K Hardware/Software				\$ -								\$ -
N Client Services		1		1					1			1
P Debt Service				\$ -								\$ -
Total Expenditures	\$ 4,000	\$ 1,828	\$ 2,200	\$ 26,004	\$ 3,700	\$ 35,330	\$ 2,000	\$ 1,500	\$ 21,500			\$ 64,030
Revenue												
T Transfers				\$ -								\$ -
S Interagency				\$ -								\$ -
0347 National Science Foundation				\$ -								\$ -
0384 Department of Education				\$ -								\$ -
0401 Treasury Invest				\$ -								\$ -
0402 Income from Property				\$ -								\$ -
0405 Fines & Forfeits				\$ -								\$ -
0420 Charges for Services				\$ -								\$ -
0424 Tuition & Fees				\$ -								\$ -
0430 Dedicated Student Fees	(4,000)	(1,828)	(2,200)	(26,004)	(3,700)	(35,330)	(2,000)	(1,500)	(21,500)			(64,030)
0431 Misc Student Fees				\$ -								\$ -
0450 Sales				\$ -								\$ -
0499 Other Revenue				\$ -								\$ -
0541 Contributions & Grants				\$ -								\$ -
0542 Local Govt Contracts & Grants				\$ -								\$ -
0621 Fund Transfer -In				\$ -								\$ -
0622 Fund Transfer - Out				\$ -								\$ -
0782 Intra-Fund Transfer				\$ -								\$ -
0999 Opening Entries				\$ -								\$ -
Total Revenue	\$ (4,000)	\$ (1,828)	\$ (2,200)	\$ (26,004)	\$ (3,700)	\$ (35,330)	\$ (2,000)	\$ (1,500)	\$ (21,500)			\$ (64,030)

Green River College
2021-2022 Self Support Budget
Instruction

		1V01	1V02	1V03	1V04	1V05	1V06	1V08	1V16	Subtotal
		Astronomy	Biology	Chemistry	Geology	Physics	Anatomy Physiology	Oceanography	Cadaver Anatomy	Science
Science										
Expense										
AA Exempt - Executive										\$ -
AB Exempt - Administration										\$ -
AC Exempt - Prof'l/Technical										\$ -
AD Hourly/Stipend										\$ -
AE Faculty - Perm Full Time										\$ -
AG Faculty - Temp Full Time										\$ -
AH Faculty - Temp Part Time										\$ -
AK Classified										\$ -
AM Student										\$ -
AP Work Study										\$ -
AS Sick Leave Buyout										\$ -
AT Terminal Leave										\$ -
AU Overtime										\$ -
B Benefits										\$ -
Salary Subtotal										\$ -
C Personal Services										\$ -
E Goods & Services	1,200	23,000	33,999	11,000	28,029	21,000	1,000	3,000		122,228
G Travel										\$ -
J Equipment/Cap Outlay			3,001		1					3,002
K Hardware/Software										\$ -
N Client Services										\$ -
P Debt Service										\$ -
Total Expenditures	\$ 1,200	\$ 23,000	\$ 37,000	\$ 11,000	\$ 28,030	\$ 21,000	\$ 1,000	\$ 3,000		\$ 125,230
Revenue										
T Transfers										\$ -
S Interagency										\$ -
0347 National Science Foundation										\$ -
0384 Department of Education										\$ -
0401 Treasury Invest										\$ -
0402 Income from Property										\$ -
0405 Fines & Forfeits										\$ -
0420 Charges for Services										\$ -
0424 Tuition & Fees										\$ -
0430 Dedicated Student Fees	(1,200)	(23,000)	(37,000)	(11,000)	(28,030)	(21,000)	(1,000)	(3,000)		(125,230)
0431 Misc Student Fees										\$ -
0450 Sales										\$ -
0499 Other Revenue										\$ -
0541 Contributions & Grants										\$ -
0542 Local Govt Contracts & Grants										\$ -
0621 Fund Transfer -In										\$ -
0622 Fund Transfer - Out										\$ -
0782 Intra-Fund Transfer										\$ -
0999 Opening Entries										\$ -
Total Revenue	\$ (1,200)	\$ (23,000)	\$ (37,000)	\$ (11,000)	\$ (28,030)	\$ (21,000)	\$ (1,000)	\$ (3,000)		\$ (125,230)

Green River College
2021-2022 Self Support Budget
Instruction

Fine Arts, Math & Social Science										
1/48	1P00	1P01	1P04	1P05	1P06	1P07	1P13	1P16	1U00	
Math	Fine Arts	Ceramics	Journalism	Vocal Music	3D Design	Photography	Radio Broadcast	Multi Media	Mathematics	
Tutoring										
Expense										
	AA Exempt - Executive									
	AB Exempt - Administration									
	AC Exempt - Prof'l/Technical									
2,500	AD Hourly/Stipend	2,825			8,000	5,000		5,500		
	AE Faculty - Perm Full Time									
	AG Faculty - Temp Full Time									
	AH Faculty - Temp Part Time									
	AK Classified									
	AM Student									
	AP Work Study									
	AS Sick Leave Buyout									
	AT Terminal Leave									
	AU Overtime									
250	B Benefits	379			1,072	670		737		
\$ 2,750	\$ 3,204	\$ -	\$ -	\$ -	\$ 9,072	\$ 5,670	\$ -	\$ 6,237	\$ -	
	Salary Subtotal									
	C Personal Services									
1,250	E Goods & Services	10,637	3,800	2,551	5,399	29,030	2,800	9,689	15,000	
	G Travel									
	J Equipment/Cap Outlay			1,424	2,529	3,630		10,874	15,500	
	K Hardware/Software									
	N Client Services	1,910								
	P Debt Service									
\$ 4,000	\$ 5,400	\$ 10,637	\$ 3,800	\$ 3,975	\$ 17,000	\$ 38,330	\$ 2,800	\$ 26,800	\$ 30,500	
	Total Expenditures									
Revenue										
	T Transfers									
	S Interagency									
	0347 National Science Foundation									
	0384 Department of Education									
	0401 Treasury Invest									
	0402 Income from Property									
	0405 Fines & Forfeits					(7,630)				
(4,000)	0420 Charges for Services									
	0424 Tuition & Fees									
	0430 Dedicated Student Fees	(5,400)	(3,800)	(3,975)	(17,000)	(30,700)	(2,800)	(26,800)	(30,500)	
	0431 Misc Student Fees									
	0450 Sales									
	0499 Other Revenue									
	0541 Contributions & Grants									
	0542 Local Govt Contracts & Grants									
	0621 Fund Transfer -In									
	0622 Fund Transfer - Out									
	0782 Intra-Fund Transfer									
	0999 Opening Entries									
\$ (4,000)	\$ (5,400)	\$ (10,637)	\$ (3,800)	\$ (3,975)	\$ (17,000)	\$ (38,330)	\$ (2,800)	\$ (26,800)	\$ (30,500)	
	Total Revenue									

Green River College
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Instruction

Fine Arts, Math & Social Science										Subtotal
	1W02	1W05	1W06	1W08	1W09	1W10	1W12	Ethnic	Fine Art, Math	Subtotal
	Anthropology	Geography	History	Political Science	Psychology	Sociology	Ethnic Studies	Ethnic Studies	Fine Art, Math & Soc Sci	Fine Art, Math & Soc Sci
Expense										
AA Exempt - Executive										-
AB Exempt - Administration										-
AC Exempt - Prof'l/Technical										-
AD Hourly/Stipend										23,825
AE Faculty - Perm Full Time										-
AG Faculty - Temp Full Time										-
AH Faculty - Temp Part Time										-
AK Classified										-
AM Student										-
AP Work Study										-
AS Sick Leave Buyout										-
AT Terminal Leave										-
AU Overtime										-
B Benefits										3,108
Salary Subtotal										26,933
C Personal Services										
E Goods & Services	1,490	800	1,500	1,224	1,170	1,300	1,199			89,125
G Travel										-
J Equipment/Cap Outlay				1						33,958
K Hardware/Software										-
N Client Services								1		1,911
P Debt Service										-
Total Expenditures	\$ 1,490	\$ 800	\$ 1,500	\$ 1,225	\$ 1,170	\$ 1,300	\$ 1,200			\$ 151,927
Revenue										
T Transfers										-
S Interagency										-
0347 National Science Foundation										-
0384 Department of Education										-
0401 Treasury Invest										-
0402 Income from Property										-
0405 Fines & Forfeits										-
0420 Charges for Services										-
0424 Tuition & Fees										-
0430 Dedicated Student Fees	(1,490)	(800)	(1,500)	(1,225)	(1,170)	(1,300)	(1,200)			(11,630)
0431 Misc Student Fees										-
0450 Sales										-
0499 Other Revenue										-
0541 Contributions & Grants										-
0542 Local Govt Contracts & Grants										-
0621 Fund Transfer -In										-
0622 Fund Transfer - Out										-
0782 Intra-Fund Transfer										-
0999 Opening Entries										-
Total Revenue	\$ (1,490)	\$ (800)	\$ (1,500)	\$ (1,225)	\$ (1,170)	\$ (1,300)	\$ (1,200)			\$ (151,927)

Green River College
2021-2022 Self Support Budget
Instruction

	Library & Tech Fee			Branch Campus and CE					
	1H08 Library Fines	1H24 Tech Fee Revenue	Subtotal Library & Tech Fee	1F40 WETRC Training	1F41 WCS-BAT Exams	1F42 WOW Conference	1K31 CE Special Events	1K50 Community Education	1K60 CCE Admin Development
Expense									
AA Exempt - Executive		\$ -	\$ -						
AB Exempt - Administration		\$ -	\$ -	35,752				10,917	
AC Exempt - Prof'l/Technical		\$ -	\$ -	153,080			21,418	43,484	88,659
AD Hourly/Stipend		\$ 1,16,800	\$ 1,16,800	25,000	19,483				11,187
AE Faculty - Perm Full Time		\$ -	\$ -						
AG Faculty - Temp Full Time		\$ -	\$ -						
AH Faculty - Temp Part Time		\$ 182,000	\$ 182,000					40,057	
AK Classified		\$ -	\$ -	161,005	6,374	7,247	18,545	3,164	46,945
AM Student		\$ -	\$ -						
AP Work Study		\$ -	\$ -						
AS Sick Leave Buyout		\$ -	\$ -						
AT Terminal Leave		\$ -	\$ -						
AU Overtime		\$ -	\$ -						
B Benefits		\$ 74,700	\$ 74,700						
Salary Subtotal	\$ -	\$ 373,500	\$ 373,500	\$ 185,679	\$ 5,241	\$ 2,944	\$ 17,149	\$ 34,921	\$ 52,934
C Personal Services		\$ -	\$ -	2,000					
E Goods & Services	1,000	223,800	224,800	106,140	8,600	40,636	7,788	21,614	
G Travel		\$ -	\$ -	32,001	2,103	1,000		100	
J Equipment/Cap Outlay	1,000	359,000	360,000	16,000	252				
K Hardware/Software		\$ -	\$ -						
N Client Services		\$ -	\$ -	4,002		48,173	9,900	2,100	
P Debt Service		\$ -	\$ -						
Total Expenditures	\$ 2,000	\$ 956,300	\$ 958,300	\$ 876,659	\$ 42,053	\$ 100,000	\$ 74,800	\$ 156,357	\$ 199,725
Revenue									
T Transfers		293,721	293,721						(199,725)
S Interagency		\$ -	\$ -						
0347 National Science Foundation		\$ -	\$ -						
0384 Department of Education		\$ -	\$ -						
0401 Treasury Invest		\$ -	\$ -						
0402 Income from Property		\$ -	\$ -						
0405 Fines & Forfeits	(2,000)	\$ (2,000)	\$ (2,000)						
0420 Charges for Services		\$ -	\$ -			(100,000)			
0424 Tuition & Fees		\$ -	\$ -						
0430 Dedicated Student Fees		\$ (1,100,021)	\$ (1,100,021)					(230,000)	
0431 Misc Student Fees		\$ -	\$ -	(485,000)	(50,000)		(10,000)		
0450 Sales		\$ -	\$ -						
0499 Other Revenue		\$ -	\$ -						
0541 Contributions & Grants		\$ -	\$ -						
0542 Local Govt Contracts & Grants		\$ -	\$ -						
0621 Fund Transfer -In		\$ -	\$ -						
0622 Fund Transfer - Out		\$ -	\$ -						
0782 Intra-Fund Transfer		\$ -	\$ -						
0995 Opening Entries		\$ (150,000)	\$ (150,000)	(391,659)			(64,800)		
Total Revenue	\$ (2,000)	\$ (956,300)	\$ (958,300)	\$ (876,659)	\$ (50,000)	\$ (100,000)	\$ (74,800)	\$ (230,000)	\$ (199,725)

Green River College
2021-2022 Self Support Budget
Instruction

	Branch Campus and CE				Distance Learning	
	3K73 Auburn Campus	4231 Business & Technology	7250 Kent Open Enrollment	Subtotal Branch & Contin Ed	9J92 E-Education	Subtotal Distance Education
Expense						
AA Exempt - Executive				\$ -		\$ -
AB Exempt - Administration		11,561		\$ 58,230		\$ -
AC Exempt - Prof'l/Technical		58,710		\$ 365,351	204,600	\$ 204,600
AD Hourly/Stipend		5,000	1,000	\$ 61,670		\$ -
AE Faculty - Perm Full Time				\$ -		\$ -
AG Faculty - Temp Full Time				\$ -		\$ -
AH Faculty - Temp Part Time		48,400	4,950	\$ 249,407		\$ -
AK Classified	70,649	29,738	2,684	\$ 346,351	22,527	\$ 22,527
AM Student				\$ -		\$ -
AP Work Study				\$ -		\$ -
AS Sick Leave Buyout				\$ -		\$ -
AT Terminal Leave				\$ -		\$ -
AU Overtime				\$ -		\$ -
B Benefits	32,775	56,708	3,830	\$ 392,181	138,720	\$ 138,720
Salary Subtotal	\$ 103,424	\$ 210,117	\$ 12,464	\$ 1,473,190	\$ 365,847	\$ 365,847
C Personal Services				\$ 2,000		\$ -
E Goods & Services	4,786	47,657	650	\$ 237,871	146,048	\$ 146,048
G Travel			200	\$ 35,404	6,000	\$ 6,000
J Equipment/Cap Outlay				\$ 16,252	1,002	\$ 1,002
K Hardware/Software				\$ -		\$ -
N Client Services		1	886	\$ 65,062		\$ -
P Debt Service				\$ -		\$ -
Total Expenditures	\$ 108,210	\$ 257,775	\$ 14,200	\$ 1,829,779	\$ 518,897	\$ 518,897
Revenue						
T Transfers				\$ (199,725)		\$ -
S Interagency				\$ -		\$ -
0347 National Science Foundation				\$ -		\$ -
0384 Department of Education				\$ -		\$ -
0401 Treasury Invest				\$ -		\$ -
0402 Income from Property			(2,500)	\$ (2,500)		\$ -
0405 Fines & Forfeits				\$ -		\$ -
0420 Charges for Services				\$ (100,000)		\$ -
0424 Tuition & Fees				\$ -		\$ -
0430 Dedicated Student Fees		(257,775)	(11,700)	\$ (1,044,475)	(450,000)	\$ (450,000)
0431 Misc Student Fees				\$ -		\$ -
0450 Sales				\$ -		\$ -
0499 Other Revenue				\$ -		\$ -
0541 Contributions & Grants				\$ -		\$ -
0542 Local Govt Contracts & Grants				\$ -		\$ -
0621 Fund Transfer -In				\$ -		\$ -
0622 Fund Transfer - Out				\$ -		\$ -
0782 Intra-Fund Transfer				\$ -		\$ -
0999 Opening Entries	(108,210)			\$ (564,669)	(68,897)	\$ (68,897)
Total Revenue	\$ (108,210)	\$ (257,775)	\$ (14,200)	\$ (1,911,369)	\$ (518,897)	\$ (518,897)

Green River College
2021-2022 Self Support Budget
Instruction

Expense	Study Abroad										Subtotal Study Abroad	Total Instruction Function	
	EA60 E Led Prog Support	EA71 Study Abroad Danish	EA72 Study Abroad Japan	EA73 Study Abroad Netherland	EA74 Study Abroad Europe	EA75 Study Abroad Taiwan	EA76 Field Study Hawaii						
AA Exempt - Executive													
AB Exempt - Administration	26480												84,710
AC Exempt - Prof/Technical	99,765												669,716
AD Hourly/Stipend	8,000	2,000	2,500	2,300	3,250	2,550	6,500						277,078
AE Faculty - Perm Full Time													
AG Faculty - Temp Full Time													
AH Faculty - Temp Part Time	9,500	6,000	11,904	9,000	8,000	9,000	8,535						493,346
AK Classified	33,470												402,348
AM Student													
AP Work Study													
AS Sick Leave Buyout													
AT Terminal Leave													
AU Overtime													
B Benefits	3,960	71,322	2,092	3,954	2,868	3,078	3,466						708,804
Salary Subtotal	21,460	231,037	10,092	18,358	14,344	14,118	18,501	14,628	45,390	89,740	18,501	2,636,002	
C Personal Services													6,999
E Goods & Services	2,300	555	332	18,775	2,000	1,677	2,436						1,514,107
G Travel	150		3,368	6,250	2,500	2,650	29,155						90,680
J Equipment/Cap Outlay							2,000						561,141
K Hardware/Software													
N Client Services	223,300	1	57,128	119,000	20,594	29,111	37,648						605,346
P Debt Service													
Total Expenditures	247,210	231,593	70,920	162,383	52,118	45,390	89,740	89,740	45,390	89,740	89,740	5,414,275	
Revenue													
T Transfers													93,996
S Interagency													
0347 National Science Foundation													
0384 Department of Education													
0401 Treasury Invest													
0402 Income from Property													
0405 Fines & Forfeits													(2,500)
0420 Charges for Services													(2,000)
0424 Tuition & Fees													(156,630)
0430 Dedicated Student Fees	(247,210)		(70,920)	(162,383)	(52,118)	(45,390)	(89,740)						(4,399,072)
0431 Misc Student Fees													
0450 Sales													
0499 Other Revenue													
0541 Contributions & Grants													
0542 Local Govt Contracts & Grants													(4,500)
0621 Fund Transfer - In													(10,000)
0622 Fund Transfer - Out													
0782 Intra-Fund Transfer													
0999 Opening Entries		(231,593)											
Total Revenue	(247,210)	(231,593)	(70,920)	(162,383)	(52,118)	(45,390)	(89,740)	(89,740)	(45,390)	(89,740)	(89,740)	(1,015,159)	(5,495,865)

Green River College
2021-2022 Self Support Budget
Student Affairs

Student Services										
1439	1802	1809	1813	1814	1832	1833	1860			Subtotal
BEOG Admin	Student Service Fee	Testing	Veterans Affairs	Graduation	Student Prg Activities	Career Assess	REC Center			Student Services
Expense										
	AA Exempt - Executive									
	AB Exempt - Administration									
8,140	AC Exempt - Prof'l/Technical	87,936								96,076
	AD Hourly/Stipend				34,241					34,241
	AE Faculty - Perm Full Time									
	AG Faculty - Temp Full Time									
	AH Faculty - Temp Part Time									
	AK Classified	200,730	40,244							240,974
	AM Student									
	AP Work Study									
	AS Sick Leave Buyout									
	AT Terminal Leave									
	AU Overtime									
3,275	B Benefits	127,697	21,185		4,588					156,745
\$ 11,415	\$ 416,363	\$ 61,429	\$ -	\$ -	\$ 38,829	\$ -	\$ -	\$ -	\$ -	\$ 528,036
Salary Subtotal										
85	C Personal Services	24,964	6,500	18,888	1,801	1,960	3,000			65,730
	E Goods & Services									
	G Travel									
	J Equipment/Cap Outlay	2,000	1,500							3,500
	K Hardware/Software									
	N Client Services	1		17,300						17,301
	P Debt Service									
\$ 11,500	\$ 424,895	\$ 88,394	\$ 8,000	\$ 36,188	\$ 40,630	\$ 1,960	\$ 3,000	\$ -	\$ -	\$ 614,567
Total Expenditures										
Revenue										
	T Transfers									
	S Interagency									
	0347 National Science Foundation									
(11,500)	0384 Department of Education		(8,000)							(19,500)
	0401 Treasury Invest									
	0402 Income from Property									
	0405 Fines & Forfeits									
	0420 Charges for Services									
	0424 Tuition & Fees									
	0430 Dedicated Student Fees			(36,188)						(296,542)
	0431 Misc Student Fees	(170,000)	(88,394)							(75,000)
	0450 Sales	(75,000)								
	0499 Other Revenue									
	0541 Contributions & Grants				(40,630)					(40,630)
	0542 Local Govt Contracts & Grants									
	0621 Fund Transfer - In									
	0622 Fund Transfer - Out									
	0782 Intra-Fund Transfer									
	0999 Opening Entries	(179,895)								(179,895)
\$ (11,500)	\$ (424,895)	\$ (88,394)	\$ (8,000)	\$ (36,188)	\$ (40,630)	\$ (1,960)	\$ (3,000)	\$ -	\$ -	\$ (614,567)
Total Revenue										

Green River College
2021-2022 Self Support Budget
Student Affairs

		Special Services Fee											
		1437	1438	1471	1472	1473	1475	1476	1479	1480			
		Special Services Fee	SPSVC Veterans	SPSVC Advising	SPSVC Financial Aid	SPSVC Registration	SPSVC Campus Life	SPSVC Handbook	SPSVC Career Services	SPSVC			
Expense													
	AA Exempt - Executive												
	AB Exempt - Administration												
	AC Exempt - Prof/Technical												
	AD Hourly/Stipend	34,595											
	AE Faculty - Perm Full Time												
	AG Faculty - Temp Full Time												
	AH Faculty - Temp Part Time												
	AK Classified												
	AM Student												
	AP Work Study												
	AS Sick Leave Buyout												
	AT Terminal Leave												
	AU Overtime												
	B Benefits	12,766											
	Salary Subtotal	\$ 47,361	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	C Personal Services												
	E Goods & Services		10,000	15,000	20,000	2,000	29,999	15,000	15,000			5,000	
	G Travel												
	J Equipment/Cap Outlay												
	K Hardware/Software												
	N Client Services						1						
	P Debt Service												
	Total Expenditures	\$ 47,361	\$ 10,000	\$ 15,000	\$ 20,000	\$ 2,000	\$ 30,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 5,000	
Revenue													
	T Transfers												
	S Interagency												
	0347 National Science Foundation												
	0384 Department of Education												
	0401 Treasury Invest												
	0402 Income from Property												
	0405 Fines & Forfeits												
	0420 Charges for Services												
	0424 Tuition & Fees												
	0430 Dedicated Student Fees	(140,000)											
	0431 Misc Student Fees												
	0450 Sales												
	0499 Other Revenue												
	0541 Contributions & Grants												
	0542 Local Govt Contracts & Grants												
	0621 Fund Transfer -In												
	0622 Fund Transfer - Out												
	0782 Intra-Fund Transfer	429,041	(10,000)	(15,000)	(20,000)	(2,000)	(30,000)	(15,000)	(15,000)		(5,000)		
	0999 Opening Entries	(336,402)											
	Total Revenue	\$ (47,361)	\$ (10,000)	\$ (15,000)	\$ (20,000)	\$ (2,000)	\$ (30,000)	\$ (15,000)	\$ (15,000)	\$ (15,000)	\$ (15,000)	\$ (5,000)	

Green River College

2021-2022 Self Support Budget

Student Affairs

Special Services Fee												
	1483	1484	1485	1486	1487	1488	1489	1491	1492			
	SPSVC	SPSVC	SPSVC	SPSVC	SPSVC	SPSVC	SPSVC	SPSVC	SPSVC	Admin/Enroll	TRIO	
Expense	Assessment	Athletics	Orientation	Outreach	Stud Affairs	Multi/Diversity	Disability Serv					
AA Exempt - Executive												
AB Exempt - Administration												
AC Exempt - Prof/Technical												
AD Hourly/Stipend												
AE Faculty - Perm Full Time												
AG Faculty - Temp Full Time												
AH Faculty - Temp Part Time												
AK Classified		8,569										
AM Student												
AP Work Study												
AS Sick Leave Buyout												
AT Terminal Leave												
AU Overtime		4,972										
B Benefits												
Salary Subtotal	\$ -	\$ 13,541	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
C Personal Services												
E Goods & Services	20,000		10,000	49,999	48,000	6,999	8,999	10,000				10,000
G Travel												
J Equipment/Cap Outlay												
K Hardware/Software												
N Client Services				1		1				1		
P Debt Service												
Total Expenditures	\$ 20,000	\$ 13,541	\$ 10,000	\$ 50,000	\$ 48,000	\$ 7,000	\$ 9,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Revenue												
T Transfers												
S Interagency												
0347 National Science Foundation												
0384 Department of Education												
0401 Treasury Invest												
0402 Income from Property												
0405 Fines & Forfeits												
0420 Charges for Services												
0424 Tuition & Fees												
0430 Dedicated Student Fees												
0431 Misc Student Fees												
0450 Sales												
0499 Other Revenue												
0541 Contributions & Grants												
0542 Local Govt Contracts & Grants												
0621 Fund Transfer -In												
0622 Fund Transfer - Out												
0782 Intra-Fund Transfer	(20,000)	(13,541)	(10,000)	(50,000)	(48,000)	(7,000)	(9,000)	(10,000)				(10,000)
0999 Opening Entries												
Total Revenue	\$ (20,000)	\$ (13,541)	\$ (10,000)	\$ (50,000)	\$ (48,000)	\$ (7,000)	\$ (9,000)	\$ (10,000)	\$ (10,000)	\$ (10,000)	\$ (10,000)	\$ (10,000)

Green River College

2021-2022 Self Support Budget

Student Affairs

	Special Services Fee							Subtotal	Total Student Affairs Function
	1493	1494	1495	1496	1497	1498	Subtotal		
	SPSVC	SPSVC	SPSVC	SPSVC	SPSVC	SPSVC	SPSVC	Special Service Fee	
	Lead Train	Success/Retent	Enroll/Complete						
Expense									
AA Exempt - Executive								\$	-
AB Exempt - Administration								\$	-
AC Exempt - Prof/Technical								\$	130,671
AD Hourly/Stipend								\$	34,241
AE Faculty - Perm Full Time								\$	-
AG Faculty - Temp Full Time								\$	-
AH Faculty - Temp Part Time								\$	-
AK Classified								\$	249,543
AM Student								\$	-
AP Work Study								\$	-
AS Sick Leave Buyout								\$	-
AT Terminal Leave								\$	-
AU Overtime								\$	-
B Benefits								\$	174,483
Salary Subtotal								\$	588,938
C Personal Services			1					\$	1
E Goods & Services	6,000	6,999	10,000	32,499	74,000	10,000		\$	481,224
G Travel								\$	-
J Equipment/Cap Outlay								\$	3,500
K Hardware/Software								\$	-
N Client Services		1						\$	-
P Debt Service								\$	17,306
Total Expenditures	\$ 6,000	\$ 7,000	\$ 10,000	\$ 32,500	\$ 74,000	\$ 10,000	\$ 10,000	\$	1,090,969
Revenue									
T Transfers								\$	-
S Interagency								\$	-
0347 National Science Foundation								\$	-
0384 Department of Education								\$	(19,500)
0401 Treasury Invest								\$	-
0402 Income From Property								\$	-
0405 Fines & Forfeits								\$	-
0420 Charges for Services								\$	(3,000)
0424 Tuition & Fees								\$	-
0430 Dedicated Student Fees								\$	(436,542)
0431 Misc Student Fees								\$	(75,000)
0450 Sales								\$	-
0499 Other Revenue								\$	-
0541 Contributions & Grants								\$	-
0542 Local Govt Contracts & Grants								\$	(40,630)
0621 Fund Transfer - In								\$	-
0622 Fund Transfer - Out								\$	-
0782 Intra-Fund Transfer	(6,000)	(7,000)	(10,000)	(32,500)	(74,000)	(10,000)	(10,000)	\$	-
0999 Opening Entries								\$	(516,297)
Total Revenue	\$ (6,000)	\$ (7,000)	\$ (10,000)	\$ (32,500)	\$ (74,000)	\$ (10,000)	\$ (10,000)	\$	(1,090,969)

Green River College
2021-2022 Self Support Budget
Administration

	Administration Support			Human Resources		Total Administration Function
	1295 Interest	1296 Banking Activities	Subtotal Administration Support	1A12 Classified Staff Develop	Subtotal Human Resources	
Expense						
AA Exempt - Executive			\$ -		\$ -	\$ -
AB Exempt - Administration			\$ -		\$ -	\$ -
AC Exempt - Prof/Technical			\$ -		\$ -	\$ -
AD Hourly/Stipend			\$ -		\$ -	\$ -
AE Faculty - Perm Full Time			\$ -		\$ -	\$ -
AG Faculty - Temp Full Time			\$ -		\$ -	\$ -
AH Faculty - Temp Part Time			\$ -		\$ -	\$ -
AK Classified			\$ -		\$ -	\$ -
AM Student			\$ -		\$ -	\$ -
AP Work Study			\$ -		\$ -	\$ -
AS Sick Leave Buyout			\$ -		\$ -	\$ -
AT Terminal Leave			\$ -		\$ -	\$ -
AU Overtime			\$ -		\$ -	\$ -
B Benefits			\$ -		\$ -	\$ -
Salary Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
C Personal Services			\$ -		\$ -	\$ -
E Goods & Services		715,127	715,127	6,500	6,500	721,627
G Travel			\$ -		\$ -	\$ -
J Equipment/Cap Outlay			\$ -		\$ -	\$ -
K Hardware/Software			\$ -		\$ -	\$ -
N Client Services			\$ -		\$ -	\$ -
P Debt Service			\$ -		\$ -	\$ -
Total Expenditures	\$ -	\$ 715,127	\$ 715,127	\$ 6,500	\$ 6,500	\$ 721,627
Revenue						
T Transfers	515,475	(525,127)	(9,652)		\$ -	(9,652)
S Interagency			\$ -		\$ -	\$ -
0347 National Science Foundation			\$ -		\$ -	\$ -
0384 Department of Education			\$ -		\$ -	\$ -
0401 Treasury Invest	(515,475)	(135,000)	(650,475)		\$ -	(650,475)
0402 Income from Property			\$ -		\$ -	\$ -
0405 Fines & Forfeits			\$ -		\$ -	\$ -
0420 Charges for Services			\$ -		\$ -	\$ -
0424 Tuition & Fees			\$ -		\$ -	\$ -
0430 Dedicated Student Fees			\$ -	(6,500)	(6,500)	(6,500)
0431 Misc Student Fees			\$ -		\$ -	\$ -
0450 Sales			\$ -		\$ -	\$ -
0499 Other Revenue		(55,000)	(55,000)		\$ -	(55,000)
0541 Contributions & Grants			\$ -		\$ -	\$ -
0542 Local Govt Contracts & Grants			\$ -		\$ -	\$ -
0621 Fund Transfer - In			\$ -		\$ -	\$ -
0622 Fund Transfer - Out			\$ -		\$ -	\$ -
0782 Intra-Fund Transfer			\$ -		\$ -	\$ -
0999 Opening Entries			\$ -		\$ -	\$ -
Total Revenue	\$ -	\$ (715,127)	\$ (715,127)	\$ (6,500)	\$ (6,500)	\$ (721,627)

Green River College
2021-2022 Self Support Budget
Executive

	Development & Foundation			Total Executive Function
	FDTN Foundation Support	1A61 Foundation Awards	Subtotal Resource Dev Foundation	
Expense				
AA Exempt - Executive			\$ -	\$ -
AB Exempt - Administration			\$ -	\$ -
AC Exempt - Prof'l/Technical			\$ -	\$ -
AD Hourly/Stipend		10,000	\$ 10,000	\$ 10,000
AE Faculty - Perm Full Time			\$ -	\$ -
AG Faculty - Temp Full Time			\$ -	\$ -
AH Faculty - Temp Part Time			\$ -	\$ -
AK Classified			\$ -	\$ -
AM Student			\$ -	\$ -
AP Work Study			\$ -	\$ -
AS Sick Leave Buyout			\$ -	\$ -
AT Terminal Leave			\$ -	\$ -
AU Overtime			\$ -	\$ -
B Benefits		1,000	\$ 1,000	\$ 1,000
Salary Subtotal	\$ -	\$ 11,000	\$ 11,000	\$ 11,000
C Personal Services			\$ -	\$ -
E Goods & Services			\$ -	\$ -
G Travel			\$ -	\$ -
J Equipment/Cap Outlay			\$ -	\$ -
K Hardware/Software			\$ -	\$ -
N Client Services			\$ -	\$ -
P Debt Service			\$ -	\$ -
Total Expenditures	\$ -	\$ 11,000	\$ 11,000	\$ 11,000
Revenue				
T Transfers	146,842		\$ 146,842	\$ 146,842
S Interagency			\$ -	\$ -
0347 National Science Foundation			\$ -	\$ -
0384 Department of Education			\$ -	\$ -
0401 Treasury Invest			\$ -	\$ -
0402 Income from Property			\$ -	\$ -
0405 Fines & Forfeits			\$ -	\$ -
0420 Charges for Services			\$ -	\$ -
0424 Tuition & Fees			\$ -	\$ -
0430 Dedicated Student Fees			\$ -	\$ -
0431 Misc Student Fees			\$ -	\$ -
0450 Sales			\$ -	\$ -
0499 Other Revenue			\$ -	\$ -
0541 Contributions & Grants		(11,000)	\$ (11,000)	\$ (11,000)
0542 Local Govt Contracts & Grants			\$ -	\$ -
0621 Fund Transfer - In			\$ -	\$ -
0622 Fund Transfer - Out			\$ -	\$ -
0782 Intra-Fund Transfer			\$ -	\$ -
0999 Opening Entries			\$ -	\$ -
Total Revenue	\$ -	\$ (11,000)	\$ (11,000)	\$ (11,000)

Green River College

Grants & Contract Budget 2021-2022

- **College Contributors**
 - International Programs
 - Running Start
 - Open Doors (IGrad)
- **Grants & Contracts**
 - Department of Education
 - Department of State
 - State of Washington
 - National Science Foundation
 - Misc
- **Department Grants**
 - Overhead
 - CE Grants
 - CARES Funding
 - Foundation

Green River College
2021-2022 Grants and Contracts
Summary

	International Programs	Running Start	Open Doors (IGrad)	Dept of Education	Dept of State	State of Washington	National Sci Foundation	Other Proposed	Misc Grants	Total Grants & Contracts
Expense										
AA Exempt - Executive	138,825	-	-	-	-	-	-	-	-	138,825
AB Exempt - Administration	52,014	-	-	-	-	16,077	-	-	-	68,091
AC Exempt - Prof'l/Technical	1,385,176	407,347	317,796	259,709	-	370,867	-	386,299	-	3,127,194
AD Hourly/Stipend	241,330	28,266	2,000	38,381	50,000	217,302	122,632	10,190	19,209	729,310
AE Faculty - Perm Full Time	310,668	-	-	-	-	-	-	-	-	310,668
AG Faculty - Temp Full Time	-	-	-	-	-	-	-	-	-	-
AH Faculty - Temp Part Time	-	-	-	32,272	50,000	28,700	-	-	-	110,972
AK Classified	618,846	113,192	118,892	29,025	-	313,992	-	2,471	26,935	1,223,353
AM Student	155,688	-	-	-	-	-	-	-	-	155,688
AP Work Study	-	-	-	-	-	-	-	-	-	-
AS Sick Leave Buyout	-	-	-	-	-	-	-	-	-	-
AT Terminal Leave	-	-	-	-	-	-	-	-	-	-
AU Overtime	-	-	-	-	-	-	-	-	-	-
B Benefits	1,016,629	220,337	180,011	127,736	22,000	343,553	19,659	149,524	20,526	2,099,975
Salary Subtotal	\$ 3,919,176	\$ 769,142	\$ 618,699	\$ 487,123	\$ 122,000	\$ 1,290,491	\$ 142,291	\$ 548,484	\$ 66,670	\$ 7,964,076
C Personal Services	697,719	-	-	-	-	35,501	7,409	8,000	-	748,629
E Goods & Services	391,892	202,797	93,011	59,805	-	229,781	37,856	108,482	10,169,625	11,293,249
G Travel	107,640	3,500	2,500	8,615	-	35,234	9,742	27,999	-	195,230
J Equipment/Cap Outlay	1	3,043	2,001	2	-	12,498	-	3,975	-	21,520
K Hardware/Software	-	-	-	-	-	-	-	-	-	-
N Client Services	46,955	-	23,000	80,676	110,000	401,148	285,373	88,900	-	1,036,052
P Debt Service	1,566,537	-	-	-	-	-	-	-	-	1,566,537
Total Expenditures	\$ 6,729,920	\$ 978,482	\$ 739,211	\$ 636,221	\$ 232,000	\$ 2,004,653	\$ 482,671	\$ 785,840	\$ 10,236,295	\$ 22,825,293
Revenue										
T Transfers	4,340,000	10,593,730	464,809	52,139	-	666,910	31,677	5,954	(144,415)	16,010,804
S Interagency	-	-	-	-	-	(2,671,563)	(28,891)	(417,193)	-	(3,117,647)
0319 Department of State	-	-	-	-	-	-	-	-	-	-
0347 National Science Foundation	-	-	-	-	-	-	(485,457)	-	-	(485,457)
0366 Enviro Protection Agency	-	-	-	-	-	-	-	-	-	-
0384 Department of Education	-	-	-	(688,360)	-	-	-	-	(13,180,826)	(13,869,186)
0401 Treasury Invest	-	-	-	-	-	-	-	-	-	-
0402 Income from Property	-	-	-	-	-	-	-	-	-	-
0405 Fines & Forfeits	-	-	-	-	-	-	-	-	-	-
0420 Charges for Services	-	-	-	-	-	-	-	-	-	-
0424 Tuition & Fees	-	-	-	-	-	-	-	-	-	-
0430 Dedicated Student Fees	(8,333,500)	-	-	-	-	-	-	-	(6,000)	(8,339,500)
0450 Sales	-	-	-	-	-	-	-	-	-	-
0499 Other Revenue	-	-	-	-	-	-	-	-	-	-
0541 Contributions & Grants	-	-	-	-	(232,000)	-	-	(80,296)	(94,996)	(407,292)
0542 Local Govt Contracts & Grants	-	(15,453,221)	(1,208,511)	-	-	-	-	(291,971)	-	(16,953,703)
0621 Fund Transfer -In	(1,828,669)	-	-	-	-	-	-	-	-	(1,828,669)
0622 Fund Transfer - Out	2,905,057	2,356,131	-	-	-	-	-	-	-	5,261,188
0782 Intra-Fund Transfer	-	-	-	-	-	-	-	-	-	-
0999 Opening Entries	(3,812,808)	-	-	-	-	-	-	(2,334)	-	(3,815,142)
Total Revenue	\$ (6,729,920)	\$ (2,503,360)	\$ (743,702)	\$ (636,221)	\$ (232,000)	\$ (2,004,653)	\$ (482,671)	\$ (785,840)	\$ (13,426,237)	\$ (27,544,604)

Green River College
2021-2022 College Contributors

International Programs												
	2B01	2B02	2B03	2B04	2B05	2B06	2B07	2B08	2B09	2B10		
International Revenue	Marketing	Web Programming	Marketing Development	Marketing A	Marketing B	Marketing C	Marketing D	Marketing E	Marketing F	Marketing G		
AA Exempt - Executive					34,706							
AB Exempt - Administration												
AC Exempt - Prof'l/Technical		60,900		61,695		89,001		89,001	15,225			53,918
AD Hourly/Stipend		12,000		4,000		2,000						
AE Faculty - Perm Full Time												
AG Faculty - Temp Full Time												
AH Faculty - Temp Part Time												
AK Classified												
AM Student				2,000	2,000	2,000	3,000	2,000				
AP Work Study												
AS Sick Leave Buyout												
AT Terminal Leave												
AU Overtime												
B Benefits		25,111		24,524	10,041	30,207	599	29,157	5,799			19,455
Salary Subtotal		\$ 98,011		\$ 92,219	\$ 46,747	\$ 123,208	\$ 3,599	\$ 120,158	\$ 21,024	\$ 73,373		
C Personal Services	169,001	28,057	105,000	5,000		38,300	65,000	50,366	8,000	999		
E Goods & Services	6,000	13,790	11,998	7,998	5,999	35,547	19,001	24,332	2	13,500		
G Travel	2		2	5,001	5,001	5,003	37,600	5,002	5,000	5,001		
J Equipment/Cap Outlay												
K Hardware/Software												
N Client Services	1			1								
P Debt Service	1,041,113											
Total Expenditures	\$ 1,041,114	\$ 175,003	\$ 117,000	\$ 110,219	\$ 57,747	\$ 202,058	\$ 125,200	\$ 199,858	\$ 34,026	\$ 92,873		
Revenue												
T Transfers	4,330,000											
S Interagency												
0319 Department of State												
0347 National Science Foundation												
0366 Enviro Protection Agency												
0384 Department of Education												
0401 Treasury Invest												
0402 Income from Property												
0405 Fines & Forfeits												
0420 Charges for Services												
0424 Tuition & Fees												
0430 Dedicated Student Fees	(8,333,500)											
0450 Sales												
0499 Other Revenue												
0541 Contributions & Grants												
0542 Local Govt Contracts & Grants												
0621 Fund Transfer - In	(1,828,669)											
0622 Fund Transfer - Out	2,905,057											
0782 Intra-Fund Transfer	525,424											
0999 Opening Entries	(3,812,808)											
Total Revenue	\$ (6,214,496)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Green River College
2021-2022 College Contributors

International Programs												
	2B11	2B12	2B15	2B21	2B22	2B23	2B25	2B26	2B27	2B31		
	Marketing	Marketing	Marketing	Program	Program	Program	Dev &	Program	Safety	Student		
	H	I	Publication	Administrator	Support	Enhancement	Initiative	IT/DB Fctn	Initiatives	Services		
Expense												
AA Exempt - Executive				104,119								
AB Exempt - Administration												
AC Exempt - Prof/I/Technical	71,855	12,558		156,546			36,528	157,417		17,973		
AD Hourly/Stipend										67,776		
AE Faculty - Perm Full Time												
AG Faculty - Temp Full Time												
AH Faculty - Temp Part Time												
AK Classified							4,000	54,000		325,925		
AM Student									20,000	30,624		
AP Work Study												
AS Sick Leave Buyout												
AT Terminal Leave												
AU Overtime												
B Benefits	25,934	4,846		86,249			19,439	83,300	1,530	148,882		
Salary Subtotal	\$ 97,789	\$ 17,404	\$ -	\$ 346,914	\$ -	\$ -	\$ 59,967	\$ 294,717	\$ 21,530	\$ 591,180		
C Personal Services	7,997	2,499	499		200,000		17,000	1				
E Goods & Services	11,001	1	8,001	50,300	10,498	87,117	4,300	15,999	24,200			
G Travel	5,002	5,000			1	23,000	5,000					
J Equipment/Cap Outlay												
K Hardware/Software												
N Client Services												
P Debt Service												
Total Expenditures	\$ 121,789	\$ 24,904	\$ 8,500	\$ 397,214	\$ 210,499	\$ 110,119	\$ 86,267	\$ 310,717	\$ 45,730	\$ 591,180		
Revenue												
T Transfers												
S Interagency												
0319 Department of State												
0347 National Science Foundation												
0366 Enviro Protection Agency												
0384 Department of Education												
0401 Treasury Invest												
0402 Income from Property												
0405 Fines & Forfeits												
0420 Charges for Services												
0424 Tuition & Fees												
0430 Dedicated Student Fees												
0450 Sales												
0499 Other Revenue												
0541 Contributions & Grants												
0542 Local Govt Contracts & Grants												
0621 Fund Transfer - In												
0622 Fund Transfer - Out												
0782 Intra-Fund Transfer												
0999 Opening Entries												
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Green River College
2021-2022 College Contributors

International Programs												
	2B33	2B34	2B35	2B36	2B37	2B38	2B40	2B41	2B42	2B43	2B61	2B62
	Housing	Activities	Orientation	Core	Recreation	International Emphasis	Student Success Counseling	Foundation for Success	High School Plus	Int'l Prep Programs	Instruction	Instructional Support
Expense												
AA Exempt - Executive												
AB Exempt - Administration												52,014
AC Exempt - Prof'l/Technical	146,074	78,292					273,852			19,860		44,481
AD Hourly/Stipend	15,000	34,000	2,500			2,000	27,054			55,000	310,668	
AE Faculty - Perm Full Time												
AG Faculty - Temp Full Time												
AH Faculty - Temp Part Time												
AK Classified	94,500	8,036				8,000		38,624	52,985			31,276
AM Student	1,680	45,000					6,666	28,718				
AP Work Study												
AS Sick Leave Buyout												
AT Terminal Leave												
AU Overtime												
B Benefits	93,132	42,631	670			540	101,894	24,937	23,959	15,420	110,857	78,791
Salary Subtotal	\$ 350,386	\$ 207,959	\$ 3,170	\$ -	\$ -	\$ 10,540	\$ 409,466	\$ 92,279	\$ 76,944	\$ 90,280	\$ 421,525	\$ 206,562
C Personal Services												
E Goods & Services	16,081	11,500	275	200	3,000		5,150	1,800	200	600	2,501	1,001
G Travel	101	424	50	300	300		500	350				
J Equipment/Cap Outlay												
K Hardware/Software												
N Client Services	2	9,500	14,500	16,750	2,500		1,250	2,250		200		
P Debt Service												
Total Expenditures	\$ 366,570	\$ 229,383	\$ 17,995	\$ 17,250	\$ 5,800	\$ 10,540	\$ 416,366	\$ 96,679	\$ 77,144	\$ 91,080	\$ 424,026	\$ 207,563
Revenue												
T Transfers												
S Interagency		10,000										
0319 Department of State												
0347 National Science Foundation												
0366 Enviro Protection Agency												
0384 Department of Education												
0401 Treasury Invest												
0402 Income from Property												
0405 Fines & Forfeits												
0420 Charges for Services												
0424 Tuition & Fees												
0430 Dedicated Student Fees												
0450 Sales												
0499 Other Revenue												
0541 Contributions & Grants												
0542 Local Govt Contracts & Grants												
0621 Fund Transfer -In												
0622 Fund Transfer - Out												
0782 Intra-Fund Transfer												
0999 Opening Entries												
Total Revenue	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Green River College
2021-2022 College Contributors

	International Programs			Running Start		Open Doors (Igrad)		Total College Contributors
	2869 Study Tour Programs	4801 COP Payment	Subtotal International Programs	2850 Running Start	Subtotal Running Start	2851 Open Doors	Subtotal Open Doors	
Expense								
AA Exempt - Executive			\$ 138,825	\$ -	\$ -		\$ -	\$ 138,825
AB Exempt - Administration			\$ 52,014	\$ -	\$ -		\$ -	\$ 52,014
AC Exempt - Prof/Technical			\$ 1,385,176	\$ 407,347	\$ 407,347	\$ 317,796	\$ 317,796	\$ 2,110,319
AD Hourly/Stipend	20,000		\$ 241,330	\$ 28,266	\$ 28,266	\$ 2,000	\$ 2,000	\$ 271,596
AE Faculty - Perm Full Time			\$ 310,668					\$ 310,668
AG Faculty - Temp Full Time			\$ -					\$ -
AH Faculty - Temp Part Time			\$ -					\$ -
AK Classified	13,500		\$ 618,846	\$ 113,192	\$ 113,192	\$ 118,892	\$ 118,892	\$ 850,930
AM Student			\$ 155,688					\$ 155,688
AP Work Study			\$ -					\$ -
AS Sick Leave Buyout			\$ -					\$ -
AT Terminal Leave			\$ -					\$ -
AU Overtime			\$ -					\$ -
B Benefits	8,725		\$ 1,016,629	\$ 220,337	\$ 220,337	\$ 180,011	\$ 180,011	\$ 1,416,977
Salary Subtotal	\$ 42,225	\$ -	\$ 3,919,176	\$ 769,142	\$ 769,142	\$ 618,699	\$ 618,699	\$ 5,307,017
C Personal Services			\$ 697,719	\$ -	\$ -	\$ -	\$ -	\$ 697,719
E Goods & Services			\$ 391,892	\$ 202,797	\$ 202,797	\$ 93,011	\$ 93,011	\$ 687,700
G Travel			\$ 107,640	\$ 3,500	\$ 3,500	\$ 2,500	\$ 2,500	\$ 113,640
J Equipment/Cap Outlay			\$ 1	\$ 3,043	\$ 3,043	\$ 2,001	\$ 2,001	\$ 5,045
K Hardware/Software			\$ -					\$ -
N Client Services			\$ 46,955			\$ 23,000	\$ 23,000	\$ 69,955
P Debt Service		\$ 525,424	\$ 1,566,537					\$ 1,566,537
Total Expenditures	\$ 42,225	\$ 525,424	\$ 6,729,920	\$ 978,482	\$ 978,482	\$ 739,211	\$ 739,211	\$ 8,447,613
Revenue								
T Transfers			\$ 4,340,000	\$ 10,593,730	\$ 10,593,730	\$ 464,809	\$ 464,809	\$ 15,398,539
S Interagency			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0319 Department of State			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0347 National Science Foundation			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0366 Enviro Protection Agency			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0384 Department of Education			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0401 Treasury Invest			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0402 Income from Property			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0405 Fines & Forfeits			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0420 Charges for Services			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0424 Tuition & Fees			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0430 Dedicated Student Fees			\$ (8,333,500)	\$ -	\$ -	\$ -	\$ -	\$ (8,333,500)
0450 Sales			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0499 Other Revenue			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0541 Contributions & Grants			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0542 Local Govt Contracts & Grants			\$ -	\$ (15,453,221)	\$ (15,453,221)	\$ (1,208,511)	\$ (1,208,511)	\$ (16,661,732)
0621 Fund Transfer -In			\$ (1,828,669)	\$ -	\$ -	\$ -	\$ -	\$ (1,828,669)
0622 Fund Transfer - Out			\$ 2,905,057	\$ 2,356,131	\$ 2,356,131	\$ -	\$ -	\$ 5,261,188
0782 Intra-Fund Transfer		\$ (525,424)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0999 Opening Entries			\$ (3,812,808)	\$ -	\$ -	\$ -	\$ -	\$ (3,812,808)
Total Revenue	\$ -	\$ (525,424)	\$ (6,729,920)	\$ (2,503,360)	\$ (2,503,360)	\$ (743,702)	\$ (743,702)	\$ (9,976,982)

Green River College
2021-2022 Grant Summary

	2020-2021 Budget	Increase (Decrease)	2021-2022 New Funds	Previous Yr Carryover	2021-2022 Budget
DEPARTMENT OF EDUCATION					
TRIO -- help disadvantaged students prepare for postsecondary education (Sep-Aug) (2*65)	290,002	58,000	348,002	-	348,002
TRIO-STEM (2P70)	218,240	43,648	261,888	-	261,888
DOE CCAMPIIS Program (2M15)	-	78,470	78,470	-	78,470
CPRTW -- Career Pathway to Realtime Writing (Oct-Sep) (2H70)	277,491	(277,491)	-	-	-
USIFL - Undergraduate International Studies & Foreign Language Project (Oct-Sep) (2K06)	40,000	(40,000)	-	-	-
Department of Justice					
Office on Violence Against Women (EdCC fiscal agent) (2M29)	89,835	-	89,835	-	89,835
DEPARTMENT OF STATE (through University of Kansas)					
SUSI Institute on Women's Leadership (2C28/2X75)	235,000	(12,548)	222,452	-	222,452
STATE OF WASHINGTON					
Dept. of Social & Health Services/SBCTC (110-BFET) -- Basic Food Employment & Training Program (Oct - Sep) (2*90)	240,840	(3,592)	237,248	-	237,248
SBCTC: Perkins (110-PRK) -- improve professional and technical programs for special population students (2M10)	321,620	16,046	337,666	-	337,666
SBCTC: Perkins Special Projects (110-PSP) -- support Leadership Training activities approved by WEC exec committee (2M12)	20,000	-	35,500	-	35,500
SBCTC: BEDA (110-BEDA) -- provide instruction and support for Basic Ed ABE/GED/ESL students (2M32)	287,159	9,142	296,301	-	296,301
SBCTC: IE/Civics (110-IELC) -- provide instruction and support for Integrated English Literacy and Civics Education std (2M30)	70,519	1,979	72,498	-	72,498
SBCTC: WorkFirst (110-WFDA) -- increase support/improve access for Workfirst participants (2M93-2M99)	750,972	18,020	768,992	-	768,992
SBCTC: Job Skills Program (110-JSP) -- provide customized, short-term and job-specific training & education (2K24)	900,000	(500,000)	400,000	-	400,000
SBCTC: BEDA Leadership Block (110-BLB) -- increase system capacity for program improve and required training in ABE (2M36/2M37)	4,588	-	4,588	-	4,588
SBCTC: Early Achievers Opportunity Grant (110-EAG) -- supports Dept. of Early Learning's goal of ensuring the success of Washington's youngest learners through profess dev of early child care providers and educators. (2M38/2M39)	199,200	(33,200)	166,000	-	166,000
SBCTC: ABAWD Navigation Design Funds (110-ABAWD) -- to implement a cohort of ABAWD Navigators located at each college. (2P14)	75,000	(75,000)	-	-	-
NATIONAL SCIENCE FOUNDATION					
Washington Forestry Training Initiative (2K05)	250,000	(50,000)	200,000	-	200,000
Practicing Radical Innovation in Manufacturing Education (2M28)	373,322	(233,322)	140,000	-	140,000
AppConnect NW (LWTC fiscal agent) (2L40)	7,395	(7,395)	-	-	-
Pre-Alliance Planning: Puget Sound Alliance (Seattle Colleges fiscal agent) (2M41)	6,500	(6,500)	-	-	-
Advanced Technological Education - Leveraging data to improve technical ed programs (UW fiscal agent) (2N18)	28,891	-	28,891	-	28,891
North Seattle sub award: LSAMP Puget Sound Alliance (2P41)	86,078	59,379	145,457	-	145,457
UNITED STATES DEPARTMENT OF AGRICULTURE					
NIFA grant titled Washington Forest Training Initiative (WFTI) (Grays Harbor fiscal agent) (2K04)	150,000	(150,000)	-	-	-
Experiential Learning to Accelerate Technical Education (ELATE) (2M42)	48,419	75,796	124,215	-	124,215
Rural Business Development Grant #2 (RBDG) (2xxx)	733	(733)	-	-	-
WASHINGTON STATE UNIVERSITY					
Jan - Dec: Small Business Assistance Center (3K33)	170,721	-	170,721	-	170,721

Green River College
2021-2022 Grant Summary

	2020-2021 Budget	Increase (Decrease)	2021-2022 New Funds	Previous Yr Carryover	2021-2022 Budget
CITY OF AUBURN					
Jan - Dec: Economic Development (3K36)	20,000	-	20,000		20,000
CITY OF COVINGTON					
Jan - Dec: Small Business Assistance Center (3K36)	10,000	-	10,000		10,000
CITY OF ENUMCLAW					
Jan - Dec: Small Business Assistance Center (3K36)	5,000	-	5,000		5,000
CITY OF KENT					
Jan - Dec: Small Business Assistance Center (3K34)	32,000	-	32,000		32,000
CITY OF MAPLE VALLEY					
Jan - Dec: Small Business Assistance Center (3K36)	10,000	1,250	11,250		11,250
PORT OF SEATTLE PTAC					
Jan - Dec: Small Business Assistance Center (3K42)	15,000	-	15,000		15,000
THURSTON ECONOMIC DEVELOPMENT COUNCIL					
Apr - Mar: Procurement Technical Assistance Program (3K38)	195,726	7,417	203,143		203,143
Total Grants & Contracts	\$ 5,430,251	\$ (1,020,634)	\$ 4,425,117	\$ -	\$ 4,425,117

Green River College
2021-2022 Grants and Contracts

	Department of Education						Department of State						State of Washington					
	2P70 TRIO STEM	2N15 DOE - CCAMPIS Program	2P65 TRIO	Subtotal Department of Education	2C28 SUSI Leadership	Subtotal Dept of State	2190 SBCYC DHS BFET	2Q10 SBCYC Perkins	2Q12 SBCYC Perk Spc Prj	2Q30 SBCYC IEL/Civics	2Q32 SBCYC Basic Ed	2Q36 SBCYC - BEDA Ldship Block	2Q38 SBCYC Early Achievers	2Q81 DOH Prof Growth Prj	2Q83 DOH BAT Cert Prj			
Expense																		
AA Exempt - Executive				\$ -		\$ -								16,077				
AB Exempt - Administration				\$ -		\$ -								39,405				
AC Exempt - Prof/Technical	113,031		146,678	\$ 259,709		\$ -	58,841	29,654	37,311	37,014				39,405				
AD Hourly/Stpend	12,500		25,881	\$ 38,381	50,000	\$ 50,000	34,798	34,798	83,278	83,278	1,575	30,180		1,000	1,000			
AE Faculty - Perm Full Time				\$ -		\$ -												
AG Faculty - Temp Full Time				\$ -		\$ -												
AH Faculty - Temp Part Time	32,272			\$ 32,272	50,000	\$ 50,000	25,116	61,441	28,700	43,399				69,613	36,729			
AK Classified				\$ 29,025		\$ -												
AM Student				\$ -		\$ -												
AP Work Study				\$ -		\$ -												
AS Sick Leave Buyout				\$ -		\$ -												
AT Terminal Leave				\$ -		\$ -												
AU Overtime				\$ -		\$ -												
B Benefits	54,250		73,486	\$ 127,736	22,000	\$ 22,000	35,844	48,358	141,126	59,629	551	106,000		49,693	32,240			
Salary Subtotal	\$ 212,053	\$ -	\$ 275,070	\$ 487,123	\$ 122,000	\$ 122,000	\$ 119,801	\$ 174,251	\$ 51,437	\$ 252,020	\$ 2,126	\$ 40,780	\$ 175,788	\$ 109,374				
C Personal Services				\$ -		\$ -		1	35,500									
E Goods & Services	29,077	294	30,434	\$ 59,805		\$ -		131,084	18,570	32,720		1	12,541	3,075				
G Travel	5,062		3,553	\$ 8,615		\$ -		14,000	1,500	2,462		20	8,639	5,613				
J Equipment/Cap Outlay	1		1	\$ 2		\$ -		8,998					3,200	300				
K Hardware/Software				\$ -		\$ -												
N Client Services		78,176	2,500	\$ 80,676	110,000	\$ 110,000	67,447					125,199	800	1,427				
P Debt Service				\$ -		\$ -												
Total Expenditures	\$ 246,193	\$ 78,470	\$ 311,558	\$ 636,221	\$ 232,000	\$ 232,000	\$ 187,248	\$ 328,334	\$ 35,500	\$ 70,007	\$ 286,240	\$ 4,588	\$ 166,000	\$ 200,968	\$ 119,789			
Revenue																		
T Transfers	15,695		36,444	\$ 52,139		\$ -	50,000	9,332	2,491	10,061			20,097	11,916				
S Interagency				\$ -		\$ -	(237,248)	(337,666)	(72,498)	(296,301)	(4,588)	(166,000)	(21,065)	(131,705)				
0319 Department of State				\$ -		\$ -												
0347 National Science Foundation				\$ -		\$ -												
0366 Enviro Protection Agency				\$ -		\$ -												
0384 Department of Education	(261,888)	(78,470)	(348,002)	\$ (688,360)		\$ -												
0401 Treasury Invest				\$ -		\$ -												
0402 Income from Property				\$ -		\$ -												
0405 Fines & Forfeits				\$ -		\$ -												
0420 Charges for Services				\$ -		\$ -												
0424 Tuition & Fees				\$ -		\$ -												
0430 Dedicated Student Fees				\$ -		\$ -												
0450 Sales				\$ -		\$ -												
0499 Other Revenue				\$ -		\$ -												
0541 Contributions & Grants				\$ -	(232,000)	\$ (232,000)												
0542 Local Govt Contracts & Grants				\$ -		\$ -												
0621 Fund Transfer - In				\$ -		\$ -												
0622 Fund Transfer - Out				\$ -		\$ -												
0782 Intra-Fund Transfer				\$ -		\$ -												
0999 Opening Entries				\$ -		\$ -												
Total Revenue	\$ (246,193)	\$ (78,470)	\$ (311,558)	\$ (636,221)	\$ (232,000)	\$ (232,000)	\$ (187,248)	\$ (328,334)	\$ (70,007)	\$ (286,240)	\$ (4,588)	\$ (166,000)	\$ (200,968)	\$ (119,789)				

Green River College
2021-2022 Grants and Contracts

State of Washington											Subtotal
Expense	2Q93	2Q94	2Q95	2Q97	2Q98	2Q99	2K24	Workfirst Job Skills	Workfirst Life Skills	Workfirst Job Skills	State of Washington
	Workfirst Administration	Workfirst Financial Aid	Workfirst Internal Control	Workfirst Basic Skills	Workfirst WBL/WS	Workfirst Life Skills	Workfirst Job Skills				
AA Exempt - Executive											\$ -
AB Exempt - Administration											\$ 16,077
AC Exempt - Prof/Technical	40,274	68,205	20,758								\$ 370,867
AD Hourly/Stipend	17,264	6,427	1,680	40,100							\$ 217,302
AE Faculty - Perm Full Time											\$ -
AG Faculty - Temp Full Time											\$ -
AH Faculty - Temp Part Time											\$ 28,700
AK Classified		59,958	17,736								\$ 313,992
AM Student											\$ -
AP Work Study											\$ -
AS Sick Leave Buyout											\$ -
AT Terminal Leave											\$ -
AU Overtime											\$ -
B Benefits	15,712	54,512	14,610	7678							\$ 343,553
Salary Subtotal	\$ 73,250	\$ 189,102	\$ 54,784	\$ 47,778	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,290,491
C Personal Services											\$ 35,501
E Goods & Services	6,289	12,501		2,000		11,000					\$ 229,781
G Travel	3,000										\$ 35,234
J Equipment/Cap Outlay											\$ 12,498
K Hardware/Software											\$ -
N Client Services				2000		4,000	200,275				\$ 401,148
P Debt Service											\$ -
Total Expenditures	\$ 82,539	\$ 201,603	\$ 54,784	\$ 51,778	\$ -	\$ 15,000	\$ 200,275	\$ -	\$ -	\$ -	\$ 2,004,653
Revenue											
T Transfers	12,747	150,000			200,541		199,725				\$ 666,910
S Interagency	(95,286)	(351,603)		(51,778)	(200,541)	(15,000)	(400,000)				\$ (2,671,563)
0319 Department of State											\$ -
0347 National Science Foundation											\$ -
0366 Enviro Protection Agency											\$ -
0384 Department of Education											\$ -
0401 Treasury Invest											\$ -
0402 Income from Property											\$ -
0405 Fines & Forfeits											\$ -
0420 Charges for Services											\$ -
0424 Tuition & Fees											\$ -
0430 Dedicated Student Fees											\$ -
0450 Sales											\$ -
0499 Other Revenue											\$ -
0541 Contributions & Grants											\$ -
0542 Local Govt Contracts & Grants											\$ -
0621 Fund Transfer - In											\$ -
0622 Fund Transfer - Out											\$ -
0782 Intra-Fund Transfer											\$ -
0999 Opening Entries											\$ -
Total Revenue	\$ (82,539)	\$ (201,603)	\$ (54,784)	\$ (51,778)	\$ -	\$ (15,000)	\$ (200,275)	\$ -	\$ -	\$ -	\$ (2,004,653)

Green River College
2021-2022 Grants and Contracts

Expense	National Science Foundation													Misc Grants										Total Grants
	2K05	2M28	2N18	2P41	Subtotal	2M42	2M29	2N06	2N17	3K33	3K34	3K36	3K42	Subtotal										
	NSF	NSF	NSF	NSF	NSF	USDA	Viol. Agnst Women	HB Coord	WDFWNR Intern JAA	SBAC WSU	SBAC City Kent	SBAC City Contracts	Thurston Econ Dev	Misc Grants										
AA Exempt - Executive					\$ -									\$ -										
AB Exempt - Administration					\$ -									\$ -										
AC Exempt - Prof/Technical					\$ -									\$ -										
AD Hourly/Stipend	17,443			105,189	\$ 122,632	9,476	34,045	59,307		118,213	6,954	13,908	141,520	\$ 386,299										
AE Faculty - Perm Full Time					\$ -									\$ -										
AG Faculty - Temp Full Time					\$ -									\$ -										
AH Faculty - Temp Part Time					\$ -									\$ -										
AK Classified					\$ -					2,471				\$ 2,471										
AM Student					\$ -									\$ -										
AP Work Study					\$ -									\$ -										
AS Sick Leave Buyout					\$ -									\$ -										
AT Terminal Leave					\$ -									\$ -										
AU Overtime					\$ -									\$ -										
B Benefits	2337			17322	\$ 19,659	4045	12563	20989		47054	2694	5388	51810	\$ 149,524										
Salary Subtotal	\$ 19,780	\$ -	\$ -	\$ 122,511	\$ 142,291	\$ 13,521	\$ 46,608	\$ 80,296	\$ -	\$ 168,452	\$ 9,648	\$ 19,296	\$ 193,330	\$ 548,484										
C Personal Services	7,409				\$ 7,409	8,000								\$ 8,000										
E Goods & Services	964	1	28,891	8,000	\$ 37,856	17,012	25,081			2,269	27,352	26,954	9,813	\$ 108,482										
G Travel	7,356			2,386	\$ 9,742	15,147	12,852							\$ 27,999										
J Equipment/Cap Outlay					\$ -	1	3,974							\$ 3,975										
K Hardware/Software					\$ -									\$ -										
N Client Services	156,273	116,540		12,560	\$ 285,373	65,900		23,000						\$ 88,900										
P Debt Service					\$ -									\$ -										
Total Expenditures	\$ 191,782	\$ 116,541	\$ 28,891	\$ 145,457	\$ 482,671	\$ 119,581	\$ 88,515	\$ 80,296	\$ 23,000	\$ 170,721	\$ 37,000	\$ 46,250	\$ 203,143	\$ 785,840										
Revenue																								
T Transfers	8,218	23,459			\$ 31,677	4,634	1,320							\$ 5,954										
S Interagency			(28,891)		\$ (28,891)	(124,215)	(89,835)					(203,143)		\$ (417,193)										
0319 Department of State					\$ -									\$ -										
0347 National Science Foundation	(200,000)	(140,000)		(145,457)	\$ (485,457)									\$ -										
0366 Enviro Protection Agency					\$ -									\$ -										
0384 Department of Education					\$ -									\$ -										
0401 Treasury Invest					\$ -									\$ -										
0402 Income from Property					\$ -									\$ -										
0405 Fines & Forfeits					\$ -									\$ -										
0420 Charges for Services					\$ -									\$ -										
0424 Tuition & Fees					\$ -									\$ -										
0430 Dedicated Student Fees					\$ -									\$ -										
0450 Sales					\$ -									\$ -										
0499 Other Revenue					\$ -									\$ -										
0541 Contributions & Grants					\$ -									\$ -										
0542 Local Govt Contracts & Grants					\$ -				(23,000)	(170,721)	(37,000)	(46,250)	(15,000)	\$ (291,971)										
0621 Fund Transfer - In					\$ -									\$ -										
0622 Fund Transfer - Out					\$ -									\$ -										
0782 Intra-Fund Transfer					\$ -									\$ -										
0999 Opening Entries					\$ -									\$ -										
Total Revenue	\$ (191,782)	\$ (116,541)	\$ (28,891)	\$ (145,457)	\$ (482,671)	\$ (119,581)	\$ (88,515)	\$ (80,296)	\$ (23,000)	\$ (170,721)	\$ (37,000)	\$ (46,250)	\$ (203,143)	\$ (4,141,385)										

Green River College
2021-2022 Grants and Contracts

	Overhead		CE Grants			CARES			Foundation		Total Misc Grants
	2A03 Grant Overhead	Subtotal Overhead	2K35 Small Business	4G24 Corporate Education	Subtotal CE Grants	2N25 CRRSAA Institution	2N27 CARES 3 (ARPA) Institution	Subtotal CARES Grants	2E02 Interurban Arts Center	Subtotal Foundation Grants	
Expense											
AA Exempt - Executive		\$ -			\$ -			\$ -		\$ -	\$ -
AB Exempt - Administration		\$ -			\$ -			\$ -		\$ -	\$ -
AC Exempt - Prof'l/Technical		\$ -			\$ -			\$ -		\$ -	\$ -
AD Hourly/Stipend		\$ -	3,200	16,009	19,209			\$ -		\$ -	19,209
AE Faculty - Perm Full Time		\$ -			\$ -			\$ -		\$ -	\$ -
AG Faculty - Temp Full Time		\$ -			\$ -			\$ -		\$ -	\$ -
AH Faculty - Temp Part Time		\$ -			\$ -			\$ -		\$ -	\$ -
AK Classified		\$ -			\$ -			\$ -		\$ -	\$ -
AM Student		\$ -			\$ -			\$ -		\$ -	\$ -
AP Work Study		\$ -			\$ -			\$ -		\$ -	\$ -
AS Sick Leave Buyout		\$ -			\$ -			\$ -		\$ -	\$ -
AT Terminal Leave		\$ -			\$ -			\$ -		\$ -	\$ -
AU Overtime		\$ -			\$ -			\$ -		\$ -	\$ -
B Benefits		\$ -	320	2,145	2,465			\$ -		\$ -	\$ -
Salary Subtotal	\$ -	\$ -	\$ 3,520	\$ 18,154	\$ 21,674	\$ -	\$ -	\$ -	\$ 44,996	\$ 44,996	\$ 20,526
C Personal Services		\$ -			\$ -			\$ -		\$ -	\$ -
E Goods & Services		\$ -	2,480	14,391	16,871	3,011,193	7,141,561	10,152,754			\$ 10,169,625
G Travel		\$ -		17,455	17,455			\$ -			\$ 17,455
J Equipment/Cap Outlay		\$ -			\$ -			\$ -			\$ -
K Hardware/Software		\$ -			\$ -			\$ -			\$ -
N Client Services		\$ -			\$ -			\$ -			\$ -
P Debt Service		\$ -			\$ -			\$ -			\$ -
Total Expenditures	\$ -	\$ -	\$ 6,000	\$ 50,000	\$ 56,000	\$ 3,011,193	\$ 7,141,561	\$ 10,152,754	\$ 44,996	\$ 44,996	\$ 10,253,750
Revenue											
T Transfers	(144,415)	(144,415)			\$ -			\$ -			\$ (144,415)
S Interagency		\$ -			\$ -			\$ -			\$ -
0319 Department of State		\$ -			\$ -			\$ -			\$ -
0347 National Science Foundation		\$ -			\$ -			\$ -			\$ -
0366 Enviro Protection Agency		\$ -			\$ -			\$ -			\$ -
0384 Department of Education		\$ -			\$ -	(6,039,265)	(7,141,561)	(13,180,826)			\$ (13,180,826)
0401 Treasury Invest		\$ -			\$ -			\$ -			\$ -
0402 Income from Property		\$ -			\$ -			\$ -			\$ -
0405 Fines & Forfeits		\$ -			\$ -			\$ -			\$ -
0420 Charges for Services		\$ -			\$ -			\$ -			\$ -
0424 Tuition & Fees		\$ -			\$ -			\$ -			\$ -
0430 Dedicated Student Fees		\$ -	(6,000)		(6,000)			\$ -			\$ (6,000)
0450 Sales		\$ -			\$ -			\$ -			\$ -
0499 Other Revenue		\$ -			\$ -			\$ -			\$ -
0541 Contributions & Grants		\$ -		(50,000)	(50,000)			\$ -	(44,996)	(44,996)	\$ (94,996)
0542 Local Govt Contracts & Grants		\$ -			\$ -			\$ -			\$ -
0621 Fund Transfer -In		\$ -			\$ -			\$ -			\$ -
0622 Fund Transfer - Out		\$ -			\$ -			\$ -			\$ -
0782 Intra-Fund Transfer		\$ -			\$ -			\$ -			\$ -
0999 Opening Entries		\$ -			\$ -			\$ -			\$ -
Total Revenue	\$ (144,415)	\$ (144,415)	\$ (6,000)	\$ (50,000)	\$ (56,000)	\$ (6,039,265)	\$ (7,141,561)	\$ (13,180,826)	\$ (44,996)	\$ (44,996)	\$ (13,426,237)

Green River College

Auxiliary Budget 2021-2022

- **Computer Services (443)**
- **Printing Services (448)**
- **Motor Pool (460)**
- **Bookstore (524)**
- **Parking & Transportation (528)**
- **Auxiliary Enterprise (570)**
- **Housing & Food Services (573)**
- **Student & Activities (S&A) (522)**

Green River College
2021-2022 Auxiliary Summary

	Computer Services	Printing Services	Motor Pool	Book Store	Parking Transportation	Auxiliary Enterprise	Housing & Food Services	Student & Activities	Total Auxiliary
Expense									
AA Exempt - Executive	-	-	-	-	-	-	-	-	-
AB Exempt - Administration	-	-	-	-	22,290	-	-	-	22,290
AC Exempt - Prof'l/Technical	420,385	-	-	45,449	63,809	-	108,032	30,296	667,971
AD Hourly/Stipend	314,000	-	-	96,108	121,378	-	-	146,397	677,883
AE Faculty - Perm Full Time	-	-	-	-	-	-	-	-	-
AG Faculty - Temp Full Time	-	-	-	-	-	-	-	-	-
AH Faculty - Temp Part Time	-	-	-	-	-	-	-	-	-
AK Classified	368,926	32,859	-	214,076	166,948	-	224,648	183,922	1,191,379
AM Student	-	-	-	10,000	-	-	-	391,796	401,796
AP Work Study	-	-	-	-	-	-	-	-	-
AS Sick Leave Buyout	-	-	-	-	-	-	-	-	-
AT Terminal Leave	-	-	-	-	-	-	-	-	-
AU Overtime	122,500	-	-	-	-	-	-	-	122,500
B Benefits	386,936	13,366	-	124,279	133,876	-	150,489	132,388	941,334
Salary Subtotal	\$ 1,612,747	\$ 46,225	\$ -	\$ 489,912	\$ 508,301	\$ -	\$ 483,169	\$ 884,799	\$ 4,025,153
C Personal Services	-	-	-	-	-	-	-	-	-
E Goods & Services	578,171	65,400	25,000	194,559	801,428	-	15,004	771,990	2,451,552
F Cost of Goods Sold	-	-	-	1,446,000	-	-	-	-	-
G Travel	-	-	-	4,000	92,000	-	-	1,700	97,700
J Equipment/Cap Outlay	1	7,714	-	5,000	1	-	-	-	12,716
K Hardware/Software	-	-	-	-	-	-	-	-	-
N Client Services	-	-	-	-	-	-	-	91,059	91,059
P Debt Service	-	-	-	-	-	-	-	1,192,638	1,192,638
W Depreciation	-	13,043	-	13,834	28,000	-	-	-	54,877
Total Expenditures	\$ 2,190,919	\$ 132,382	\$ 25,000	\$ 2,153,305	\$ 1,429,730	\$ -	\$ 498,173	\$ 2,942,186	\$ 7,925,695
Revenue									
T Transfers	-	-	-	-	-	-	-	9,652	9,652
S Interagency	-	-	-	-	-	-	-	-	-
0319 Department of State	-	-	-	-	-	-	-	-	-
0347 National Science Foundation	-	-	-	-	-	-	-	-	-
0366 Enviro Protection Agency	-	-	-	-	-	-	-	-	-
0384 Department of Education	-	-	-	-	-	-	-	-	-
0401 Treasury Invest	-	-	-	(25,000)	-	-	(2,400)	-	(27,400)
0402 Income from Property	-	(29,000)	-	-	-	-	-	(2,200)	(31,200)
0405 Fines & Forfeits	-	-	-	-	(10,000)	-	-	-	(10,000)
0420 Charges for Services	-	(50,000)	(25,000)	-	(30,000)	-	-	(7,000)	(112,000)
0424 Tuition & Fees	-	-	-	-	-	-	-	(1,750,000)	(1,750,000)
0430 Dedicated Student Fees	-	-	-	-	(1,000,000)	-	-	(964,511)	(1,964,511)
0450 Sales	-	-	-	(1,200,000)	-	-	-	-	(1,200,000)
0499 Other Revenue	-	-	-	-	-	-	-	-	-
0541 Contributions & Grants	-	-	-	-	-	-	-	-	-
0542 Local Govt Contracts & Grants	-	-	-	-	-	-	-	-	-
0621 Fund Transfer -In	(1,720,438)	-	-	-	-	(3,752,862)	-	(228,127)	(5,701,427)
0622 Fund Transfer - Out	-	-	-	-	-	2,268,908	-	-	2,268,908
0782 Intra-Fund Transfer	-	-	-	-	-	-	-	-	-
0999 Opening Entries	(603,672)	(53,382)	-	(928,305)	(389,730)	-	(495,773)	-	(2,470,862)
Total Revenue	\$ (2,324,110)	\$ (132,382)	\$ (25,000)	\$ (2,153,305)	\$ (1,429,730)	\$ (1,483,954)	\$ (498,173)	\$ (2,942,186)	\$ (10,988,840)

Green River College
2021-2022 Auxiliary Fund Budget

	Computer Services (443)			Printing Services (448)			Motor Pool (460)		
	1A57 CTCLink Implement	P057 (1A52) Network Support	Subtotal Computer Services	1101 Printing	1102 Photocopy	Subtotal Printing Services	1230 Motor Pool Safety	Subtotal Motor Pool	
Expense									
AA Exempt - Executive			\$ -			\$ -		\$ -	
AB Exempt - Administration			\$ -			\$ -		\$ -	
AC Exempt - Prof/Technical	420,385		420,385			\$ -		\$ -	
AD Hourly/Stipend	314,000		314,000			\$ -		\$ -	
AE Faculty - Perm Full Time			\$ -			\$ -		\$ -	
AG Faculty - Temp Full Time			\$ -			\$ -		\$ -	
AH Faculty - Temp Part Time			\$ -			\$ -		\$ -	
AK Classified	368,926		368,926		32,859	32,859		32,859	
AM Student			\$ -			\$ -		\$ -	
AP Work Study			\$ -			\$ -		\$ -	
AS Sick Leave Buyout			\$ -			\$ -		\$ -	
AT Terminal Leave			\$ -			\$ -		\$ -	
AU Overtime	122,500		122,500			\$ -		\$ -	
B Benefits	386,936		386,936		13,366	13,366		13,366	
Salary Subtotal	\$ 1,612,747	\$ -	\$ 1,612,747	\$ -	\$ 46,225	\$ 46,225	\$ -	\$ -	\$ -
C Personal Services			\$ -			\$ -		\$ -	
E Goods & Services	578,170	1	578,171	23,300	42,100	65,400	25,000	25,000	25,000
F Cost of Goods Sold			\$ -			\$ -		\$ -	
G Travel			\$ -			\$ -		\$ -	
J Equipment/Cap Outlay		1	1		7,714	7,714		7,714	
K Hardware/Software			\$ -			\$ -		\$ -	
N Client Services			\$ -			\$ -		\$ -	
P Debt Service			\$ -			\$ -		\$ -	
W Depreciation Expense			\$ -	5,700	7,343	13,043		13,043	
Total Expenditures	\$ 2,190,917	\$ 2	\$ 2,190,919	\$ 29,000	\$ 103,382	\$ 132,382	\$ 25,000	\$ 25,000	\$ 25,000
Revenue									
T Transfers			\$ -			\$ -		\$ -	
S Interagency			\$ -			\$ -		\$ -	
0319 Department of State			\$ -			\$ -		\$ -	
0347 National Science Foundation			\$ -			\$ -		\$ -	
0366 Enviro Protection Agency			\$ -			\$ -		\$ -	
0384 Department of Education			\$ -			\$ -		\$ -	
0401 Treasury Invest			\$ -			\$ -		\$ -	
0402 Income from Property			\$ -	(29,000)		(29,000)		(29,000)	
0405 Fines & Forfeits			\$ -			\$ -		\$ -	
0420 Charges for Services			\$ -		(50,000)	(50,000)	(25,000)	(25,000)	(25,000)
0424 Tuition & Fees			\$ -			\$ -		\$ -	
0430 Dedicated Student Fees			\$ -			\$ -		\$ -	
0450 Sales			\$ -			\$ -		\$ -	
0499 Other Revenue			\$ -			\$ -		\$ -	
0541 Contributions & Grants			\$ -			\$ -		\$ -	
0542 Local Govt Contracts & Grants			\$ -			\$ -		\$ -	
0621 Fund Transfer - In	(1,587,245)	(133,193)	(1,720,438)			\$ -		\$ -	
0622 Fund Transfer - Out			\$ -			\$ -		\$ -	
0782 Intra-Fund Transfer			\$ -			\$ -		\$ -	
0999 Opening Entries	(603,672)		(603,672)		(53,382)	(53,382)		(53,382)	
Total Revenue	\$ (2,190,917)	\$ (133,193)	\$ (2,324,110)	\$ (29,000)	\$ (103,382)	\$ (132,382)	\$ (25,000)	\$ (25,000)	\$ (25,000)

Green River College
2021-2022 Auxiliary Fund Budget

	Bookstore (524)		Parking & Transportation (528)						
	1501 Operating Expenses	1295 Interest	Subtotal Bookstore	1601 Parking	1614 Parking Fines	1615 Annual Permits	1625 Facilities Fee	1631 Quarterly Guaranteed Parking	1632 Daily Guaranteed Parking
Expense									
AA Exempt - Executive		\$ -	-						
AB Exempt - Administration		\$ -	-						
AC Exempt - Prof/Technical	45,449	\$ -	45,449						
AD Hourly/Stipend	96,108	\$ -	96,108						
AE Faculty - Perm Full Time		\$ -	-						
AG Faculty - Temp Full Time		\$ -	-						
AH Faculty - Temp Part Time		\$ -	-						
AK Classified	214,076	\$ -	214,076						
AM Student	10,000	\$ -	10,000						
AP Work Study		\$ -	-						
AS Sick Leave Buyout		\$ -	-						
AT Terminal Leave		\$ -	-						
AU Overtime		\$ -	-						
B Benefits	124,279	\$ -	124,279						
Salary Subtotal	\$ 489,912	\$ -	\$ 489,912	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
C Personal Services		\$ -	-						
E Goods & Services	194,559	\$ -	194,559	748,999					
F Cost of Goods Sold	1,446,000	\$ -	1,446,000						
G Travel	4,000	\$ -	4,000	92,000					
J Equipment/Cap Outlay	5,000	\$ -	5,000	1					
K Hardware/Software		\$ -	-						
N Client Services		\$ -	-						
P Debt Service		\$ -	-						
W Depreciation Expense	13,834	\$ -	13,834						
Total Expenditures	\$ 2,153,305	\$ -	\$ 2,153,305	\$ 841,000	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue									
T Transfers		\$ -	-						
S Interagency		\$ -	-						
0319 Department of State		\$ -	-						
0347 National Science Foundation		\$ -	-						
0366 Enviro Protection Agency		\$ -	-						
0384 Department of Education		\$ -	-						
0401 Treasury Invest		(25,000)	(25,000)						
0402 Income from Property		\$ -	-						
0405 Fines & Forfeits		\$ -	-		(10,000)				
0420 Charges for Services		\$ -	-						
0424 Tuition & Fees		\$ -	-						
0430 Dedicated Student Fees		\$ -	-				(1,000,000)		
0450 Sales	(1,200,000)	\$ -	(1,200,000)						
0499 Other Revenue		\$ -	-						
0541 Contributions & Grants		\$ -	-						
0542 Local Govt Contracts & Grants		\$ -	-						
0621 Fund Transfer - In		\$ -	-						
0622 Fund Transfer - Out		\$ -	-						
0782 Intra-Fund Transfer		\$ -	-						
0999 Opening Entries	(928,305)	\$ -	(928,305)						
Total Revenue	\$ (2,128,305)	\$ (25,000)	\$ (2,153,305)	\$ -	\$ (10,000)	\$ (10,000)	\$ (1,000,000)	\$ -	\$ -

Green River College
2021-2022 Auxiliary Fund Budget

	Parking & Transportation (528)			Aux Enterprise (570)					Subtotal Auxiliary Enterprises
	1650 Transportation Coord	1654 Off Campus Parking	1297 Fund Balance	Subtotal Parking & Transportation	1RS1 Building & Capital Asset	1RSV Operating Reserve	2RS1 International Reserve	2RS2 Running Start Reserve	
Expense									
AA Exempt - Executive				\$ -					\$ -
AB Exempt - Administration	22,290			\$ 22,290					\$ -
AC Exempt - Prof/I/Technical	63,809			\$ 63,809					\$ -
AD Hourly/Stipend	121,378			\$ 121,378					\$ -
AE Faculty - Perm Full Time				\$ -					\$ -
AG Faculty - Temp Full Time				\$ -					\$ -
AH Faculty - Temp Part Time				\$ -					\$ -
AK Classified	166,948			\$ 166,948					\$ -
AM Student				\$ -					\$ -
AP Work Study				\$ -					\$ -
AS Sick Leave Buyout				\$ -					\$ -
AT Terminal Leave				\$ -					\$ -
AU Overtime				\$ -					\$ -
B Benefits	133,876			\$ 133,876					\$ -
Salary Subtotal	\$ 508,301	\$ -	\$ -	\$ 508,301	\$ -	\$ -	\$ -	\$ -	\$ -
C Personal Services				\$ -					\$ -
E Goods & Services		52,429		\$ 801,428					\$ -
F Cost of Goods Sold				\$ -					\$ -
G Travel				\$ 92,000					\$ -
J Equipment/Cap Outlay				\$ -					\$ -
K Hardware/Software				\$ -					\$ -
N Client Services				\$ -					\$ -
P Debt Service				\$ -					\$ -
W Depreciation Expense			28,000	\$ 28,000					\$ -
Total Expenditures	\$ 508,301	\$ 52,429	\$ 28,000	\$ 1,429,730	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue									
T Transfers				\$ -					\$ -
S Interagency				\$ -					\$ -
0319 Department of State				\$ -					\$ -
0347 National Science Foundation				\$ -					\$ -
0366 Enviro Protection Agency				\$ -					\$ -
0384 Department of Education				\$ -					\$ -
0401 Treasury Invest				\$ -					\$ -
0402 Income from Property				\$ -					\$ -
0405 Fines & Forfeits				\$ (10,000)					\$ -
0420 Charges for Services		(20,000)		\$ (30,000)					\$ -
0424 Tuition & Fees				\$ -					\$ -
0430 Dedicated Student Fees				\$ (1,000,000)					\$ -
0450 Sales				\$ -					\$ -
0499 Other Revenue				\$ -					\$ -
0541 Contributions & Grants				\$ -					\$ -
0542 Local Govt Contracts & Grants				\$ -					\$ -
0621 Fund Transfer - In				\$ -					\$ -
0622 Fund Transfer - Out				\$ -					\$ (3,752,862)
0782 Intra-Fund Transfer				\$ -					\$ 2,268,908
0999 Opening Entries				\$ -					\$ -
Total Revenue	\$ -	\$ (20,000)	\$ (389,730)	\$ (389,730)	\$ (2,530,672)	\$ (403,371)	\$ 2,135,715	\$ (685,626)	\$ (1,483,954)

Green River College
2021-2022 Auxiliary Fund Budget

	Housing & Food Services (573)				Subtotal Housing & Food Services	Total Auxiliary
	1701 Student Union Enterp	1751 Conference Services	1297 Fund Balance SUE			
Expense						
AA Exempt - Executive				\$	-	-
AB Exempt - Administration				\$	22,290	22,290
AC Exempt - Prof/Technical	108,032			\$	108,032	637,675
AD Hourly/Stipend				\$	-	531,486
AE Faculty - Perm Full Time				\$	-	-
AG Faculty - Temp Full Time				\$	-	-
AH Faculty - Temp Part Time				\$	-	-
AK Classified	200,334	24,314		\$	224,648	1,007,457
AM Student				\$	-	10,000
AP Work Study				\$	-	-
AS Sick Leave Buyout				\$	-	-
AT Terminal Leave				\$	-	-
AU Overtime				\$	-	122,500
B Benefits	132,998	17,491		\$	150,489	808,946
Salary Subtotal	\$ 441,364	\$ 41,805	\$ -	\$	483,169	\$ 3,140,354
C Personal Services				\$	-	-
E Goods & Services	15,000		4	\$	15,004	1,679,562
F Cost of Goods Sold				\$	-	1,446,000
G Travel				\$	-	96,000
J Equipment/Cap Outlay				\$	-	12,716
K Hardware/Software				\$	-	-
N Client Services				\$	-	-
P Debt Service				\$	-	-
W Depreciation Expense				\$	-	54,877
Total Expenditures	\$ 456,364	\$ 41,805	\$ 4	\$	498,173	\$ 6,429,509
Revenue						
T Transfers				\$	-	-
S Interagency				\$	-	-
0319 Department of State				\$	-	-
0347 National Science Foundation				\$	-	-
0366 Enviro Protection Agency				\$	-	-
0384 Department of Education				\$	-	-
0401 Treasury Invest			(2,400)	\$	(2,400)	(27,400)
0402 Income from Property				\$	-	(29,000)
0405 Fines & Forfeits				\$	-	(10,000)
0420 Charges for Services				\$	-	(105,000)
0424 Tuition & Fees				\$	-	-
0430 Dedicated Student Fees				\$	-	(1,000,000)
0450 Sales				\$	-	(1,200,000)
0499 Other Revenue				\$	-	-
0541 Contributions & Grants				\$	-	-
0542 Local Govt Contracts & Grants				\$	-	-
0621 Fund Transfer -In				\$	-	(5,473,300)
0622 Fund Transfer - Out				\$	-	2,268,908
0782 Intra-Fund Transfer				\$	-	-
0999 Opening Entries				\$	-	(2,470,862)
Total Revenue	\$ -	\$ -	\$ (495,773)	\$	(495,773)	\$ (8,046,654)

Green River College
2021-2022 Services and Activities Adopted Budget

		2020-21 Budget	Change	2021-22 Budget
Administrative:				
1303	Campus Life Admin	\$ 16,000	-	\$ 16,000
1306	Campus Life Operations	\$ 67,928	-	\$ 67,928
1310	Student Life Salaries	\$ 321,800	-	\$ 321,800
1395	Program Services	\$ 30,764	-	\$ 30,764
1397	SU Improvement/Reserve	\$ 55,900	-	\$ 55,900
ASGRCC Control:				
1311	Executive	\$ 15,000	-	\$ 15,000
1313	Legislative	\$ 18,000	-	\$ 18,000
1361	Club Programming Fund	\$ 16,000	-	\$ 16,000
Athletics & RAC:				
1301	Athletics Administration	\$ 71,855	-	\$ 71,855
1302	RAC Operations	\$ 36,113	-	\$ 36,113
1381	Rec Sports	\$ 6,000	-	\$ 6,000
1320	Baseball	\$ 33,130	-	\$ 33,130
1321	Men's Basketball	\$ 19,533	-	\$ 19,533
1322	Women's Basketball	\$ 19,533	-	\$ 19,533
1325	Women's Track	\$ 10,000	-	\$ 10,000
1329	Volleyball	\$ 17,126	-	\$ 17,126
1330	Women's Soccer	\$ 22,100	-	\$ 22,100
1334	Intercollegiate Athletics (Coaches)	\$ 148,470	-	\$ 148,470
1338	Men's Track	\$ 10,000	-	\$ 10,000
Co-Curricular Programming				
1335	Current	\$ 20,750	-	\$ 20,750
1336	KGRG	\$ 88,179	-	\$ 88,179
1341	Jazz Choir-Jazz Voices	\$ 6,965	-	\$ 6,965
1343	Drama Department	\$ 10,675	-	\$ 10,675
1344	One Book Program	\$ 5,000	-	\$ 5,000
1349	Espial	\$ 5,000	-	\$ 5,000
Campus Life Programing				
1307	Leadership Training	\$ 22,120	-	\$ 22,120
1346	Volunteer Services	\$ 5,000	-	\$ 5,000
1351	Welcome Day	\$ 6,000	-	\$ 6,000
1352	Innovative Programs	\$ 6,000	-	\$ 6,000
1354	Gator Gives	\$ 16,200	-	\$ 16,200
1357	Arts & Culture	\$ 64,000	-	\$ 64,000
1359	GAB Week Long Programming	\$ 25,000	-	\$ 25,000
1370	Disability Support Services	\$ 2,500	-	\$ 2,500
1372	ODEI Programming	\$ 40,000	-	\$ 40,000
Department Support				
1305	Branch Campus Support	\$ 12,263	-	\$ 12,263
1347	Violence Prevention	\$ 7,000	-	\$ 7,000

Green River College
2021-2022 Services and Activities Adopted Budget

		2020-21 Budget	Change	2021-22 Budget
1371	Counseling & Health Services	\$ 4,100	-	\$ 4,100
1373	CCA Programming	\$ 5,000	-	\$ 5,000
1398	Conference Services	\$ 27,000	-	\$ 27,000
1399	Master Achiever Center	\$ 1,000	-	\$ 1,000
Clubs/Organizations:				
1348	Phi Theta Kappa	\$ 3,246	-	\$ 3,246
1362	CRSA (Court Reporting)	\$ 2,800	-	\$ 2,800
1363	VICA (SkillsUSA)	\$ 1,000	-	\$ 1,000
1365	SOTA (Occupational Therapy)	\$ 1,000	-	\$ 1,000
1368	Physics Club	\$ 1,250	-	\$ 1,250
1375	ASME	\$ 2,000	-	\$ 2,000
1377	Forestry	\$ 500	-	\$ 500
1378	Teachers of Tomorrow	\$ 3,000	-	\$ 3,000
1382	Tech Club	\$ 3,000	-	\$ 3,000
1383	Nursing Club	\$ 1,000	-	\$ 1,000
1384	Queers & Allies	\$ 3,500	-	\$ 3,500
1386	First Nations	\$ 2,000	-	\$ 2,000
1387	Black Student Union	\$ 4,000	-	\$ 4,000
1388	Latino Student Union	\$ 4,500	-	\$ 4,500
1389	Asian Student Union	\$ 1,500	-	\$ 1,500
1396	Biology Club	\$ 750	-	\$ 750
Working Grants				
1427	Athletics	\$ 11,278	-	\$ 11,278
1428	The Current	\$ 8,000	-	\$ 8,000
1429	Student Government	\$ 17,495	-	\$ 17,495
1435	KGRG	\$ 21,550	-	\$ 21,550
1445	ODEI	\$ 79,341	-	\$ 79,341
1446	Gator Activity Board	\$ 46,654	-	\$ 46,654
1447	Writing Center	\$ 11,104	-	\$ 11,104
1448	Math Learning Center	\$ 13,705	-	\$ 13,705
1449	Tutoring & Resource Center	\$ 10,387	-	\$ 10,387

Green River College
2021-2022 Services and Activities Adopted Budget

		2020-21 Budget	Change	2021-22 Budget
1401-1426	Instructional Awards	\$ 48,908	-	\$ 48,908
1453	Drama	\$ 3,534	-	\$ 3,534
1454	RAC	\$ 82,950	-	\$ 82,950
1455	Choir	\$ 1,370	-	\$ 1,370
1456	Student Leader Sum. Training	\$ 43,674	-	\$ 43,674
Total ASG Allocation:		\$ 1,750,000	\$ -	\$ 1,750,000

Green River College
2021-2022 Services and Activities Budget

	S&A Revenue						Administration						Subtotal
	1201	1202	1203	1204	1294	Subtotal	1303	1306	1310	1395	1397	Subtotal	
	Serv & Act	Serv & Act	Serv & Act	Serv & Act	Student Ctr	S&A	Campus Life	Campus Life	Student Life	Program	SU Improve	S&A	
	Fee-Summer	Fee-Fall	Fee-Winter	Fee-Spring	Replace	Revenue	Admin	Operate	Salaries	Services	Reserve	Admin	
Expense													
AA Exempt - Executive						\$						\$	
AB Exempt - Administration						\$						\$	
AC Exempt - Prof'l/Technical						\$			30,296			30,296	
AD Hourly/Stipend						\$						\$	
AE Faculty - Perm Full Time						\$						\$	
AG Faculty - Temp Full Time						\$						\$	
AH Faculty - Temp Part Time						\$						\$	
AK Classified						\$			183,922			183,922	
AM Student						\$						\$	
AP Work Study						\$						\$	
AS Sick Leave Buyout						\$						\$	
AT Terminal Leave						\$						\$	
AU Overtime						\$						\$	
B Benefits						\$			99,447			99,447	
Salary Subtotal	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
C Personal Services						\$						\$	
E Goods & Services						\$	16,000	16,276	8,135	30,764	55,900	127,075	
G Travel						\$						\$	
J Equipment/Cap Outlay						\$						\$	
K Hardware/Software						\$						\$	
N Client Services						\$		42,000				42,000	
P Debt Service						\$						\$	
Total Expenditures	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
						1,192,638						1,192,638	
						1,192,638	16,000	58,276	321,800	30,764	55,900	482,740	
						1,192,638	16,000	58,276	321,800	30,764	55,900	482,740	
Revenue													
T Transfers						\$						\$	
S Interagency						\$		9,652				9,652	
0347 National Science Foundation						\$						\$	
0384 Department of Education						\$						\$	
0401 Treasury Invest						\$						\$	
0402 Income from Property						\$						\$	
0405 Fines & Forfeits						\$						\$	
0420 Charges for Services						\$						\$	
0424 Tuition & Fees	(210,000)	(525,000)	(507,500)	(507,500)		\$						\$	
0430 Dedicated Student Fees						\$						\$	
0450 Sales						\$						\$	
0499 Other Revenue						\$						\$	
0541 Contributions & Grants						\$						\$	
0542 Local Govt Contracts & Grants						\$						\$	
0621 Fund Transfer - In						\$						\$	
0622 Fund Transfer - Out						\$						\$	
0782 Intra-Fund Transfer						\$						\$	
0999 Opening Entries						\$						\$	
Total Revenue	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
	(210,000)	(525,000)	(507,500)	(507,500)	(1,192,638)	(2,942,638)		9,652				9,652	
	(210,000)	(525,000)	(507,500)	(507,500)	(1,192,638)	(2,942,638)		9,652				9,652	

Green River College
2021-2022 Services and Activities Budget

	ASGRC Student Government				Athletics & RAC				
	1311 ASGRC Operate	1313 Legislative	1361 Club Program Fund	Subtotal ASGRC Student Gov	1301 Athletics Admin	1302 RAC Operate	1334 Intercollege Athletics	1320 Baseball	1321 Men's Basketball
Expense									
AA Exempt - Executive				\$ -					
AB Exempt - Administration				\$ -					
AC Exempt - Prof/Technical				\$ -					
AD Hourly/Stipend				\$ -		12,000	126,897		
AE Faculty - Perm Full Time				\$ -					
AG Faculty - Temp Full Time				\$ -					
AH Faculty - Temp Part Time				\$ -					
AK Classified				\$ -					
AM Student				\$ -		5,000			
AP Work Study				\$ -					
AS Sick Leave Buyout				\$ -					
AT Terminal Leave				\$ -					
AU Overtime				\$ -					
B Benefits				\$ -		1,778	17,004		
Salary Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,778	\$ 143,901	\$ -	\$ -
C Personal Services				\$ -					
E Goods & Services	15,000	18,000	16,000	49,000	51,855	7,922	4,569	33,130	19,533
G Travel				\$ -					
J Equipment/Cap Outlay				\$ -					
K Hardware/Software				\$ -					
N Client Services				\$ -		20,000	9,413		
P Debt Service				\$ -					
Total Expenditures	\$ 15,000	\$ 18,000	\$ 16,000	\$ 49,000	\$ 71,855	\$ 36,113	\$ 148,470	\$ 33,130	\$ 19,533
Revenue									
T Transfers				\$ -					
S Interagency				\$ -					
0347 National Science Foundation				\$ -					
0384 Department of Education				\$ -					
0401 Treasury Invest				\$ -					
0402 Income from Property				\$ -					
0405 Fines & Forfeits				\$ -					
0420 Charges for Services				\$ -					
0424 Tuition & Fees				\$ -					
0430 Dedicated Student Fees				\$ -					
0450 Sales				\$ -					
0499 Other Revenue				\$ -					
0541 Contributions & Grants				\$ -					
0542 Local Govt Contracts & Grants				\$ -					
0621 Fund Transfer -In				\$ -					
0622 Fund Transfer -Out				\$ -					
0782 Intra-Fund Transfer				\$ -					
0999 Opening Entries				\$ -					
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Green River College
2021-2022 Services and Activities Budget

	Athletics & RAC							Co-Curricular Programming							Subtotal Co-Curric Program
	1322 Women's Basketball	1325 Women's Track	1329 Volleyball	1330 Women's Soccer	1338 Men's Track	1381 Rec Sports Facilities	Subtotal Athletics	1335 Current	1336 KGRG	1341 Jazz Choir	1343 Drama Depart	1344 One Book Program	1349 Espial		
Expense															
AA Exempt - Executive							\$ -							\$ -	
AB Exempt - Administration							\$ -							\$ -	
AC Exempt - Prof'l/Technical							\$ -							\$ -	
AD Hourly/Stipend							\$ 138,897							\$ 7,500	
AE Faculty - Perm Full Time							\$ -							\$ -	
AG Faculty - Temp Full Time							\$ -							\$ -	
AH Faculty - Temp Part Time							\$ -							\$ -	
AK Classified							\$ -							\$ -	
AM Student							\$ 5,000							\$ -	
AP Work Study							\$ -							\$ -	
AS Sick Leave Buyout							\$ -							\$ -	
AT Terminal Leave							\$ -							\$ -	
AU Overtime							\$ -							\$ -	
B Benefits							\$ 18,782							\$ 1,005	
Salary Subtotal							\$ 162,679							\$ 8,505	
C Personal Services							\$ -							\$ -	
E Goods & Services	19,533	10,000	17,126	22,100	10,000	4,000	\$ 199,768	9,345	89,179	4,965	10,175	5,000	5,000	\$ 123,664	
G Travel							\$ -	1,000	700					\$ 1,700	
J Equipment/Cap Outlay							\$ -							\$ -	
K Hardware/Software							\$ -							\$ -	
N Client Services						2,000	\$ 31,413	1,900	500	4,000	3,000			\$ 9,400	
P Debt Service							\$ -							\$ -	
Total Expenditures	\$ 19,533	\$ 10,000	\$ 17,126	\$ 22,100	\$ 10,000	\$ 6,000	\$ 393,860	\$ 20,750	\$ 90,379	\$ 8,965	\$ 13,175	\$ 5,000	\$ 5,000	\$ 143,269	
Revenue															
T Transfers							\$ -							\$ -	
S Interagency							\$ -							\$ -	
0347 National Science Foundation							\$ -							\$ -	
0384 Department of Education							\$ -							\$ -	
0401 Treasury Invest							\$ -							\$ -	
0402 Income from Property							\$ -							\$ -	
0405 Fines & Forfeits							\$ -							\$ -	
0420 Charges for Services							\$ -							\$ -	
0424 Tuition & Fees							\$ -							\$ -	
0430 Dedicated Student Fees							\$ -							\$ -	
0450 Sales							\$ -							\$ -	
0499 Other Revenue							\$ -							\$ -	
0541 Contributions & Grants							\$ -							\$ -	
0542 Local Govt Contracts & Grants							\$ -							\$ -	
0621 Fund Transfer -In							\$ -							\$ -	
0622 Fund Transfer - Out							\$ -							\$ -	
0782 Intra-Fund Transfer							\$ -							\$ -	
0999 Opening Entries							\$ -							\$ -	
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,200)	\$ (2,000)	\$ (2,500)	\$ -	\$ -	\$ (6,700)	

Green River College
2021-2022 Services and Activities Budget

Student Life Programming											
	1307	1351	1352	1354	1357	1359	1370	1372	1346	1346	Subtotal
	Leadership	Welcome	Gator Spirit	Gator	Arts &	GAB	Accessibility	ODEI	Volunteer	Services	Student
Expense	Training	Day	Pride	Gives	Culture	Program	Program	Program	Program	Program	Life
AA Exempt - Executive											\$ -
AB Exempt - Administration											\$ -
AC Exempt - Prof'l/Technical											\$ -
AD Hourly/Stipend											\$ -
AE Faculty - Perm Full Time											\$ -
AG Faculty - Temp Full Time											\$ -
AH Faculty - Temp Part Time											\$ -
AK Classified											\$ -
AM Student											\$ -
AP Work Study											\$ -
AS Sick Leave Buyout											\$ -
AT Terminal Leave											\$ -
AU Overtime											\$ -
B Benefits											\$ -
Salary Subtotal											\$ -
C Personal Services											\$ -
E Goods & Services	22,120	6,000	6,000	16,200	64,000	25,000	2,500	40,000			\$ 181,820
G Travel											\$ -
J Equipment/Cap Outlay											\$ -
K Hardware/Software											\$ -
N Client Services									5,000		\$ 5,000
P Debt Service											\$ -
Total Expenditures	\$ 22,120	\$ 6,000	\$ 6,000	\$ 16,200	\$ 64,000	\$ 25,000	\$ 2,500	\$ 40,000	\$ 5,000	\$ 5,000	\$ 186,820
Revenue											
T Transfers											\$ -
S Interagency											\$ -
0347 National Science Foundation											\$ -
0384 Department of Education											\$ -
0401 Treasury Invest											\$ -
0402 Income from Property											\$ -
0405 Fines & Forfeits											\$ -
0420 Charges for Services											\$ -
0424 Tuition & Fees											\$ -
0430 Dedicated Student Fees											\$ -
0450 Sales											\$ -
0499 Other Revenue											\$ -
0541 Contributions & Grants											\$ -
0542 Local Govt Contracts & Grants											\$ -
0621 Fund Transfer -In											\$ -
0622 Fund Transfer - Out											\$ -
0782 Intra-Fund Transfer											\$ -
0999 Opening Entries											\$ -
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Green River College
2021-2022 Services and Activities Budget

	Departmental Support						Clubs/Organization									
	1305	1347	1371	1373	1398	1399	1348	1362	1363	1365	1368	1375	1377	1378	1382	
Branch	Violence Prevention	Counseling	CCA	Conference	Master	Subtotal	Phi Theta Kappa	CRSA	VICA	SOTA Occ	Physics Club	ASME	Forestry	Teachers of Tomorrow	Tech Club	
Campus	Health Srv	Program	Services	Achiever	Student Life			Court Reporting	SkillsUSA	Therapy	Club					
Expense																
AA Exempt - Executive						\$ -										
AB Exempt - Administration						\$ -										
AC Exempt - Prof'l/Technical						\$ -										
AD Hourly/Stipend						\$ -										
AE Faculty - Perm Full Time						\$ -										
AG Faculty - Temp Full Time						\$ -										
AH Faculty - Temp Part Time						\$ -										
AK Classified						\$ -										
AM Student						\$ -										
AP Work Study						\$ -										
AS Sick Leave Buyout						\$ -										
AT Terminal Leave						\$ -										
AU Overtime						\$ -										
B Benefits						\$ -										
Salary Subtotal						\$ -										
C Personal Services						\$ -										
E Goods & Services	12,263	7,000	4,100	5,000	27,000	1,000	2,500	2,800	1,000	1,000	1,250	2,000	500	3,000	3,000	
G Travel						\$ -										
J Equipment/Cap Outlay						\$ -										
K Hardware/Software						\$ -										
N Client Services						\$ -										
P Debt Service						\$ -										
Total Expenditures	\$ 12,263	\$ 7,000	\$ 4,100	\$ 5,000	\$ 27,000	\$ 1,000	\$ 5,746	\$ 2,800	\$ 1,000	\$ 1,000	\$ 1,250	\$ 2,000	\$ 500	\$ 3,000	\$ 3,000	\$ -
Revenue																
T Transfers						\$ -										
S Interagency						\$ -										
0347 National Science Foundation						\$ -										
0384 Department of Education						\$ -										
0401 Treasury Invest						\$ -										
0402 Income from Property						\$ -										
0405 Fines & Forfeits						\$ -										
0420 Charges for Services						\$ -										
0424 Tuition & Fees						\$ -										
0430 Dedicated Student Fees						\$ -										
0450 Sales						\$ -										
0499 Other Revenue						\$ -										
0541 Contributions & Grants						\$ -										
0542 Local Govt Contracts & Grants						\$ -										
0621 Fund Transfer -In						\$ -										
0622 Fund Transfer - Out						\$ -										
0782 Intra-Fund Transfer						\$ -										
0999 Opening Entries						\$ -										
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,500)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Green River College
2021-2022 Services and Activities Budget

	Clubs/Organization										Instructional Awards						
	1383	1384	1386	1387	1388	1389	1396	Subtotal	1401	1402	1404	1405	1406	1408			
	Nursing Club	Queer & Allies	First Nations	Black Student Union	Latinx Student Union	Asian Student Union	Biology Club	Clubs Organization	WK Grant Business	WK Grant Creative Arts	WK Grant English	WK Grant Health Occ	WK Grant Humanities	WK Grant Math			
Expense																	
AA Exempt - Executive								\$									
AB Exempt - Administration								\$									
AC Exempt - Prof'l/Technical								\$									
AD Hourly/Stipend								\$									
AE Faculty - Perm Full Time								\$									
AG Faculty - Temp Full Time								\$									
AH Faculty - Temp Part Time								\$									
AK Classified								\$									
AM Student								\$	3,942	3,942	3,942	3,942	3,942	3,942			
AP Work Study								\$									
AS Sick Leave Buyout								\$									
AT Terminal Leave								\$									
AU Overtime								\$									
B Benefits								\$	134	134	134	134	134	134			
Salary Subtotal								\$	4,076	4,076	4,076	4,076	4,076	4,076			
C Personal Services								\$									
E Goods & Services	1,000	3,500	2,000	4,000	4,500	1,500	750	\$ 34,300									
G Travel								\$									
J Equipment/Cap Outlay								\$									
K Hardware/Software								\$									
N Client Services								\$ 3,246									
P Debt Service								\$									
Total Expenditures	\$ 1,000	\$ 3,500	\$ 2,000	\$ 4,000	\$ 4,500	\$ 1,500	\$ 750	\$ 37,546	\$ 4,076	\$ 4,076	\$ 4,076	\$ 4,076	\$ 4,076	\$ 4,076			
Revenue																	
T Transfers								\$									
S Interagency								\$									
0347 National Science Foundation								\$									
0384 Department of Education								\$									
0401 Treasury Invest								\$									
0402 Income from Property								\$									
0405 Fines & Forfeits								\$									
0420 Charges for Services								\$ (2,500)									
0424 Tuition & Fees								\$									
0430 Dedicated Student Fees								\$									
0450 Sales								\$									
0499 Other Revenue								\$									
0541 Contributions & Grants								\$									
0542 Local Govt Contracts & Grants								\$									
0621 Fund Transfer - In								\$									
0622 Fund Transfer - Out								\$									
0782 Intra-Fund Transfer								\$									
0999 Opening Entries								\$									
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,500)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			

Green River College
2021-2022 Services and Activities Budget

	Instructional Awards							SP Work Grants						
	1409	1410	1411	1412	1413	1421	Subtotal	1427	1428	1429	1435	1445	1446	1447
	WK Grant	WK Grant	WK Grant	WK Grant	WK Grant	WK Grant	Instructional Awards	Athletics	theCurrent KGRG/KENU Government	Student Government	KGRG	ODEI	Gator Activity	Writing Center
Expense														
AA Exempt - Executive							\$ -							
AB Exempt - Administration							\$ -							
AC Exempt - Prof/Technical							\$ -							
AD Hourly/Stipend							\$ -							
AE Faculty - Perm Full Time							\$ -							
AG Faculty - Temp Full Time							\$ -							
AH Faculty - Temp Part Time							\$ -							
AK Classified							\$ -							
AM Student	3,942	3,942	3,941	3,941	3,941	3,941	\$ 47,300	10,907	7,737	16,920	20,841	76,730	45,120	10,739
AP Work Study							\$ -							
AS Sick Leave Buyout							\$ -							
AT Terminal Leave							\$ -							
AU Overtime							\$ -							
B Benefits	134	134	134	134	134	134	\$ 1,608	371	263	575	709	2,611	1,534	365
Salary Subtotal	\$ 4,076	\$ 4,076	\$ 4,075	\$ 4,075	\$ 4,075	\$ 4,075	\$ 48,908	\$ 11,278	\$ 8,000	\$ 17,495	\$ 21,550	\$ 79,341	\$ 46,654	\$ 11,104
C Personal Services							\$ -							
E Goods & Services							\$ -							
G Travel							\$ -							
J Equipment/Cap Outlay							\$ -							
K Hardware/Software							\$ -							
N Client Services							\$ -							
P Debt Service							\$ -							
Total Expenditures	\$ 4,076	\$ 4,076	\$ 4,075	\$ 4,075	\$ 4,075	\$ 4,075	\$ 48,908	\$ 11,278	\$ 8,000	\$ 17,495	\$ 21,550	\$ 79,341	\$ 46,654	\$ 11,104
Revenue														
T Transfers							\$ -							
S Interagency							\$ -							
0347 National Science Foundation							\$ -							
0384 Department of Education							\$ -							
0401 Treasury Invest							\$ -							
0402 Income from Property							\$ -							
0405 Fines & Forfeits							\$ -							
0420 Charges for Services							\$ -							
0424 Tuition & Fees							\$ -							
0430 Dedicated Student Fees							\$ -							
0450 Sales							\$ -							
0499 Other Revenue							\$ -							
0541 Contributions & Grants							\$ -							
0542 Local Govt Contracts & Grants							\$ -							
0621 Fund Transfer -In							\$ -							
0622 Fund Transfer - Out							\$ -							
0782 Intra-Fund Transfer							\$ -							
0999 Opening Entries							\$ -							
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Green River College
2021-2022 Services and Activities Budget

	SP Work Grants						Total SP Work Grants	Total S&A Budget
	1448	1449	1453	1454	1455	1456		
	Math Learning Center	Tutoring & Resource Center	Drama	RAC	Choir	Student Lead Summer		
Expense								
AA Exempt - Executive							\$ -	
AB Exempt - Administration							\$ -	
AC Exempt - Prof/Technical							\$ 30,296	
AD Hourly/Stipend							\$ 146,397	
AE Faculty - Perm Full Time							\$ -	
AG Faculty - Temp Full Time							\$ -	
AH Faculty - Temp Part Time							\$ -	
AK Classified							\$ 183,922	
AM Student	13,254	10,045	3,418	80,222	1,325	42,238	\$ 339,496	
AP Work Study							\$ -	
AS Sick Leave Buyout							\$ -	
AT Terminal Leave							\$ -	
AU Overtime							\$ -	
B Benefits	451	342	116	2,728	45	1,436	\$ 11,546	
Salary Subtotal	\$ 13,705	\$ 10,387	\$ 3,534	\$ 82,950	\$ 1,370	\$ 43,674	\$ 351,042	
C Personal Services							\$ -	
E Goods & Services							\$ 771,990	
G Travel							\$ 1,700	
J Equipment/Cap Outlay							\$ -	
K Hardware/Software							\$ -	
N Client Services							\$ 91,059	
P Debt Service							\$ 1,192,638	
Total Expenditures	\$ 13,705	\$ 10,387	\$ 3,534	\$ 82,950	\$ 1,370	\$ 43,674	\$ 2,942,186	
Revenue								
T Transfers							\$ 9,652	
S Interagency							\$ -	
0347 National Science Foundation							\$ -	
0384 Department of Education							\$ -	
0401 Treasury Invest							\$ -	
0402 Income from Property							\$ (2,200)	
0405 Fines & Forfeits							\$ -	
0420 Charges for Services							\$ (7,000)	
0424 Tuition & Fees							\$ (1,750,000)	
0430 Dedicated Student Fees							\$ (964,511)	
0450 Sales							\$ -	
0499 Other Revenue							\$ -	
0541 Contributions & Grants							\$ -	
0542 Local Govt Contracts & Grants							\$ -	
0621 Fund Transfer - In							\$ (228,127)	
0622 Fund Transfer - Out							\$ -	
0782 Intra-Fund Transfer							\$ -	
0999 Opening Entries							\$ -	
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,942,186)	

Green River College

Financial Aid Budget 2021-2022

- **Grants In Aid**
- **Student Loans**
- **Scholarships**
- **Waivers**
- **Work Study**

Green River College
2021-2022 Financial Aid Summary

	Grants In Aid	Student Loans	Scholarships	Waivers	Work Study	Total Fiduciary
Expense						
AA Exempt - Executive	-	-	-	-	-	-
AB Exempt - Administration	-	-	-	-	-	-
AC Exempt - Prof'l/Technical	-	-	-	-	-	-
AD Hourly/Stipend	-	-	-	-	-	-
AE Faculty - Perm Full Time	-	-	-	-	-	-
AG Faculty - Temp Full Time	-	-	-	-	-	-
AH Faculty - Temp Part Time	-	-	-	-	-	-
AK Classified	-	-	-	-	-	-
AM Student	-	-	-	-	-	-
AP Work Study	196,462	-	-	-	469,519	665,981
AS Sick Leave Buyout	-	-	-	-	-	-
AT Terminal Leave	-	-	-	-	-	-
AU Overtime	-	-	-	-	-	-
B Benefits	4,079	-	-	-	12,826	16,905
Salary Subtotal	\$ 200,541	\$ -	\$ -	\$ -	\$ 482,345	\$ 682,886
C Personal Services	-	-	-	-	-	-
E Goods & Services	-	-	-	-	-	-
F Cost of Goods Sold	-	-	-	-	-	-
G Travel	-	-	-	-	-	-
J Equipment/Cap Outlay	-	-	-	-	-	-
K Hardware/Software	-	-	-	-	-	-
N Client Services	22,685,755	7,000,000	792,000	478,000	-	30,955,755
P Debt Service	-	-	-	-	-	-
W Depreciation	-	-	-	-	-	-
Total Expenditures	\$ 22,886,296	\$ 7,000,000	\$ 792,000	\$ 478,000	\$ 482,345	\$ 31,638,641
Revenue						
T Transfers	(1,429,920)	-	-	-	-	(1,429,920)
S Interagency	(3,939,310)	(6,800,000)	-	-	-	(10,739,310)
0319 Department of State	-	-	-	-	-	-
0347 National Science Foundation	-	-	-	-	-	-
0366 Enviro Protection Agency	(17,001,066)	-	-	-	(482,345)	(17,483,411)
0384 Department of Education	-	-	-	-	-	-
0401 Treasury Invest	-	-	-	-	-	-
0402 Income from Property	-	-	-	-	-	-
0405 Fines & Forfeits	-	-	-	-	-	-
0420 Charges for Services	-	-	-	-	-	-
0424 Tuition & Fees	(500,000)	-	-	-	-	(500,000)
0430 Dedicated Student Fees	-	-	-	-	-	-
0450 Sales	-	-	-	-	-	-
0499 Other Revenue	(16,000)	-	-	-	-	(16,000)
0541 Contributions & Grants	-	(200,000)	(792,000)	-	-	(992,000)
0542 Local Govt Contracts & Grants	-	-	-	-	-	-
0621 Fund Transfer -In	-	-	-	-	-	-
0622 Fund Transfer - Out	-	-	-	-	-	-
0724 Waived Revenue	-	-	-	(478,000)	-	(478,000)
0782 Intra-Fund Transfer	-	-	-	-	-	-
0999 Opening Entries	-	-	-	-	-	-
Total Revenue	\$ (22,886,296)	\$ (7,000,000)	\$ (792,000)	\$ (478,000)	\$ (482,345)	\$ (31,638,641)

Green River College

2021-2022 Financial Aid Fund Budget

Grants In Aid																
	1A01	1A04	1A08	1A15	1A16	1A26	1A28	1A30	1A50	1A51	1A70	1D01	1D02	8220	P023	2N25
	Pell	State Need	WA	TRIO	Governor	Wrk Frst	WF/WS	Perkins	Opp Grant	Opp Grant	Basic Food	Higher Ed	Student	WR	SEOG	CRRSAA
	Grant	Achiever	Support	Scholar	Low Income	On Campus	Cont Improv	Tuition	Books	Employ Trn	LT Loan	Grants	Financial Aid			
Expense																
AA Exempt - Executive																
AB Exempt - Administration																
AC Exempt - Prof//Technical																
AD Hourly/Stipend																
AE Faculty - Perm Full Time																
AG Faculty - Temp Full Time																
AH Faculty - Temp Part Time																
AK Classified																
AM Student																
AP Work Study							196,462									
AS Sick Leave Buyout																
AT Terminal Leave																
AU Overtime																
B Benefits							4,079									
Salary Subtotal							\$ 200,541									
C Personal Services																
E Goods & Services																
F Cost of Goods Sold																
G Travel																
J Equipment/Cap Outlay																
K Hardware/Software																
N Client Services			8,000	9,999	8,000	150,000		2,000	275,734	49,346	50,000		500,000	692,300	200,000	935,932
P Debt Service																
W Depreciation Expense																
Total Expenditures			\$ 8,000	\$ 9,999	\$ 8,000	\$ 150,000	\$ 200,541	\$ 2,000	\$ 275,734	\$ 49,346	\$ 50,000	\$ -	\$ 500,000	\$ 692,300	\$ 200,000	\$ 935,932
Revenue																
T Transfer																
S Interagency		(3,939,310)		(9,999)		(150,000)	(200,541)	(2,000)	(275,734)	(49,346)	(50,000)			(692,300)		
0319 Department of State																
0347 National Science Foundation																
0384 Department of Education															(200,000)	(935,932)
0401 Treasury Invest																
0402 Income from Property																
0405 Fines & Forfeits																
0420 Charges for Services																
0424 Tuition & Fees													(500,000)			
0430 Dedicated Student Fees																
0450 Sales																
0499 Other Revenue																
0541 Contributions & Grants			(8,000)		(8,000)											
0542 Local Govt Contracts & Grants																
0621 Fund Transfer - In																
0622 Fund Transfer - Out																
0724 Waived Revenue																
0782 Intra-Fund Transfer																
0999 Opening Entries																
Total Revenue		\$ (3,939,310)	\$ (8,000)	\$ (9,999)	\$ (8,000)	\$ (150,000)	\$ (200,541)	\$ (2,000)	\$ (275,734)	\$ (49,346)	\$ (50,000)	\$ -	\$ -	\$ (692,300)	\$ (200,000)	\$ (935,932)

Green River College
2021-2022 Financial Aid Fund Budget

	Grants In Aid		Student Loans						Scholarships						Subtotal Scholarships
	2N27 Cares 3	Subtotal Grants In Aid	1A05 Stafford Subsidized	1A06 Stafford Unsubsidized	1A07 Private Loans	1A05 Stafford EFT	Subtotal Student Loans	FDTN Foundation Support	FDT2 Found Supp Nat Res	G001 ACG FAPC	G005 Passport College Scholarship	S020 Americorp	P054 Gator Booster Awards		
Expense															
AA Exempt - Executive		\$ -												\$ -	
AB Exempt - Administration		\$ -												\$ -	
AC Exempt - Prof/Technical		\$ -												\$ -	
AD Hourly/Stipend		\$ -												\$ -	
AE Faculty - Perm Full Time		\$ -												\$ -	
AG Faculty - Temp Full Time		\$ -												\$ -	
AH Faculty - Temp Part Time		\$ -												\$ -	
AK Classified		\$ -												\$ -	
AM Student		\$ -												\$ -	
AP Work Study		\$ 196,462												\$ -	
AS Sick Leave Buyout		\$ -												\$ -	
AT Terminal Leave		\$ -												\$ -	
AU Overtime		\$ -												\$ -	
B Benefits		\$ 4,079												\$ -	
Salary Subtotal		\$ 200,541	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
C Personal Services		\$ -												\$ -	
E Goods & Services		\$ -												\$ -	
F Cost of Goods Sold		\$ -												\$ -	
G Travel		\$ -												\$ -	
J Equipment/Cap Outlay		\$ -												\$ -	
K Hardware/Software		\$ -												\$ -	
N Client Services		\$ 22,685,755												\$ -	
P Debt Service		\$ -	\$ 3,000,000	\$ 3,800,000	\$ 200,000	\$ -	\$ 7,000,000	\$ 440,000	\$ 103,000	\$ 160,000	\$ 25,000	\$ 35,000	\$ 28,000	\$ 792,000	
W Depreciation Expense		\$ -												\$ -	
Total Expenditures		\$ 7,445,134	\$ 3,000,000	\$ 3,800,000	\$ 200,000	\$ -	\$ 7,000,000	\$ 440,000	\$ 103,000	\$ 160,000	\$ 25,000	\$ 35,000	\$ 28,000	\$ 792,000	
Revenue															
T Transfer		\$ (1,429,920)												\$ -	
S Interagency		\$ (3,939,310)				\$ (6,800,000)								\$ -	
0319 Department of State		\$ -												\$ -	
0347 National Science Foundation		\$ -												\$ -	
0384 Department of Education		\$ (7,445,134)												\$ -	
0401 Treasury Invest		\$ -												\$ -	
0402 Income from Property		\$ -												\$ -	
0405 Fines & Forfeits		\$ -												\$ -	
0420 Charges for Services		\$ -												\$ -	
0424 Tuition & Fees		\$ (500,000)												\$ -	
0430 Dedicated Student Fees		\$ -												\$ -	
0450 Sales		\$ -												\$ -	
0499 Other Revenue		\$ -												\$ -	
0541 Contributions & Grants		\$ (16,000)			\$ (200,000)		\$ (200,000)							\$ (792,000)	
0542 Local Govt Contracts & Grants		\$ -												\$ -	
0621 Fund Transfer -In		\$ -												\$ -	
0622 Fund Transfer - Out		\$ -												\$ -	
0724 Waived Revenue		\$ -												\$ -	
0782 Intra-Fund Transfer		\$ -												\$ -	
0959 Opening Entries		\$ -												\$ -	
Total Revenue		\$ (7,445,134)	\$ -	\$ -	\$ (200,000)	\$ (6,800,000)	\$ (7,000,000)	\$ (440,000)	\$ (103,000)	\$ (160,000)	\$ (25,000)	\$ (35,000)	\$ (28,000)	\$ (792,000)	

Green River College

2021-2022 Financial Aid Fund Budget

Expense	Waivers		Work Study			Subtotal	Total	Fiduciary	Funds
	3001 3% Waiver	Subtotal Waivers	1C00 College W/S Fed Match	1C57 FWS Off Campus	Subtotal Work Study				
AA Exempt - Executive	\$ -	\$ -			\$ -	\$ -			
AB Exempt - Administration	\$ -	\$ -			\$ -	\$ -			
AC Exempt - Prof/Technical	\$ -	\$ -			\$ -	\$ -			
AD Hourly/Stipend	\$ -	\$ -			\$ -	\$ -			
AE Faculty - Perm Full Time	\$ -	\$ -			\$ -	\$ -			
AG Faculty - Temp Full Time	\$ -	\$ -			\$ -	\$ -			
AH Faculty - Temp Part Time	\$ -	\$ -			\$ -	\$ -			
AK Classified	\$ -	\$ -			\$ -	\$ -			
AM Student	\$ -	\$ -			\$ -	\$ -			
AP Work Study	\$ -	\$ -	427,519	42,000	\$ 469,519	\$ 665,981			
AS Sick Leave Buyout	\$ -	\$ -			\$ -	\$ -			
AT Terminal Leave	\$ -	\$ -			\$ -	\$ -			
AU Overtime	\$ -	\$ -			\$ -	\$ -			
B Benefits	\$ -	\$ -	12,826		\$ 12,826	\$ 16,905			
Salary Subtotal	\$ -	\$ -	\$ 440,345	\$ 42,000	\$ 482,345	\$ 682,886			
C Personal Services	\$ -	\$ -			\$ -	\$ -			
E Goods & Services	\$ -	\$ -			\$ -	\$ -			
F Cost of Goods Sold	\$ -	\$ -			\$ -	\$ -			
G Travel	\$ -	\$ -			\$ -	\$ -			
J Equipment/Cap Outlay	\$ -	\$ -			\$ -	\$ -			
K Hardware/Software	\$ -	\$ -			\$ -	\$ -			
N Client Services	478,000	\$ 478,000			\$ -	\$ 30,955,755			
P Debt Service	\$ -	\$ -			\$ -	\$ -			
W Depreciation Expense	\$ -	\$ -			\$ -	\$ -			
Total Expenditures	\$ 478,000	\$ 478,000	\$ 440,345	\$ 42,000	\$ 482,345	\$ 31,638,641			
Revenue									
T Transfer	\$ -	\$ -			\$ -	\$ (1,429,920)			
S Interagency	\$ -	\$ -			\$ -	\$ (10,739,310)			
0319 Department of State	\$ -	\$ -			\$ -	\$ -			
0347 National Science Foundation	\$ -	\$ -			\$ -	\$ -			
0384 Department of Education	\$ -	\$ -	(440,345)	(42,000)	\$ (482,345)	\$ (17,483,411)			
0401 Treasury Invest	\$ -	\$ -			\$ -	\$ -			
0402 Income from Property	\$ -	\$ -			\$ -	\$ -			
0405 Fines & Forfeits	\$ -	\$ -			\$ -	\$ -			
0420 Charges for Services	\$ -	\$ -			\$ -	\$ -			
0424 Tuition & Fees	\$ -	\$ -			\$ -	\$ (500,000)			
0430 Dedicated Student Fees	\$ -	\$ -			\$ -	\$ -			
0450 Sales	\$ -	\$ -			\$ -	\$ -			
0499 Other Revenue	\$ -	\$ -			\$ -	\$ -			
0541 Contributions & Grants	\$ -	\$ -			\$ -	\$ (1,008,000)			
0542 Local Govt Contracts & Grants	\$ -	\$ -			\$ -	\$ -			
0621 Fund Transfer -In	\$ -	\$ -			\$ -	\$ -			
0622 Fund Transfer - Out	\$ -	\$ -			\$ -	\$ -			
0724 Waived Revenue	(478,000)	\$ (478,000)			\$ -	\$ (478,000)			
0782 Intra-Fund Transfer	\$ -	\$ -			\$ -	\$ -			
0999 Opening Entries	\$ -	\$ -			\$ -	\$ -			
Total Revenue	\$ (478,000)	\$ (478,000)	\$ (440,345)	\$ (42,000)	\$ (482,345)	\$ (31,638,641)			

Green River College
2021-2023 Capital Project Budget

	Proposed Budget	Prior Biennium Expenditures	2021-2023 Proposed Remaining
Local Capital			
AD Remodel	2,930,000		2,930,000
Trades Welding Power Repair	450,000		450,000
Student Affairs/Nursing/Science Bldg	260,000		260,000
Total Local Fund	\$ 3,640,000	\$ -	\$ 3,640,000
State Appropriations			
Program	1,093,000		1,093,000
Preservation (URF)	805,000		805,000
Facility	696,000		696,000
Infrastructure	2,027,000		2,027,000
Roof	534,000		534,000
Minor to Operating	807,000		807,000
Total State Fund	\$ 5,962,000	\$ -	\$ 5,962,000
Total Available for Capital	\$ 9,602,000	\$ -	\$ 9,602,000

Green River College
2021-2022 Proposed Fees and Waivers

Line No	Pending Tuition DESCRIPTION	Per Credit			NOTE	21-22 PER CREDIT AMT WAIVED
		20-21 RATE	INCR.	21-22 RATE		
FEES SET BY SBCTC						
1	RESIDENT TUITION 1-10 CREDITS	113.04	3.01	116.05		
2	RESIDENT TUITION 11-18 CREDITS	55.94	1.52	57.46		
3	RESIDENT TUITION 19+ CREDITS	101.42	2.70	104.12		
4	RESIDENT TUITION APPLIED BAS 1-10 CREDITS	220.51	6.02	226.53		
5	RESIDENT TUITION APPLIED BAS 11-18 CREDITS	11.04	0.26	11.30		
6	RESIDENT TUITION APPLIED BAS 19+ CREDITS	208.89	5.71	214.60		
7	NON-RESIDENT TUITION 1-10 CREDITS	291.28	8.16	299.44		
8	NON-RESIDENT TUITION 11-18 CREDITS	63.22	1.77	64.99		
9	NON-RESIDENT TUITION 19+ CREDITS	279.66	7.83	287.49		
10	NON-RESIDENT TUITION APPLIED BAS 1-10 CREDITS	620.30	17.37	637.67		
11	NON-RESIDENT TUITION APPLIED BAS 11-18 CREDITS	11.84	0.33	12.17		
12	NON-RESIDENT TUITION APPLIED BAS 19+ CREDITS	608.68	17.04	625.72		
13	DEPENDENTS AND SPOUSES OF ELIGIBLE VETERANS 1-10 CREDITS	0.00	-	0.00	1	116.05
14	DEPENDENTS AND SPOUSES OF ELIGIBLE VETERANS 11-18 CREDITS	0.00	-	0.00	1	57.46
15	DEPENDENTS AND SPOUSES OF ELIGIBLE VETERANS 19+ CREDITS	0.00	-	0.00	1	104.12
16	CHILD/SPOUSE OF DECEASED/DISABLED LEOFF OR FIREFIGHTER 1-10 CREDITS	0.00	-	0.00	1	116.05
17	CHILD/SPOUSE OF DECEASED/DISABLED LEOFF OR FIREFIGHTER 11-18 CREDITS	0.00	-	0.00	1	57.46
18	CHILD/SPOUSE OF DECEASED/DISABLED LEOFF OR FIREFIGHTER 19+ CREDITS	0.00	-	0.00	1	104.12
19	WRONGFULLY CONVICTED FELON (INDIVIDUAL, CHILD, STEP CHILD) 1-10	0.00	-	0.00	1	116.05
20	WRONGFULLY CONVICTED FELON (INDIVIDUAL, CHILD, STEP CHILD) 11-18	0.00	-	0.00	1	57.46
21	WRONGFULLY CONVICTED FELON (INDIVIDUAL, CHILD, STEP CHILD) 19+	0.00	-	0.00	1	104.12
22	APPRENTICE	57.00	-	57.00		
23	ABE, ESL, GED (\$25.00 per student, per quarter)	25.00	-	25.00		
FEES SET BY COLLEGE (Recommended by Students)						
24	TECH FEE (\$5 per credit, min \$5, max \$60.00 per qtr)	5.00	-	5.00		
25	FACILITY FEE (\$4.05 per credit no max) Max removed Fall '13	4.05	-	4.05		
26	SPECIAL SERVICES FEE (\$.50 per credit; no min or max.)	0.50	-	0.50		
27	STUDENT CENTER FEE (\$45 per student per quarter)	45.00	-	45.00		
28	INESL TECH/FACILITY/STU CTR/SPEC SVC FEE (short course - per class)	50.10	-	50.10		
29	INESL TECH/FACILITY/STU CTR/SPEC SVC FEE (long course - per class)	75.15	-	75.15		
30	IP TECH/FAC/STU CTR/SPEC SVC FEE 1-11 CREDITS (\$14.40 credit, \$71.50min, \$158.30 max)	158.30	-	158.30		
31	IP TECH/FACILITY/STU CTR/SPEC SVC FEE 12-18 CREDITS FLAT FEE	42.10	-	42.10		
32	IP TECH/FACILITY/STU CTR/SPEC SVC FEE 19+ CREDITS	5.30	-	5.30		
FEES SET BY COLLEGE (Discretionary Authority to Local Board)						
33	PARENT ED (per class)	20.00	-	20.00		96.05
34	RESIDENT TUITION VOCATIONAL PROGRAM 19+ CREDITS	55.94	1.52	57.46		46.66
35	NON-RESIDENT W/OPERATING WAIVER 1-10 CREDITS	128.00	2.31	130.31	2	169.13
36	NON-RESIDENT W/OPERATING WAIVER 11-18 CREDITS	56.74	1.59	58.33	2	6.66
37	NON-RESIDENT W/OPERATING WAIVER 19+ CREDITS	116.38	2.31	118.69	2	168.80
38	NON-RESIDENT W/WAIVER VOCATIONAL PROGRAM 19+ CREDITS	56.74	1.59	58.33	2	229.16
39	NON-RESIDENT TUITION APPLIED BAS W/OPERATING WAIVER 1-10 CREDITS	235.47	48.88	284.35	2	353.32
40	NON-RESIDENT TUITION APPLIED BAS W/OPERATING WAIVER 11-18 CREDITS	11.84	0.33	12.17	2	
41	NON-RESIDENT TUITION APPLIED BAS W/OPERATING WAIVER 19+ CREDITS	223.85	35.76	259.61	2	366.11
42	RESIDENT ATHLETE WITH WAIVER 1-10 CREDITS	77.79	3.87	81.66	3	34.39
43	RESIDENT ATHLETE WITH WAIVER 11-15 CREDITS	55.94	1.52	57.46	3	-
44	RESIDENT ATHLETE WITH WAIVER 16-18 CREDITS	55.94	1.52	57.46	3	46.66
45	RESIDENT ATHLETE WITH WAIVER 19+ CREDITS	101.42	2.70	104.12	3	122.41
46	NON-RESIDENT ATHLETE WITH WAIVER 1-10 CREDITS	92.75	3.17	95.92	3	203.52
47	NON-RESIDENT ATHLETE WITH WAIVER 11-15 CREDITS	56.74	1.59	58.33	3	6.66
48	NON-RESIDENT ATHLETE WITH WAIVER 16-18 CREDITS	56.74	1.59	58.33	3	6.66
49	NON-RESIDENT ATHLETE WITH WAIVER 19+ CREDITS	116.38	2.31	118.69	3	168.80
50	RESIDENT APPLIED BAS ATHLETE WITH WAIVER 1-10 CREDITS	164.00	1.38	165.38	3	61.15
51	RESIDENT APPLIED BAS ATHLETE WITH WAIVER 11-15 CREDITS	11.04	0.26	11.30	3	-
52	RESIDENT APPLIED BAS ATHLETE WITH WAIVER 16-18 CREDITS	11.04	0.26	11.30	3	-
53	RESIDENT APPLIED BAS ATHLETE WITH WAIVER 19+ CREDITS	208.89	5.71	214.60	3	-
54	NON-RESIDENT APPLIED BAS ATHLETE WITH WAIVER 1-10 CREDITS	178.96	50.26	229.22	3	408.45
55	NON-RESIDENT APPLIED BAS ATHLETE WITH WAIVER 11-15 CREDITS	11.84	0.33	12.17	3	-
56	NON-RESIDENT APPLIED BAS ATHLETE WITH WAIVER 16-18 CREDITS	11.84	0.33	12.17	3	-
57	NON-RESIDENT APPLIED BAS ATHLETE WITH WAIVER 19+ CREDITS	223.85	35.76	259.61	3	366.11

Green River College
2021-2022 Proposed Fees and Waivers

Line No	Pending Tuition DESCRIPTION	Per Credit			NOTE	21-22 PER CREDIT AMT WAIVED
		20-21 RATE	INCR.	21-22 RATE		
58	ELIGIBLE VETERANS & OTHER MILITARY VETERANS 1-10 CREDITS	101.74	2.71	104.45	7	11.61
59	ELIGIBLE VETERANS & OTHER MILITARY VETERANS 11-18 CREDITS	55.94	1.52	57.46	7	-
60	ELIGIBLE VETERANS & OTHER MILITARY VETERANS 19+ CREDITS	101.42	2.70	104.12	7	-
61	ACTIVE DUTY WAIVER 1-10 CREDITS	89.24	2.50	91.74	6	24.31
62	ACTIVE DUTY WAIVER 11-18 CREDITS	44.90	1.26	46.16	6	11.30
63	ACTIVE DUTY WAIVER 19+ CREDITS	1,010.42	(906.30)	104.12	6	-
64	ELIGIBLE VETERANS & OTHER MILITARY VETERANS APPLIED BAS 1-10 CREDITS	198.46	5.42	203.88	7	22.65
65	ELIGIBLE VETERANS & OTHER MILITARY VETERANS APPLIED BAS 11-18 CREDITS	11.04	0.26	11.30	7	-
66	ELIGIBLE VETERANS & OTHER MILITARY VETERANS APPLIED BAS 19+ CREDITS	208.89	5.71	214.60	7	-
67	ACTIVE DUTY WAIVER BAS 1-10 CREDITS	196.71	5.51	202.22	6	24.31
68	ACTIVE DUTY WAIVER BAS 11-18 CREDITS	0.00	-	0.00	6	11.30
69	ACTIVE DUTY WAIVER BAS 19+ CREDITS	208.89	5.71	214.60	6	
70	HIGH SCHOOL COMPLETION 1-10 CREDITS	12.00	-	12.00	3	104.05
71	HIGH SCHOOL COMPLETION 11-18 CREDITS	12.00	-	12.00	3	45.46
72	HIGH SCHOOL COMPLETION 19+ CREDITS	55.94	1.52	57.46	3	46.66
73	NON-RESIDENT HIGH SCHOOL COMPLETION 1-10 CREDITS	113.04	3.01	116.05	3	183.39
74	NON-RESIDENT HIGH SCHOOL COMPLETION 11-18 CREDITS	55.94	1.52	57.46	3	7.53
75	NON-RESIDENT HIGH SCHOOL COMPLETION 19+ CREDITS	101.42	2.70	104.12	3	183.37
76	WASH STATE EMPLOYEE (per class/space available)	55.94	1.52	57.46	3	522.79
77	WASH STATE EMPLOYEE APPLIED BAS (per class/space available)	55.94	1.52	57.46	3	1,075.19
78	SENIOR CITIZEN - AUDIT (per class/space available; limit 2 courses per qtr)	5.00	-	5.00	3	575.25
79	NEEDY (Need based/college discretionary waiver)	0.00	-	0.00	3	116.05
80	COLLEGE IN THE HIGH SCHOOL	49.00	-	49.00	3	67.05
81	EXCESS ENROLLMENT 1-10 CREDITS	113.04	3.01	116.05		
82	EXCESS ENROLLMENT 11-18 CREDITS	55.94	1.52	57.46		
83	EXCESS ENROLLMENT 19+ CREDITS	101.42	2.70	104.12		
84	INTERNATIONAL STUDENT 1-10 CREDITS	291.28	8.16	299.44		
85	INTERNATIONAL STUDENT 11TH CREDIT	268.60	(40.78)	227.82		
86	INTERNATIONAL STUDENT 12-18 CREDITS FLAT FEE	3,450.00	-	3,450.00		
87	INTERNATIONAL STUDENT 19+ CREDITS	279.66	7.83	287.49		
88	INTERNATIONAL STUDENT VOCATIONAL PROGRAM 19+ CREDITS	63.22	1.77	64.99		
89	INTERNATIONAL STUDENT INTENSIVE ESL (short course)	875.00	-	875.00		
90	INTERNATIONAL STUDENT INTENSIVE ESL (long course)	1,287.50	-	1,287.50		
91	INTERNATIONAL STUDENT 1-10 CREDITS APPLIED BAS	620.30	17.37	637.67		
92	INTERNATIONAL STUDENT 11TH CREDIT APPLIED BAS	48.50	13.16	61.66		
93	INTERNATIONAL STUDENT 12-18 CREDITS APPLIED BAS (FLAT FEE)	6,300.00	200.00	6,500.00		
94	INTERNATIONAL INSURANCE (per quarter)	330.00	-	330.00		
95	IP CAMPUS CORNER PLACEMENT FEE (One-Time fee Incl. airport pickup & move-in kit)	300.00	-	300.00		
96	INTERNATIONAL ADMISSIONS FEE	50.00	-	50.00		
97	INSTITUTIONAL TOEFL	27.00	-	27.00		
98	FOUNDATION FOR SUCCESS	100.00	-	100.00		
99	INT'L STUDENT LATE ENROLLMENT FEE	95.00	-	95.00		
100	MATRICULATION FEE (\$.75 per credit no max)	0.75	-	0.75		
101	TRANSCRIPT FEE (Official) WEB ONLY	10.00	-	10.00		
102	TRANSCRIPT FEE-ON DEMAND (IN-PERSON)	25.00	-	25.00		
103	GED TEST COMPLETE (flat fee)	120.00	-	120.00		
104	GED PARTIAL (flat fee)	30.00	-	30.00		
105	GED TRANSCRIPT	3.00	-	3.00		
106	ADMINISTRATIVE FEE FOR SPECIALIZED TESTING (LEVEL 1)	5.00	-	5.00		
107	ADMINISTRATIVE FEE FOR SPECIALIZED TESTING (LEVEL 2)	10.00	-	10.00		
108	ADMINISTRATIVE FEE FOR SPECIALIZED TESTING (LEVEL 3)	15.00	-	15.00		
109	PROCTORED TEST (for non-Green River testing)	25.00	-	25.00		
110	INTERDEPARTMENTAL PROCTORING FEE	15.00	-	15.00		
111	TYPING TEST FEE	10.00	-	10.00		
112	WAMAP TEST (Washington Math Assessment and Placement)	10.00	-	10.00		
113	HESI TEST (Health Education Systems Incorporated-Nursing)	32.00	-	32.00		
114	TAIS TEST (The Attentional and Interpersonal Style-Court Reporting)	35.00	-	35.00		
115	NCRC TEST (National Career and Readiness Certificate-Aerospace)	36.00	-	36.00		
116	NCRC RE-TAKE TEST(National Career and Readiness Certificate-Aerospace)	12.00	-	12.00		
117	CAREER ASSESSMENT TEST STUDENT	20.00	-	20.00		
118	CAREER ASSESSMENT TEST NON-STUDENT	40.00	-	40.00		
119	WELDING CERT TEST	60.00	-	60.00		

Green River College
2021-2022 Proposed Fees and Waivers

Line No	Pending Tuition DESCRIPTION	Per Credit			NOTE	21-22 PER CREDIT AMT WAIVED
		20-21 RATE	INCR.	21-22 RATE		
120	WCS BAT EXAM FEE (pass through)	51.00	-	51.00		
121	WCS BAT EXAM FEE	149.00	-	149.00		
122	LATE ENROLLMENT FEE	0.00	-	0.00	8	35.00
123	LOCKER FEE PER QUARTER	7.50	-	7.50		
124	LOCKER FEE PER YEAR	25.00	-	25.00		
125	RETURNED CHECK FEE	30.00	-	30.00		
126	MINIMUM REFUND AMOUNT	10.00	-	10.00		
127	CALCULATOR RENTAL	20.00	-	20.00		
128	CALCULATOR LATE RETURN PENALTY	10.00	-	10.00		
129	CAMERA RENTAL	50.00	-	50.00		
130	CAMERA RENT LATE RETURN PENALTY	30.00	-	30.00		
131	EVENT TICKET PURCHASE HANDLING FEE	1.00	-	1.00		
132	STEPP PAYMENT PLAN ENROLLMENT FEE (Per Quarter)	25.00	-	25.00		
133	MARKETING -LOBBY SALES (single table)	40.00	-	40.00		
134	MARKETING -LOBBY SALES (double table)	50.00	-	50.00		
135	PHI THETA KAPPA DUES	70.00	-	70.00		
136	SCAN TRON SALES (Testing Center Supplies)	1.00	-	1.00		
137	TELECOURSE RENTAL FEE (per class)	30.00	-	30.00		
138	STAFF PARKING (QUARTERLY)	20.00	-	20.00		
139	STAFF PARKING (4-QUARTERS)	80.00	-	80.00		
140	STAFF PARKING (3-QUARTERS)	60.00	-	60.00		
141	PARKING DUPLICATE	5.00	-	5.00		
142	PARKING FINE	25.00	-	25.00		Variable
143	GUARANTEED PARKING (QTRLY - SPACE AVAILABLE)	100.00	-	100.00		
144	GUARANTEED PARKING (DAILY- SPACE AVAILABLE)	5.00	-	5.00		
145	Overdue Laptop Fine - per day	0.00	25.00	25.00		
146	Laptop Power Cord Replacement Fee	0.00	30.00	30.00		
147	Laptop Replacement Fee	0.00	910.00	910.00		

NOTES:	
1	Mandatory Waiver set by SBCTC
2	Optional Waiver set by SBCTC : Colleges may waive all or part of the non-resident operating fee differential; <u>not</u> building fee differential.
3	Optional Waiver approved by SBCTC
4	Mandatory Waiver: Law Enforcement/Firefighter- RCW 28B.15.380
5	Mandatory Waiver: Active Duty RCW 28B.15.622
6	Optional Active Duty waiver approved by SBCTC and GRC Board to waive all Building Fee & S&A Fee
7	Optional Waiver: Veterans - RCW 28B.15.621 - GRC approved 10% OFF 1-10 CREDITS
8	Fee Waived 17/18

Green River College
2021-2022 Proposed
Instructional Fee Adds and Changes

	Course		CoOp Fees	2020-21 Fee	Change	2021-22 Fee
Removal of Fee						
1	JOURN	107	Introduction to Video Journalism	50.00	(50.00)	-
2	PTA	105	PATIENT CARE SKILLS	15.00	(15.00)	-
3	PTA	114	TESTS AND MEASUREMENTS	5.00	(5.00)	-
4	PTA	213	ORTHOPEDIC THERAPY	10.00	(10.00)	-
5	PTA	277	CLINICAL AFFILIATION 1	12.00	(12.00)	-
New Courses						
6	AVIA	151	Aviation GIS	-	20.00	20.00
7	AVIA	159	UAV Physical Security	-	20.00	20.00
8	AVIA	271	UAV Cybersecurity	-	20.00	20.00
9	CJ	215	Advanced Fingerprint Identification	-	15.00	15.00
10	CMST&	101	Introduction to Communications	-	2.00	2.00
11	ELL	085	English for Women's Health Level 5	-	10.00	10.00
12	ELL	086	English for Women's Health Level 6	-	10.00	10.00
13	MATH	109	Mathematical Models in Gaming	-	2.00	2.00
14	MFG	108	Intermediate Additive Manufacturing	-	50.00	50.00
15	MGMT	325	Human Resources Operations	-	50.00	50.00
16	MNURS	101	Introduction to Nursing and Technology	-	100.00	100.00
17	MNURS	104	Nursing Fundamentals	-	100.00	100.00
18	MNURS	105	Fundamentals of Health Community Lab	-	200.00	200.00
19	MNURS	107	Med-Surg I Community Lab	-	200.00	200.00
20	POLS&	201	Introduction to Political Theory	-	2.00	2.00
21	PTA	107	Procedures of Patient Care 2	-	15.00	15.00
22	PTA	221	Pediatric Rehabilitation Lab	-	10.00	10.00
23	SOC	252	Drugs and Society	-	18.50	18.50
Existing Courses Adding Fees						
24	MGMT	300	Organizational Leadership	-	50.00	50.00
25	MGMT	320	Human Resources Management	-	50.00	50.00
26	MGMT	340	Business Project Management	-	50.00	50.00
27	MGMT	345	Corporate Finance II	-	50.00	50.00
28	MGMT	385	Business Operations Management	-	50.00	50.00
29	MGMT	395	Marketing Management	-	50.00	50.00
30	MGMT	420	Business Strategy	-	50.00	50.00
31	NATRS	495	Capstone in Natural Resources Field Work	-	10.00	10.00
32	NATRS	496	Capstone in Natural Resources Delivery	-	10.00	10.00
33	OTA	128	APPLICATION OF OTA 1	-	20.00	20.00
34	OTA	245	Co-op Fieldwork Experience 1	-	24.00	24.00
35	OTA	246	Co-op Fieldwork Experience 2	-	24.00	24.00
Fee Increases						
36	NATRS	161	WILDLIFE HABITAT MGMT	15.00	10.00	25.00
37	NATRS	205	WILDLAND RECREATION	35.00	15.00	50.00
38	NATRS	272	FISH IDENT AND HABITAT	20.00	5.00	25.00
39	OTA	100	INTRO TO OCC THERAPY	10.40	1.10	11.50
40	OTA	102	OTA APPLIED ANAT/KINES	10.40	1.10	11.50
41	OTA	103	APPLIED ANAT/KINES LAB	15.60	1.40	17.00
42	OTA	111	FUND OF OT HEALTH CARE	81.90	19.60	101.50
43	OTA	112	PROF SKILLS FOR HC LAB	20.80	17.20	38.00
44	OTA	120	DEVELOP DISABILITIES 1	10.92	1.08	12.00

Green River College
2021-2022 Proposed
Instructional Fee Adds and Changes

	Course		CoOp Fees	2020-21 Fee	Change	2021-22 Fee
45	OTA	121	DEV DISABILITIES 1 LAB	15.60	1.40	17.00
46	OTA	122	PHYSICAL DISABILITIES 1	10.92	1.08	12.00
47	OTA	123	PHYS DISABILITIES 1 LAB	54.08	3.92	58.00
48	OTA	124	FUND'LS OF GERONTOLOGY	5.20	0.80	6.00
49	OTA	126	CLINICAL SEMINAR 1	6.24	36.26	42.50
50	OTA	127	CLINICAL SEMINAR LAB	6.24	36.26	42.50
51	OTA	130	PROF ADVOCACY EXPERIENCE	81.90	6.10	88.00
52	OTA	131	PHYSICAL DISABILITIES 2	32.76	2.24	35.00
53	OTA	132	PHYS DISABILITIES 2 LAB	36.40	2.60	39.00
54	OTA	133	PSYCHOSOCIAL DYSFUNCTION	7.28	0.72	8.00
55	OTA	134	PSYCHO DYSFUNCTION LAB	26.00	2.00	28.00
56	OTA	200	DEV DISABILITIES 2	16.38	1.62	18.00
57	OTA	201	DEV DISABILITIES 2 LAB	21.84	17.16	39.00
58	OTA	202	ETHICS/SOCIETY-PRACTICE	5.20	0.80	6.00
59	OTA	210	THERAPEUTIC PRACTICES-OT	26.00	2.00	28.00
60	OTA	211	CLINICAL SKILLS TRAINING	27.30	2.20	29.50
61	OTA	213	THERA GROUP LEADER LAB	21.84	17.16	39.00
62	OTA	220	THERA GROUP ACTIVITIES 2	7.28	0.72	8.00
63	OTA	221	THERAP GROUP ACTIV 2 LAB	10.92	1.08	12.00
64	OTA	222	CLINICAL SEMINAR 2	10.92	76.08	87.00
65	OTA	224	THERAPEUTIC ADAPTATIONS	20.80	1.20	22.00
66	OTA	225	APP OF THERAPEUTIC ACTIV	65.52	4.98	70.50
67	OTA	228	PRE-FIELDWORK EXPER SEM	27.30	2.20	29.50
68	OTA	240	FIELDWORK EXP SEMINAR 1	119.60	28.90	148.50
69	OTA	241	FIELDWORK EXPER SEM 2	119.60	28.90	148.50
70	PTA	101	INTRO TO PHYSICAL THER	10.00	25.00	35.00
71	PTA	151	CLINICAL PREPARATION	35.00	5.00	40.00
72	PTA	160	PRIN OF PT AGENTS 1 LAB	10.00	2.00	12.00
73	PTA	161	PRIN OF PT AGENTS 2 LAB	5.00	15.00	20.00
74	PTA	163	POSTURE AND MOVEMENT LAB	5.00	5.00	10.00
75	PTA	164	PTA APPLIED ANATOMY LAB	12.00	2.00	14.00
76	PTA	166	NEUROSCIENCE LAB	17.00	3.00	20.00
77	PTA	201	CURRENT TRENDS/PROF HLTC	5.00	30.00	35.00
78	PTA	205	FUNCTIONAL TRAINING	10.00	2.00	12.00
79	PTA	253	CLINICAL EDUCATION 3	30.00	20.00	50.00
80	PTA	260	THERAPEUTIC EXERCISE LAB	10.00	2.00	12.00
81	PTA	261	ADV REHAB PROCEDURES LAB	10.00	3.00	13.00
82	PTA	262	ACUTE CARE LAB	5.00	3.00	8.00
83	PTA	263	ORTHOPEDIC THERAPY LAB	30.00	3.00	33.00
84	PTA	278	CLINICAL AFFILIATION 2	12.00	38.00	50.00
85	PTA	279	CLINICAL AFFILIATION 3	12.00	23.00	35.00
86	PTA	280	CLINICAL AFFILIATION 4	12.00	23.00	35.00

Green River College
2021-2022

Long Term Commitments

Building COP's	Initial Amount	Remaining Amount	Annual Payment	Start Date	Payoff Date	COP Term Yrs	Yrs Remaining	Payment Source	Notes
Kent II	8,090,000	3,028,128	354,386	8/11/09	6/1/29	20	8	Int'l Programs	IP Annual Operations
Salish	26,830,000	10,054,624	1,175,354	8/11/09	6/1/29	20	8	State Fund 060	SBCTC Annual Allocation
Student Life Replacement	13,480,000	7,500,000	885,000	12/1/14	06/1/29	15	8	S & A	S&A & IP
New Auburn Center	14,550,000	11,470,000	605,000	6/1/16	12/1/35	20	14	Reserves and IP	Fund Balance and Annual Operations
Total Building COP'S	62,950,000	32,052,752	3,019,740						

Long-Term Lease	Amount	Annual Payment	Start Date	Payoff Date	# Yrs	Payment Source	Notes
Enumclaw Center*	N/A	*204,929	3/1/96	N/A	25	General Fund	Current Term 3/1/16-2/28/21
Drama Storage	N/A	48,216	6/15/80	N/A	5	General Fund	Current Term 10/1/18 - 9/30/23
Parking Lease	N/A	8,400	9/19/03	N/A	5	Parking Fund	Current Term 7/1/2017 - 6/30/2022
Spokane Lab	N/A	14,640	8/1/05	N/A		Self Support	Anticipated Term 8/1/21 - 7/31/22 - Annual Delegated Renewal
Total Long-Term Leases		276,185					

*Enumclaw Center is owned by Green River Foundation. Green River College leases the facility from the foundation. Green River is currently in discussion for contract renewal. Annual payment is estimated at this time.



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greenriver.edu

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Student Report

June 15, 2021



ASGRC Executives 2021-2022



- Shah Asraff Khan (Ash)
- Caven

ASGRC 2021-2022 Executive



ASGRC President

**Shah Asraff Khan
(Ash)**



ASGRC 2021-2022 Executive



**ASGRC
Vice President**

Caven



Global Leadership Program

Spring 2021 Highlights

▶ Goals:

- Connect students worldwide
- Discover unique leadership potential
- Develop global-ready workplace skills

▶ Participants: 26 students from 10 countries

▶ Topics & Activities:

- Leadership Strengths
- Intercultural Communication
- Conflict Management
- Problem Solving
- Campus Improvement Project



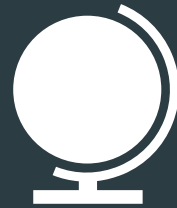
Campus Improvement Projects



Online Learning



Faculty-Student
Relationships



Local-
International
Student
Relationships



Diversity, Equity
& Inclusion

Global Leadership Program

Student Impact

Xinghan Tong (Oscar)

- ▶ International Student Participant

Selina LeMay

- ▶ Local Student Participant

Faculty Report

Tuesday, June 15, 2021

THE DEI Outcome

In the last week of May, the faculty voted to add a Diversity, Equity, and Inclusion Outcome to our Campus-Wide Learning Outcomes:

- *In order to advance equity and social justice, students will be able to examine their own and others' identities, behaviors, and/or cultural perspectives as they connect to power, privilege, and/or resistance.*

This was the result of months of (remote) work and collaboration by the Instructional Diversity Committee, the Learning Outcomes Committee, and the Instruction Council, including multiple drafts, meetings with individual instructional divisions, and all-faculty forums. Many thanks to Michael Moreno, Marisela Fleites-Lear, Jake Frye, Allison Beckwith, Julie Moore and Leslie Kessler for their uniquely tireless leadership in this effort.

In order to advance equity and social justice...

In the movement from learning to engaging, equity asks that we act on what we have learned and then to engage more fully with those around us. Culturally relevant pedagogical practices and curriculum can help do this and make our students' academic experiences relevant and valuable in their lives. In applying your own discipline's "content and skills to solving problems [that students] identify as important to themselves and their communities," they will see methods for designing "a more just and equitable society and ... [making] their voices heard on topics of local and national importance" (Finkel, 2018, p. 49).

- Such discussions of equity and social justice can also integrate global awareness in examining issues and examples of local international communities and global concerns impacting communities around the world. "Global Awareness" is one of the general education competencies from the 2020 Accreditation revisions.

...students will be able to examine their own and others' identities, behaviors, and/or cultural perspectives...

The verb “examine” demonstrates “entry level” exposure to diversity, equity, inclusion, and accessibility in a classroom and begins with student positionality based on one’s intersectionality (race/ethnicity, gender, sexual orientation, ability, class, etc.) in relation to others.

· How might our pedagogy/curriculum invite, impact, harm, or exclude students from our disciplines?

· Learning how equity links with our academic disciplines is essential and requires learning new things and unlearning old habits (even assessing our own pedagogies and academic accessibility in terms of our delivery). We start with where “we are” but we do not remain there.

· “Cultural Sensitivity” is one of the general education competencies from the 2020 Accreditation revisions.

· The inclusion of “and/or” provides different entry levels for curriculum and discussion.

... as they connect to power, privilege, and/or resistance.

These concepts are significant underlining features of equity and social justice. Such an examination takes place in terms of identity through the lens of power/privilege/resistance. “To understand equity is to understand power and the ways in which power operates throughout society... Understanding power is really about seeing how privilege and disadvantage operate throughout society and, therefore, how these operations affect individuals and groups of people over time.”¹

· The D&E Outcome should be a shared understanding across our disciplines and make connections between hegemonic structures of power and challenges to these.

· According to the 2020 Accreditation standards, we are asked to “[a]rticulate commitment to student success through student learning and achievement with a focus on equity.”

· The inclusion of “and/or” provides different entry levels for curriculum and discussion

¹Castro, E. L. “Addressing the Conceptual Challenges of Equity Work: A Blueprint for Getting Started.” In E. L. Castro (Ed.). (2015). Understanding equity in community college practice: New directions for community colleges, number 172. (pp. 5-13). ProQuest Ebook Central <https://ebookcentral.proquest.com>

Collective Bargaining Agreement Vote

During the last week of classes, the United Faculty membership voted to ratify the newly proposed Collective Bargaining Agreement.

- Countless hours of preparation and bargaining that took place almost entirely on Zoom.
- Since March, every-other-week All-Faculty Meetings to share out and field questions/comments about TA'ed sections.
- Teams Channels to present each revised section and allow Q&A on those sections.
- Bargaining Office Hours each week for small-venue conversations about proposed changes.
- Unending thanks to my bargaining teammates: Leslie Kessler, Dave Norberg, and James Pyle.
- And many thanks to the College's team for their commitment, collaboration, and good will.

And Now...
The Virtual Student
Showcase

- The work of a team of faculty and staff members, some of whom began this work a few years ago, in the dark ages of in-person operations.
- Emily Beals, Jennifer Rohan, Lisa Luengo, Daniel Najera, Carel Neffenger, Marcie Sims, Kora Smith, Chitra Solomonson, Leslie Soule, Leo Studach
- <https://www.greenriver.edu/student-showcase/>
- Jennifer Rohan is one amazing person, and an even better instructional librarian. She is going to take you on a tour and share about their process.

And a few more things...

Guided Pathways work is moving forward and readying to begin construction something that will *not* be called meta-majors.

Strategic Planning work moved forward throughout the year.

Science Labs were taught! Remotely! Seriously, just think about it.

Music classes continued and produced beautiful music!

Students created inspired works of art in art classes!

Health Sciences and Trades programs are graduating cohorts of students this week!

Elearning trained, well, *everyone!*

And this list could get longer...it's been quite a year.



Just think what
we can do next
year....

after a little rest.

President's Report: Reflections on 2020 – 2021

BOARD OF TRUSTEES JUNE BOARD MEETING
JUNE 15, 2021

A year like no other....

- 1 Looking Back:** A Year of COVID and the Remarkable Work of the College
- 2 Focusing on the Big Picture:** Where We Have Been, What Are We Doing, and Where Are We Going?
- 3 Supporting Equity and Excellence:** Building Capacity
- 4 Setting a Vision:** A Strategic Plan for Equity

16 months ago.....

- March 2020 was the beginning of a global pandemic.
- Our world shifted from working face-to-face to working remotely online.
- We have and are experiencing exhaustion in our personal and professional lives.





What We Have Accomplished in One Year In These **Unprecedented Times**

- ▶ Maintained instruction, student affairs, and business operations to remote environment
- ▶ Provided virtual lobbies for support services
- ▶ Held virtual events for everything – from opening day to commencement
- ▶ Safely returned some career technical and trades programs back to campus
- ▶ Planning for progressive reopening for a post pandemic recovery

What We Have Accomplished in One Year In These **Unprecedented Times**

- Focus on Student Success and Safe College Operations
- Strategic planning with equity at the center
- Guided pathways – equity in enrollment, retention, completion, transfer, and career placement
- ctcLink – preparing for the shift in operations and business processes
- Faculty negotiations resulting in a new 3-year contract
- Financial stability and sustainability for temporary crisis and for the future

What the Pandemic Has Taught Us

- ▶ The certainty of uncertainty and perpetual change to life and work
- ▶ Collaboration and innovation to address current challenges
- ▶ Building our future together
- ▶ Belief that we will get through these times
- ▶ Sharing community to provide supports for each other
- ▶ Empathy, understanding and patience for each other
- ▶ Hope and trust in each other
- ▶ Focusing on our progress with our priorities
- ▶ Holding true to our mission and values

“The best institutions don’t just teach, they empower. They meet students where they are and help them get to where they want to go.” Dr. Jill Biden

Our Future....becoming a 21st century college

6/15/2021 TAB G

Visioning Since 2017 to support the next strategic plan for the college

6/15/2021 TAB G



First choice in post-secondary education in our service area



First choice in partnership with business/industry in our service area



Close opportunity gaps among students and double completion for all students



All students should feel they belong. All students experience us as a culture of caring

We have recognized throughout the strategic planning process

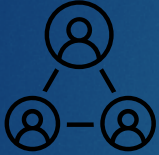
- ▶ Equity gaps are a signal that practices are not working as intended.
- ▶ We need to ask equity-minded questions: HOW and WHY current practices are failing to serve students who are experiencing inequities?
- ▶ Being aware of the inequities is not enough for improvement. We excel in identifying inequities. We have not excelled in addressing them in proactive, collaborative and thoughtful ways.

Building a strategic plan that will succeed requires individual and shared responsibility

- ▶ “Before you can transform systems and structures, you must do the people work first.” (W.K. Kellogg Foundation: *Restoring to Wholeness: Racial Healing for Ourselves, Our Relationships, and Our Communities.*)
- ▶ There must be clarity about **equity** = meeting and supporting students where they are through their unique educational journeys; & **equality** = success for all students
- ▶ **Equity is inherently anti-racist.** Anti-racist growth mindset is essential and ever developing in all of us.

An Equity Centered Strategic Plan

6/15/2021 TAB G



Is relational – on an individual level and on a group level.



Requires ongoing learning and growth in all of us.



Requires each of us to see our roles and impact we have in building an inclusive culture.



Requires new areas/offices that do not exist yet to support the envisioned work ahead.



Requires interaction and collaboration across areas of the college that will lead to better coordination to achieve our goals.



Means prioritizing equity as a foundational element to improve student learning and success.

Imagining and Visioning Our Future Together: Rethinking and Unlearning

“

A hallmark of wisdom is knowing when it's time to abandon some of your most treasured tools—and some of the most cherished parts of your identity.

Adam Grant, Think Again

”

“

Intelligence is traditionally viewed as the ability to think and learn. Yet in a turbulent world, there's another set of cognitive skills that might matter more: the ability to rethink and unlearn.

Adam Grant, Think Again

”

“

Questioning ourselves...requires us to admit that the facts may have changed, that what was once right may now be wrong. Reconsidering something we believe deeply can threaten our identities, making it feel as if we're losing a part of ourselves.

Adam Grant, Think Again

”

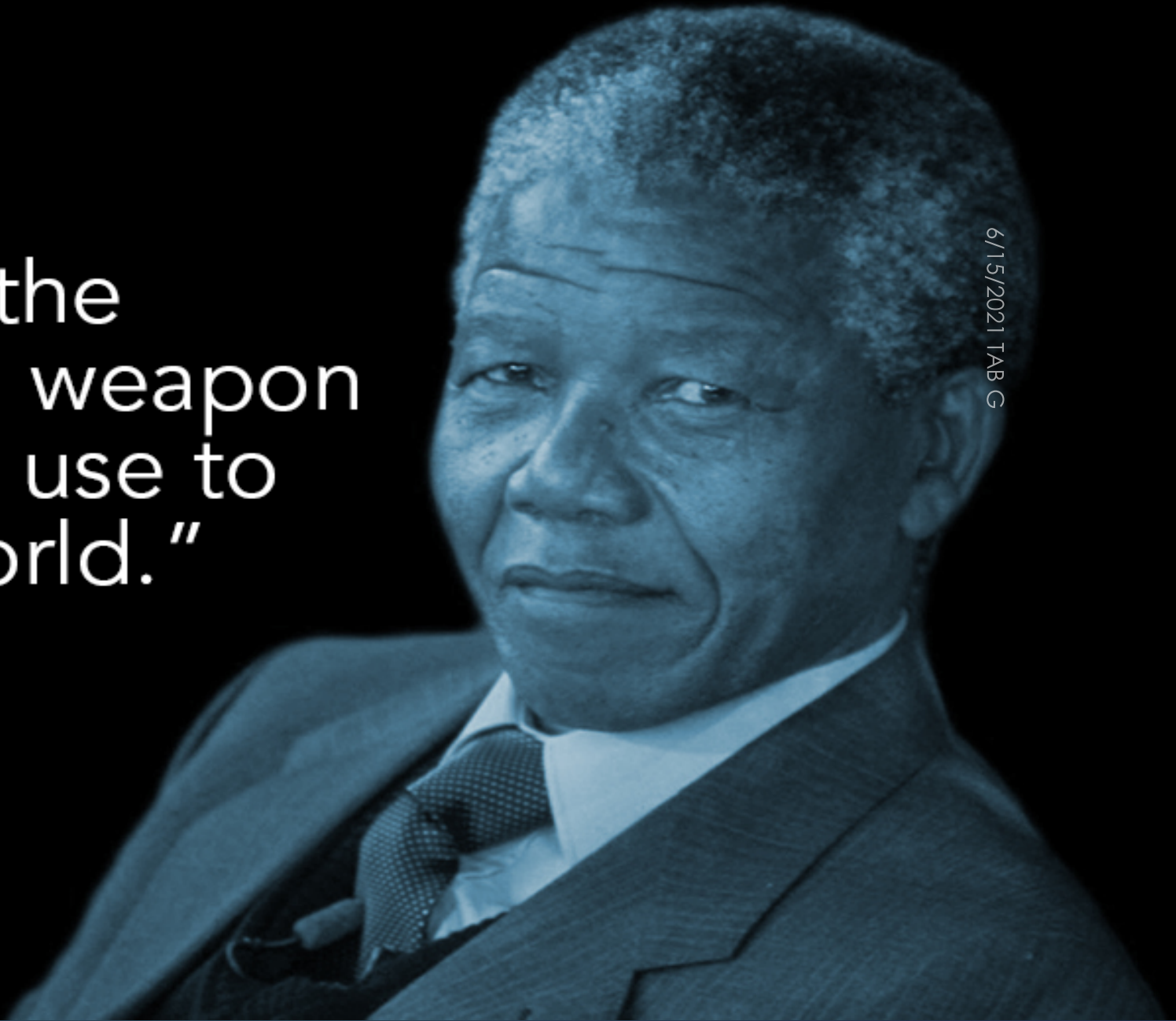
Imagining and Visioning our Future Together

6/15/2021 TAB G

“What will our communities look, feel, and be like when the belief in a racial hierarchy no longer exists?” Tia Brown McNair

“Education is the most powerful weapon which you can use to change the world.”

Nelson Mandela



Reflections on a year that was:

Commencement Video Preview 😊

THANK YOU....

to our students

to our faculty

to our staff

to the executive team

and, to our trustees

Please see appendices for area accomplishments this year for more details about the college's work throughout this academic year.



WE ARE **STRONGER TOGETHER** THAN APART;
BUILD ON EACH OTHER'S STRENGTHS.

IT'S **AMAZING** WHAT
A GROUP CAN DO WHEN THERE IS
A FOUNDATION OF **RESPECT**
AND **TRUST** AMONG ALL
IN THE MIDST OF INDIVIDUAL DIFFERENCES.

GIVE **PATIENCE**
AND **CONSIDERATION...**
EVERYONE DESERVES THAT.

RECOGNIZE THE **HUMANITY**
AND **DIVERSITY** IN US ALL
AND SEE WHAT OUR **COLLECTIVE EFFORTS** CAN DO!

Dr. Suzanne M. Johnson, *President, Green River College*

2020-21

**OPERATIONAL PLANNING
ANNUAL REPORT AND UPDATE**

6/14/2021

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President

Dr. Suzanne Johnson, President

Introduction

The following provide guidance for all planning and continuous improvement efforts at Green River.

Green River College Vision

To be ranked among the very best in student completion and success and be an invaluable community partner and asset with robust and diverse revenue streams.

Green River College Mission

Ensure student success through comprehensive educational programs and support services responsive to our diverse communities.

Overarching Strategies from the 2013-20 Strategic Plan

- **Improve Student Access, Progression and Success** - improve student access, progression and success through high-quality teaching and tutoring, supportive mentoring and advising, comprehensive financial aid, holistic services, and meaningful accountability in a welcoming and inclusive environment.
- **Expand Partnerships** – increase and strengthen internal and external relationships among campus programs and branches, K-12 schools, four-year colleges and universities, business and industry, civic organizations and local communities.
- **Improve Strategic Enrollment and Retention Management** – improve strategic enrollment and retention management for each of the College's core themes to expand and effectively use College assets, programs, campuses, baccalaureate opportunities and services to increase student success.
- **Cultivate Equality and Diversity** – ensure a campus environment where all students feel valued, respected and supported by facilitating activities, programs and education that honor, celebrate and embrace diversity.
- **Improve Fiscal Stability** – increase fiscal stability of the College through development of enhanced and diverse revenue streams and efficient use of resources
- **Expand Professional Development** – expand professional development opportunities relating to instruction, curriculum, assessment, advising, use of technology, student services and leadership.
- **Improve Communications and Marketing** – strengthen communications and marketing strategies through development of a comprehensive brand and united voice that will enhance the College's image locally, regionally, nationally and internationally.

Green River College Priorities for 2016-21

- Enrollment
- Retention
- Completion
- Diversity

2020-21 Operational Plans

Number of unit area operational goals that support and address the Strategic Plan's Overarching Strategies and College Priorities:

Overarching Strategies		Number of Unit Goals
OS1	Improve Student Access, Progression and Success	19
OS2	Expand Partnerships	8
OS3	Improve Strategic Enrollment and Retention Management	10
OS4	Cultivate Equality and Diversity	23
OS5	Improve Fiscal Stability	11
OS6	Expand Professional Development	10
OS7	Improve Communications and Marketing	7
College Priorities		Number of Unit Goals
CP1	Enrollment	17
CP2	Retention	14
CP3	Completion	13
CP4	Diversity	23

Following are executive summaries of major accomplishments and updates to the 2020-21 operational plans by unit area:

Business Administration

Shirley Bean, Vice President

Executive Summary

During the academic/fiscal year of 2020-21, the division had a number of accomplishments as well as challenges brought on by the COVID-19 pandemic which continued to be a major disruption. A key accomplishment this year has been to keep staff healthy and safe while at the same time managing operations and the business needs of the College. In preparation for ctLink go-live in October 2021, the staff has dedicated significant amount of work on operational alignment with the new system, data validation, and employee training. To help manage the amount of work required, the division hired new staff, both temporary and permanent, in payroll, financial services and benefits. The division also was able to fill several key vacant positions. All recruitment, hiring, on-boarding, and on-going training for the year was done virtually. For Facilities, COVID-19 continued to be a major focus. Facilities is made up of five departments with essential staff that have been working on campus throughout the pandemic to ensure the health and safety of the College and its employees. Facilities also completed several major improvements to make the campus more functional in supporting teaching and learning as well as expand access for students as they come back to campus this fall for face-to-face instruction.

The division also underwent a substantive re-organization. Human resources (HR), which was combined with business administration in 2018-19, transitioned back into a stand-alone department reporting directly to the President. While most of the HR function transitioned back, two of the functions, benefits and Ethics, remained with the division.

Major Accomplishments:

FINANCIAL SERVICES

- Completed financial statements which are currently being audited in compliance with generally accepted accounting principles and NWCCU standards for accreditation.
- Continued, in collaboration with institutional effectiveness, to develop a budget process in alignment with the College's strategic goals and mission fulfillment. Budget work began in winter, with an improved budget development on-line tool for submitting budget requests that were tied to the College's strategic plan. Budget work was particularly challenging this year, as the College entered its second budget development period operating via remote. The Board of Trustees will vote on the 2021-22 college budget at their June 2021 meeting.
- Hired personnel for five key management and staff positions. The office of financial services is now fully staffed.
- Two financial services managers were part of the first cohort to complete the Foundation of Leadership training developed by human resources.
- Completed several hundreds of hours of work in preparation for ctLink go-live in October 2021. Staff from financial services, payroll and benefits staff serve as pillar leads and subject matter experts (SMEs) in areas of finance, payroll, student accounts, travel, procurement, accounts payable and benefits.

- CARES Act HEERF I, CRRSAA HEERF II and ARPA HEERF III
 - Developed a small work group to manage over \$15M in various CARES allocations to ensure appropriate budgeting, monitoring and reporting.
 - Compiled, tracked and reported all costs associated with the COVID-19 pandemic.
 - Managed purchasing, receipt, distribution and storage of personal protective equipment (PPE) and other COVID-19 supplies for the entire campus, including career technical programs offered in modified face-to-face modality on campus throughout the pandemic. This was a significant logistical “heavy lift” with staff from area of purchasing, mailroom and facilities working together both remotely and on-campus to assure staff and students had access to these vital resources.

INTERNAL CONTROLS AND FOUNDATION ACCOUNTING

- Completed a clean audit for the Foundation which signified 19 years or more with no findings.
- Reviewed and updated Foundation accounting procedures.
- In collaboration with financial services, ensured internal controls were adequate and followed which resulted in zero audit findings.
- Completed annual risk assessment, including review and documentation of results. This included identifying risks and internal control gaps and identifying and implementing corrective actions.
- Initiated changes in areas of the College where risk was involved and adapted to necessary changes due to COVID-19.
- Determined when and where internal control processes were no longer practical or efficient. Helped departments develop and implement new ways to ensure controls were adequate and business needs were met.
- Developed reports to summarize trend-data around risk management within the Foundation and College.
- Worked collaboratively with the records retention staff to implement new processes to ensure compliance with state of Washington’s records retention rules.
- Issued 132 checks that provided financial assistance to approximately 455 students.

BENEFITS

- Managed contact tracing for employees during COVID-19. This critical work was complex and required not only technical skills but also the ability to support employees during a time of great stress. Specific tasks include remotely managing quarantine for employees, copies of test results, and counseling employees on leave options and return-to-work requirements.
- Implemented new and rapidly changing laws regarding employees and COVID-19, such as Families First Coronavirus Act (FFCRA), which mandated sick pay and paid family leave to employees unable to work due to Coronavirus; Governor’s Proclamation 20-46 for High-Risk Workers and the American Rescue Plan Act, which provided COBRA Premium assistance to qualified individuals.
- Made benefit determinations for a total of 485 adjunct faculty. On-boarded and enrolled 65 new full-time classified, professional exempt, and full-time faculty in PEBB insurance benefits and retirement plans.
- Processed 23 family and medical leave requests and six shared leave requests.

- Managed the annual open enrollment period in November 2020 resulting in 73 employee change requests to be processed in the PEBB online system and the College's personnel/payroll system.
- Counseled nine retirees through the retirement process which included enrollment in PEBB Retiree Coverage and Medicare, processing sick leave to be paid through VEBA, application for retirement benefit and Return to Work rules, and for some, the completion of a State Board Supplemental Retirement process.

PAYROLL

- Processed a large volume of entries during the fiscal year which included:
 - Total gross wages: \$52,021,774 (37,040 transactions)
 - Total net checks: 22,167
 - 2020 W-2's: 1,495
 - New hires: 217
 - Separations: 385 (including student/hourly staff)
 - COVID-19 faculty MOU payments: \$166,674 (1,009 transactions)
 - Special Allotments: \$1,101,440 (500 transactions for High Demand/Guided Pathways)
 - Time-leave requests processed: 10,502
 - Moonlight/adjunct contracts: 2,003
 - ctcLink Data Validations: 134,950 employee records verified
 - Administrative/Exempt salary revisions: \$784,085 (153 retro payments)
 - SAO 2019-20 payroll audit: (256 source documents/9 supporting spreadsheets)
 - Quarterly payroll taxes: IRS, Department of Labor and Industry, Employment Security Department Unemployment and Paid Family and Medical Leave

FACILITIES

- **Custodial:** continued to redirect daily worked to refine the department's COVID-19 cleaning plan with high effectiveness. Although the College experienced some isolated cases of COVID-19, there were zero confirmed spreader events on campus. The custodial team was recognized by Healthy Gators for their outstanding work in keeping students and staff safe at GRC throughout the pandemic.
- **Maintenance:** took on a monumental project of delivering an air sanitizing UV-C lighting system to every building on the main campus as well as the branch campuses. This system works by purifying the air supply inside buildings by removing viruses, bacteria, fungi and dangerous Volatile Organic Compounds (VOC). The College received groundbreaking approval from the State of Washington to implementation of this retrofitted system. This work included custom design and fit each lighting system into every HVAC unit that serve buildings and is estimated be fully completed in Fall 2021.
- **Grounds:** continued to care for landscaped grounds as well as managing specific large projects. One major project included the water mitigation project near Salish Hall which has been a long-standing problem where a large portion of the landscape was holding water rendering the space unusable and unsightly. The grounds staff worked collaboratively with faculty and students from the Natural Resources program to completely rebuild the area and install a natural rain garden to handle all excess water. Using native plants and custom drainage solutions, this space is

returning to its former robust ecosystem and will continue to be a space for the entire campus community to enjoy.

- Environmental Health and Safety:** supported the campus in its COVID-19 response efforts and established a new “Language link” service that provides employees needed access to multi-language resources. Another initiative was developing a battery recycling program, slated to begin Fall 2021. The battery program gives employees the ability to properly dispose of batteries used in the workplace. Lastly, in collaboration with the College’s re-opening team, the department set up and implemented a COVID-19 safety training program that all employees access on-line to meet return-to-work safety standards.
- Capital Projects:** The Zgolinski Center (ZC) and Science Center (SC) underwent a major renovation with all work taking place during the pandemic. In final part of the planning stages for ZC, the project revised and expanded to in additional classroom and faculty office space for the Nursing program in response to requirements from the Nursing Commission as well as renovation of old Nursing program space in the Science Center. While this caused some initial delays, both projects were finished on time and under budget. Both the ZC and SC projects were delivered via an ESCO with guaranteed long-term energy savings for the College and reduction in greenhouse gas emissions. The department also completed additional projects leveraging state, local, and grant funding. One of those projects was an HVAC replacement in the Maintenance Shop using a \$100,000 State of Washington Commerce grant. This included replacing an obsolete, inefficient HVAC system with a high efficiency energy unit resulting in a reduction of the College’s carbon footprint. Green River received \$350,000 in federal and state grant funding for capital projects in total for the year. Other capital projects included replacement of the roof on the Student Affairs building (which was damaged by a severe windstorm), updates to classrooms in the Rutkowski Learning Center, planning for the renovation of the AD building, HVAC improvements in the Trades building, along with small repair and improvement projects throughout campus.

Operational Plan

BUSINESS ADMINISTRATION

Operational Goal 1: Financial Statement Preparation and Audit.

Objective	Achievement/Result
1. Complete financial statements for 2020-21.	Completed.
2. Submit financial statements for audit.	Audit in process.
3. Prepare for 2020-21 financial statement audit.	Audit in process – to be completed by 6/30/2021.

Operational Goal 2: Foundation Financial Statement Preparation and Audit.

Objective	Achievement/Result
1. Complete Foundation financial statements for 2020-21.	Completed.
2. Submit Foundation financial statements for audit.	Completed. Audit results in zero findings.
3. Prepare for 2020-21 financial audit.	Completed. No audit issues to resolve.

Operational Goal 3: Complete and Review College Risk Assessment.

Objective	Achievement/Result
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1. Review 2019-20 risk assessments and update for 2020-21.	Completed.
2. Prioritize and complete risk assessment reviews.	Completed.
3. Risk assessments submitted to auditors for review.	Audit in process - to be completed by 6/30/2021.

Operational Goal 4: Renovation of Student Affairs Building and Zgolinski Center and Complete the Final Phase of Student Affairs Project.

Objective	Achievement/Result
1. Complete work in the Student Affairs building.	Completed.
2. Complete work in the Zgolinski Center.	Completed Fall 2020.
3. Determine scope, schedule, and cost for final phase of student affairs project – renovation of the Administration Building (AD). Complete renovations in AD.	Will be completed by Winter 2022. Renovation of in Science Center to accommodate new space for the Nursing program took precedence so renovation of AD was postponed.

Operational Goal 5: Preparation for ctLink.

Objective	Achievement/Result
1. Complete fit gap, data validation, and other preparatory tasks.	In process.
2. Other ctLink readiness activities as assigned.	In process.

Operational Goal 6: Review, Develop and Implement new Facilities Management Structure.

Objective	Achievement/Result
1. Review current structure.	Postponed due to COVID-19.
2. Develop structure that meets operational goals and identify necessary resources and training needed to implement.	Postponed due to COVID-19.
3. New management structure implemented.	In process – outline of new leadership structure is complete and once implemented will have internal and external stakeholders provide feedback. Customer satisfaction survey postponed to post-COVID-19, as most employees are still working on-line

Operational Goal 7: Support College Efforts to Re-Open Campus Safely (COVID-19)

Objective	Achievement/Result
1. To create a safe, healthful environment for teaching and learning.	Since the college closure in March 2020, facilities staff have remained on-site, keeping areas that are open clean and safe. In the last 15 months, fewer than 30 employee/student cases have been reported and no additional cases were attributed to them. Benefits Director completed contact tracing for each employee case with employee contacted and counseled on available benefits related to COVID-19.

College Advancement

George Frasier, Vice President

Executive Summary

College Advancement maintained an outstanding record of accomplishment during the past year. Both the college relations and development teams exhibited creative problem solving, perseverance, attention to maintaining a positive internal work culture/environment, and keen commitment to the College's mission.

Major Accomplishments:

GRANTS

- Submitted a total of 16 proposals with a total value of \$4,976,184. This exceeded the 2020-2021 target of at least 10 proposals submitted with a total value of at least \$4,380,000. Almost all submitted proposals required extensive collaboration and ongoing relationship-building with off-campus partners such as Highline College, the Muckleshoot Tribe, and University of Washington.
- Provided technical support for current grant awards and the Department of Education Higher Education Emergency Relief Fund grants to mitigate expenses and/or revenue loss due to the pandemic.
- Supported the College's strategic planning process.

COLLEGE RELATIONS

- Recognized with nine District 7 Medallion Awards and four National Paragon Awards. The NCMPR awards recognize outstanding achievement in design and communication at community and technical colleges.
- Hosted dedicated meetings with instructional divisions.
- Created electronic letterhead options for all instructional areas.
- Increased team collaboration and refined processes.
- Launched of three enrollment campaigns.
- Participated in the State Board's Student Media Preference Survey to better understand the College's students.
- Collaborated with the Auburn Symphony to record musical productions on campus.
- Created Clink, a fully animated droid designed collaboratively by the Creative Services team, for use in ctcLink videos.
- Created Learning Character Animator to bring unique marketing personas to life as part of spring enrollment campaign.
- Learning Lightroom to help build out CRO's online photo library.
- Revived the "Ask A Gator" campaign and planed an ambitious weekly episode release schedule for spring quarter.
- Launched a 360 virtual tour, creation of internal production workflow and retouching process.
- Created a step-by-step, how-to training document to show the remediation process for accessible pdf documents.

- Created Green River’s ctclink brand.
- Participated in the formation of the Asian and Asian American Caucus.
- Participated in the College’s reopening planning at every level (from signage to committees).

DEVELOPMENT

- Hosted a virtual scholarship banquet and developed new ways of engaging students/ donors via Zoom.
- Changed the process for allocating Gator Pledge emergency funding to become more flexible and tailored to student needs.
- Created several new scholarships.
- Created a new emergency funding position to help with the allocation of the Gator Pledge emergency funding and Financial Aid.
- Performed a major cleanup of the departments database housing historical data.
- Sent meaningful thank you notes to all donors.
- Reached the department’s fundraising goal of \$800,000 and on the way to surpass it by end of the fiscal year.
- Funded over \$800,000 in scholarships, emergency funding, and other campus priorities.
- Finished campaign to encourage support and donations for Gator Pledge and have moved into Phase 2 of planning.
- Worked with United Way to renew its support of the Benefits Hub.

Operational Plan

Operational Goal 1: Securing \$800,000 in Private Donations.	
Objective	Achievement/Result
1. Fall 2020: Submit or cultivate proposals totaling 40% of advancement goal.	Fundraising total: Over \$810,000 YTD with a month remaining in the fiscal year.
2. Winter 2021: Submit or cultivate proposals totaling 30% of advancement goal.	
3. Spring 2021: Submit or cultivate proposals totaling 20% of advancement goal.	
Operational Goal 2: Attain Campaign Readiness and Begin Campaign Planning for Gator Pledge Endowment of \$1 million.	
Objective	Achievement/Result
1. Fall 2020: Implementation of Alford group recommendations completed.	Completed.
2. Winter 2021: Planning Phase of Gator Pledge Campaign.	Team assembled, goal established, case nearing completion. Budget and campaign timeline to be developed.
3. Spring 2021: Implementation of Gator Pledge Campaign.	Internal Case finished and moving into Phase 2 of campaign planning: Marketing plan, Donor cultivation.

Operational Goal 3: Submit 10+ Grant Proposals with a Total Requested Value of at Least \$4,380,000.

Objective	Achievement/Result
1. Fall 2020: Submit or provide essential support for two or more proposals totaling \$250,000.	One grant submitted: Seattle Foundation (\$7,150).
2. Winter 2021: Submit or provide essential support for one or more proposals totaling \$30,000.	Four grants submitted: DOL SCCTG (\$300K), ED CEVSS (\$448,975), SBCTC Prof/Tech Restart (\$199,932), and WSU (\$60K). Total value: \$1,008,907.
3. Spring 2021: Submit or provide essential support for four or more proposals totaling \$2,600,000.	Six grants submitted: DOD NDEP (\$0), DOJ OVW (\$299,985), ED NACTEP (\$100K), FAA (\$102,769) NSF IUSE (\$298,895), and STATE (\$34,975). Total value: \$836,624.

Operational Goal 4: Invest Money in Student, Staff and Faculty Outcomes: Spend \$739,000.

Objective	Achievement/Result
1. Fall 2020: Invest \$239,000 in student, staff and faculty interventions and programs.	Year To Date Totals: – Scholarships: \$572,00 – Gator Pledge: \$\$208,000 – Distinguished Faculty: \$6,000 – Faculty Excellence: \$15,000 – Outstanding Staff: \$0 – Visiting Scholars: \$0 Total: \$801,000
2. Winter 2020: Invest \$213,000 in student, staff and faculty interventions and programs.	
3. Spring 2021: Invest \$229,000 in student, staff and faculty interventions and programs.	

Operational Goal 5: Increase Understanding of Green River College’s Individual Target Audiences, as well as Position and Perception Within Its Service Area and Market Group.

Objective	Achievement/Result
1. Fall 2020: Participate in SBCTC / Interact Communications consortium to conduct student media preference survey.	Completed.
2. Winter 2021: Review media preference survey results to identify trends and positions. Create data-sharing process.	Completed.
3. Spring 2021: Participate in SBCTC / Interact Communication’s follow up survey in spring 2021.	Found out the second survey was a repeat of the first and did not ask new questions. Opted out due to having data needed. Development of marketing and communication plan in process.

Operational Goal 6: Increase Awareness of Green River College, Brand and Offerings.

Objective	Achievement/Result
Fall 2020:	
1. Identify and publish news articles and press releases that highlight the accomplishments of faculty, staff, students and the College as a whole.	1. Completed.
2. Increase traffic to greenriver.edu and official social media channels.	2. Partially completed – Increased across social media but greenriver.edu homepage visits down.
3. Begin greenriver.edu homepage and navigation refresh project.	3. Partially completed – College Relations (CRO) met with IT to define scope and timeline of homepage/navigation project.

4. Launch Winter Enrollment Campaign.	Wireframes and design drafted, but not shared. 4. Completed – Campaign successfully launched.
<p>Winter 2021:</p> <ol style="list-style-type: none"> 1. Identify and publish news articles and press releases that highlight the accomplishments of faculty, staff, students and the College as a whole. 2. Increase traffic to greenriver.edu and official social media channels. 3. New greenriver.edu homepage and navigation launched. 4. Launch Spring Enrollment Campaign. 	<ol style="list-style-type: none"> 1. Completed. 2. Partially completed – Increased across social media but greenriver.edu homepage visits down. 3. Postponed due to web manager position being vacant. 4. Completed – Campaign successfully launched.
<p>Spring 2021:</p> <ol style="list-style-type: none"> 1. Identify and publish news articles and press releases that highlight the accomplishments of faculty, staff, students and the College as a whole. 2. Increase traffic to greenriver.edu and official social media channels. 3. Launch Summer Enrollment Campaign. 	<ol style="list-style-type: none"> 1. Completed. 2. Partially completed – Increased across social media but greenriver.edu homepage visits down. 3. Completed – Campaign successfully launched.

Operational Goal 7: Build and Foster a Collaborative Relationships and Trust Across Campus.

Objective	Achievement/Result
<p>Fall 2020:</p> <ol style="list-style-type: none"> 1. Develop bi-quarterly "Conversations with CRO" meetings. 2. Conduct survey of GRC faculty and staff asking what services / outcomes are needed / desired. 3. Participate in major campus-wide initiatives, projects and committees. 4. Increase transparency and understanding of CRO's role and accomplishments. 	<ol style="list-style-type: none"> 1. Adjusted - "Conversations with CRO" morphed into "Meet with divisions and programs" to provide more targeted/structured conversations. Created an instructional taskforce dedicated to marketing needs. 2. Adjusted - Rather than conduct a campus-wide survey, CRO elected to meet with individual department to gather qualitative data about their specific needs. 3. Completed. 4. Project postponed to better correspond with additional goals and reduce duplication or work. Currently, CRO website migration to GatorNet at roughly 50%.
<p>Winter/Spring 2021:</p> <ol style="list-style-type: none"> 1. Develop bi-quarterly "Conversations with CRO" meetings 2. Participate in major campus-wide initiatives, projects and committees. 3. Increase transparency and understanding of CRO's role and accomplishments. 	<ol style="list-style-type: none"> 1. Completed – Met with Fine Arts, Social Science, Health Science, and Early Childhood Education. 2. Completed. 3. Partially completed - Attended College Council and Board of Trustees meetings, but not Instructional Council meetings.

Operational Goal 8: Refine/Improve College Relations Workflows, Processes and Offerings to the Campus Community.

Objective	Achievement/Result
<p>Fall 2020:</p> <ol style="list-style-type: none"> 1. Define internal priority tiers / buckets. 2. Migrate CRO webpage from greenriver.edu to GatorNet. 3. Create and implement new professional development plan. 4. Identify new Creative Asset Wizard (CAW) templates needed. 5. Prepare for campus wide Workfront experience update. 	<ol style="list-style-type: none"> 1. Completed – adopted a new priority system for requests and piloted the change with Creative Services. 2. Project postponed to better correspond with additional goals and reduce duplication or work. Currently, CRO website migration to GatorNet at roughly 50%. 3. Completed. 4. Completed - New CAW templates identified with help from instruction taskforce. Worked with deans to identify members from each division who have authority and should have access to CAW. 5. In progress.
<p>Winter 2021:</p> <ol style="list-style-type: none"> 1. Update Workfront user interface. 2. Create standardized GatorNews and CommuniGator intake process. 3. CRO Staff successfully complete quarterly professional development. 	<ol style="list-style-type: none"> 1. Campus rollout postponed. 2. Completed – Submission process created in Workfront. 3. Completed - focused on ctcLink and learning Character Animator to make unique animated characters.
<p>Spring 2021:</p> <ol style="list-style-type: none"> 1. Create “Video Hub” for campus partners. 2. CRO Staff successfully complete quarterly professional development. 	<ol style="list-style-type: none"> 1. Partially completed. 2. Completed - focused on ctcLink and learning Lightroom to build out the photo library.

Operational Goal 9: The Advancement Team Will Deepen its Understanding of Diversity, Equity and Inclusion Through a Process of Learning, Engaging and Acting on the Concepts of DEI Personally and within Department Operations.

Objective	Achievement/Result
<p>Fall 2020 Topic: Diversity Learn – Understand the concept of diversity. Engage – What are our community demographics and how are they reflected in our student and staff populations. What are the implications of congruence or underrepresentation? What are the implications of serving a diverse population within Advancement Functions? Act – Adjust our operations considering the insights we develop through the process of learning and engaging.</p>	<p>Work has been ongoing and embedded in department meetings, day-to-day operations, and decision-making.</p>
<p>Winter 2021 Topic: Equity Learn – Understand the concept of equity.</p>	<p>Work has been ongoing and embedded in department meetings, day-to-day operations, and decision-making.</p>

Engage – Define and understand where equity has been achieved or is missing in Advancement Operations. What are the implications of failing to achieve equity? What are the implications of creating an advancement operation that achieves equitable outcomes?
 Act – Adjust our operations considering the insights we develop through the process of learning and engaging.

Spring 2021 Topic: Inclusion
 Learn- Understand the concept of inclusion.
 Engage – Answer the questions, “What does an inclusive College look like?” How does it feel to students, staff and faculty? What are the implications for Advancement operations to foster an inclusive environment at GRC?
 Act: Adjust our operations considering the insights we develop through the process of learning and engaging.

Work has been ongoing and embedded in department meetings, day-to-day operations, and decision-making.

Operational Goal 10: Creating an Environment that Fosters Growth, Outstanding Performance and Personal Satisfaction by Providing Meaningful Feedback, Developing and Executing Professional Development Plans and Continuing to Strengthen Our Department Culture.

Objective	Achievement/Result
1. Develop a system of meaningful feedback that assists team members in feeling connected, staying engaged in mission and vision fulfillment, rewards professional growth and develops a sense of personal fulfillment.	Each team member was in frequent contact with their leader in the department through group and individual meetings. The formal feedback system has not been implemented.
1. Professional development plans in place for all team members	Some progress was made in this area, most notably in College Relations. The CRO team has active development plans in place.
2. Develop connections between College Relations and Development teams.	Advancement Team now has now calendared a monthly meeting. First example will be held in June.

Human Resources

Mark Brunke, Senior Director of Human Resources

Executive Summary

The Human Resource (HR) department underwent significant transition during the 2020-2021 fiscal year especially related to staffing changes. The senior director of human Resources completed his first year with College. The department welcomed a new labor relations manager, two HR consultant 1 staff, one HR Consultant 4 staff, a new public records manager and a ctclink HCM conversion manager. The department's long-time director of HR operations retired, and the director of benefits transitioned from HR to business administration. The senior director now reports directly to the president and has become an appointing authority.

Major Accomplishments:

HUMAN RESOURCES

- Recruited and welcomed 245 new employees to the College including 32 classified staff, 20 exempt staff, 11 full-time faculty, 3 one-year temporary faculty, 1 administrator, 148 new hourly employees, and 30 new adjunct faculty.
- Piloted a new performance evaluation with the executive team. The evaluation is currently being modified based on feedback and revised suggestions to the pilot evaluation.
- Rolled out a new leadership development program, Foundations of Leadership I: Maximizing Performance, in April 2021. The program is designed for managers and supervisors and the first cohort had eight participants. The second cohort will start in 2021-22. The goal is to run three to four cohorts per year.
- Moved compliance training to the SafeColleges platform, a third-party provider of award-winning safety and compliance solutions that help create safer and more inclusive colleges and universities.
- Developed a new online orientation for new full-time faculty to comply with COVID-19 restrictions
- Provided seven new-employee orientations online to comply with COVID-19 restrictions. Added Public Records training to the orientation, facilitated by Korland Simmons.
- Created a Public Records portal which has been posted on the GatorNet.
- Completed required ctclink training and data validation in preparation for ctclink go-live in October. Participated in the data governance as well as a presenter in the all-campus ctclink trainings sessions.
- Updated the processing of unemployment paperwork to an online modality.
- Rolled out new Title IX training modules.
- Developed a 45-minute training video for faculty hiring committees focusing on diversity, equity, and inclusion (DEI), public records, and equity focused confidentiality standards. Also developed a two-part training video for dean hiring committees focusing on removing bias.
- Prompted all supervisors to complete required employee performance assessments to ensure compliance.

- Issued over 1,700 adjunct and moonlight contracts to faculty.

SENIOR DIRECTOR OF HUMAN RESOURCES

- Chaired the equity in hiring taskforce. Work will conclude Summer 2021 and will provide recommendations for improving and aligning hiring processes with best practices and to ensure consistency in implementation across the College.
- Implemented the exempt compensation study and integrating market-based analysis into existing compensation structure for existing exempt employees.
- Participated in negotiations with United Faculty.
- Resolved numerous grievances, maintained monthly UMCC meetings, and continued to develop collaborative relationships across campus.

Operational Plan

Operational Goal 1: Complete Contract Negotiations with United Faculty.

Objective	Achievement/Result
1. Identify objectives, priorities and resources and develop shared values and norms for negotiations.	Completed.
2. Present requests, analyze impacts, engage in good faith, substantive bargaining.	Completed.
3. Reach tentative agreement.	In process.
4. Contract ratified.	Will be completed 6/30/2021.

Operational Goal 2: Develop and Implement Onboarding and Ongoing Training Program for Middle Managers

Objective	Achievement/Result
1. Development of program materials.	Completed.
2. Identify BETA test group and select dates.	Completed.
3. Deliver program.	In process.
4. Review feedback (assessment) tool to determine next steps.	Development of an assessment tool in process. Expected to be completed in 2021-22.
5. Develop robust, relevant on-boarding program to include training in inclusion, equity, and diversity.	Completed seven on-boarding sessions virtually. Working on integrating area experts into the on-boarding presentations from across the College to be implemented with ctLink in 2021-22.
6. Provide training for hiring managers/others in development of diversity/inclusion competencies to cover knowledge, skills, and ability (KSR's).	Developed online presentations on compliance and equity focused practices for faculty and dean hiring committees. Will continue to develop training modules to ensure DEI training for all employees involved in the hiring process.

Operational Goal 3: Improve Recruitment Process to Add Defined Diversity, Equity, and Inclusion Elements to Each Recruitment.

Objective	Achievement/Result
1. Improve recruitment and retaining of diverse staff and faculty.	Convened an equity in hiring taskforce to review the current hiring and retention practices,

research best practices in equitable hiring processes and protocols, and make recommendations for improvement.

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2. Develop recruiting and retention metrics and reporting including measurements of information relevant to diversity, equity, and inclusion.

Will complete work with the equity in hiring taskforce and make recommendations for improvements in Summer regarding DEI and equity focused practices in hiring.

Information Technology

Camella Morgan, Executive Director

Executive Summary

The 2020-21 academic year was a busy and productive period for the Information Technology (IT) team. The department's emphasis this year was multi-faceted with a concentration on five main areas: 1) enhancing and upgrading student success tools; 2) the ctcLink project; 3) capital and renovations project; 4) security enhancement; and 5) diversity, equity, and inclusion development.

Major Accomplishments:

STUDENT SUCCESS TOOLS

- Addressed challenges for employees and students due to COVID-19 by recommending and providing solutions to assist and support successful remote college operations. New remote technology solutions were successfully implemented, and training was provided for employees and students.
- Developed a process for equipment check-out for employees and students needing required technology to work and learn in a remote environment. This also included enhanced laptop, Wifi hotspots, and remote equipment setup for students and employees.
- Created a Zoom Lobby for the student help desk to provide virtual support to students with technology needs.
- Created COVID-19 Request to Visit Campus, Attestation, and Contact Tracing Intake tools for students, employees, and visitors.
- Initiated a multiphase project to modernize the College's aging phone system. The new communication system, Microsoft Teams, creates a virtual work environment that allows employees to chat, meet, call, and collaborate no matter where they are. So far, 765 college employees have been set up with the new system and are using it successfully.
- Made enhancements to CANVAS, the online learning platform where students access course materials, communicate, and submit assignments. The enhancements included messaging, streamlined administrative support, two self-service management tools for faculty, and successful integration with multiple applications to enhance teaching and learning.
- Worked in collaboration with instruction to transition the faculty tenure process online using CANVAS.
- Implemented a strategic planning software and outcomes assessment software to meet the NWCC accreditation requirement.
- Developed a course syllabus template generator that allow faculty to generate their course syllabi quickly and easily while ensuring minimum requirements are included.
- Implemented a new Point of Sale solution transitioning the college bookstore to a modern PCI compliant purchasing system.

ctcLINK PROJECT

- Worked, in collaboration with staff, on the project plan for ctcLink to prepare the College for the substantial change in its operating system and business processes.
- Completed successfully the first two cycles of data configuration, conversion, and validation. The campus ctcLink team performed data clean up with each conversion cycle having a significant reduction in error reports. Campus-wide training is in place and is tracked with increasing levels of staff engagement.
- Implementation of authentication access and password management tool (Okta) for accessing ctcLink system securely and easily for the Washington community college system.
- Inventoried and categorized all supporting systems impacted by ctcLink with a general cutover plan; maintenance, specific dates and ongoing planning. Increased communications to campus to reduce any surprises about these systems being retired prior to go live for ctcLink.
- Created a Gatornet site with information on each of the systems and transition outcome for campus employees to review as needed. System notifications have been posted on each supporting system and a pop-up message is displayed to show the timeline for shutdown.
- Held meetings with campus users to ensure communications and planning are occurring.
- Established new information environment needed for ctcLink college system operations. Linked systems have been created and tested. Datalink ctcLink information base installation has been completed.

CAPITAL AND RENOVATION PROJECTS

- Worked with facilities staff to ensure technology in buildings were updated and met current needs and could support future expansions as needed. Engaged with architects and contractors to implement technology updates for Student Affairs (SA) Phase II and Zgolinski Center (ZC) to meet faculty and staff needs.
- Installed technology for a new 3-bed nursing suite within the ZC building which also included a medicine distribution room, an observation, and control room. A new debrief system was set up for the Laerdal system for faculty to review simulation and provide feedback to students in real-time and staggered. New A/V equipment was installed, including three new cameras and multiple mics. A new SIM, "birthing manikin," was installed in the nursing lab that allows for wireless movement and manipulation mimics real-life scenarios.
- Continued to install emergency paging and lock-down equipment in buildings to enhance college-wide safety protocol. With empty buildings during the pandemic, vendors were able to work during regular business hours saving the College money on the projects.

SECURITY ENHANCEMENTS

- Implemented a Security Implementation and Event Management (SIEM) solution to monitor and analyze campus devices and programs to help the College recognize potential security threats and vulnerabilities in real-time. SIEM also provides actionable steps to mitigate security threats.
- Enhanced the College's network security by implementing new firewall technology to control access to information resources. The firewall monitors the campus network traffic between the internal network and the Internet. The firewalls are placed between these networks to protect, monitor, and secure information.

DIVERSITY, EQUITY, AND INCLUSION

- Engaged the Transcend Consulting Group, LLC to hold an Equity-Minded Leadership Framework training session with IT team members. Team members used the Intercultural Development Inventory (IDI) assessment and Intercultural Conflict Style Inventory (ICS) to assess their intercultural competence. Each team member had a personal session with the Transcend Consultant on their assessments and established personal goals for their intercultural development.
- Participated in DEI sessions on campus and/or events external to the College. IT staff attended DEI sessions such as the Safe Zones, Black Caucus Education Series, ODEI/GDEC Diversity Educational Series, and OneBook Program.

COLLEGE GOVERNANCE

- Engaged in governance and decision-making processes. IT team members actively participated in college committees and teams including reopening committee, college council, instructional technology committee, environmental health and safety committee, and capital project construction team. IT team members also participated on statewide councils such as the IT security council and the classified staff training and development (Staff Training for Technical and Community Colleges) board. In addition, one IT staff member served as a union steward for the Washington State Federation of Employees (WFSE).

Operational Plan

Operational Goal 1: Innovation for Student Success

Objective	Achievement/Result
1. COVID-19 Contact Tracing Intake Form for limited students / employees / visitors returning to campus	Updated the COVID-19 Attestation and Contact Tracing Intake tools for students, employees, and visitors. Updates included recording attestations and supporting tracing efforts.
2. COVID-19 Permission to Visit Campus Form to replace the extra-IT Google Form, and generalizing it for campus-wide use	Created and successfully implemented an online request tool for employees to request permission to visit campus.
3. Green River Website enhancements for student enrollment digital marketing and ad campaign.	Completed IT Development Team's programming and design work and used it in live marketing pages on Green River website.
4. Student Laptop Check-Out Program – IT (working in conjunction with the foundation) has arranged for laptop inventory to be purchased for our students. In support of this, the CS and ES team are working to create a no-touch, laptop deployment process using new cloud-based system.	IT has continued to work on the Azure deployment of laptops. The student deployment work has been updated and tested as resourcing allows. The overall process for student checkouts has not rolled to the new Azure deployment process. IT have focused on immediate needs, adding additional equipment purchases, and streamlining our existing operations. The IT team will continue to finalize Azure-based deployments after reopening the campus and the subsequent projects.
5. GatorNet Staff Portal – Update IT GatorNet Site and create a “self-help”	A training page for Teams was created and launched, providing detailed information and training options for

portal for easy access for staff to knowledge base articles, training, and the ability to self-submit tickets and purchase requests. This not only supports the existing needs around remote instruction, but also allows for a level of technical assistance during off hours.

Microsoft Teams. The IT/Phone Group has also built out MS Teams phone-specific training to align that project with our online presence. A training site for One-Drive has been built out as well. Continued build-out of self-help options has been put on hold pending clarification of the vocabulary used on automated forms, the overall process clarity, and aligning with the faculty needs. Secondary to this, the Solar Winds ticketing system we employ has a self-help portal we have contemplated rolling to the entire campus. Solarwinds, our current ticketing system vendor, has been the victim of some hacking and ransomware attacks this year. We have paused the rollout of the self-help portal until after we (IT) can do a review.

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6. Multiphase project to modernize our current aging phone system, moving to a more modern communications technology.

The campus MS Teams phone migration is about 77% completed. ~765 employees have been migrated to using MS Teams phone capabilities. This has allowed employees to take and receive calls wherever they are to assist with campus operations and assisting students during COVID-19. Training sessions have been held to assist with learning the features and functions of Teams program. Green River specific MS Teams training for phone calling has been created and is available online while continually updated to reflect Microsoft teams changes. Major campus user migration is essentially complete, however common area phones, classrooms, analog phones, and fax machines, need to be migrated off the Avaya before we can decommission the on campus outdated phone system. Estimate new completion date of June 2022. Project partially impacted by COVID-19.

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7. Continue to monitor, improve, and increase parking lot wifi network coverage.

Reviewed and tested WiFi networking services for campus parking lot areas close to several buildings, including: HL, Trades, SC, CH, FO, SA, PA, SU. Ensuring that campus WiFi networking was at appropriate levels to meet current student networking needs. Will continue to evaluate student networking needs.

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8. Begin implementation new 802.11ax Wifi wireless networking (also known as WIFI-6). New Wifi networking for the campus. (Aruba Controller and Access Points.) Newest standard supports more concurrent users and faster WiFi networking speeds. Will increase wireless availability.

This is a year one of a five-year project to update Wifi Networking environment to the new standards providing better service and performance for our community. This year new equipment has been purchased to start the network update process for the campus. We are changing our networking provider Wifi solution during this process and are currently testing side-by-side compatibility. Will continue to work on this goal through 2025.

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9. Implement a Green River Strategic planning dashboard and Outcomes assessment

Reviewed, selected, purchased, and installed Envisio (Strategic Planning) & Nuventive (Outcomes Assessment) software programs. Fia is still working with the vendors to get the software program setup and configured for college operations.

10. Replace aging student remote access service to college software applications.	No action taken yet on this project due to pending IT internal work and college COVID-19 support needs. Will continue this work into 2022.
11. Review the college employee and student Office 365 network environment. Look to make enhancements and changes to deliver increase services for students.	We have successfully engaged Enabling to assist with the technical review and migration planning work to move us forward our work within Office 365 environment for campus. We have an established detailed technical plan for the merger of our Office 365 environment for the campus. This work will continue through the 2022 year in alignment with ctcLink project.
12. Course Syllabus template generator to allow faculty to generate syllabi quickly and easily for each course taught while ensuring minimum requirements are included	The Course Syllabus template generator was announced/released during spring break to faculty. The syllabus generator template has been used for 30+ faculty course syllabi during spring quarter successfully ensuring minimum requirements were included.
13. New Bookstore Point of Sale (POS) vendor selection and implementation.	The Bookstore has selected and purchased a new purchasing solution for their operations. The Bookstore has fully transitioned to using a new modern Point of sale solution for purchases and PCI compliance. Retiring the old outdated previous system. A couple things remain to be completed; mobile registers/WIFI and encryption. Will continue to work on these items with vendor and bookstore team.
14. Continue to monitor, improve, and increase parking lot WiFi network coverage.	Reviewed and tested WiFi networking services for campus parking lot areas close to several buildings, including: HL, Trades, SC, CH, FO, SA, PA, SU. Ensuring that campus WiFi networking was at appropriate levels to meet current student networking needs. Will continue to evaluate student networking needs.

Operational Goal 2: Modernization of Legacy campus administrative systems – ctcLink.

Objective	Achievement/Result
1. Collaborative participation by the GRC ctcLink Project team in implementation phase of the ctcLink PeopleSoft in preparation of Go-Live. Includes training, engagement in configuration, conversion and validation.	Training and security role identification in process with initial security workbook requirement provided to SBCTC project production time on time and complete. GRC has successfully completed the first two Cycles of data configuration, conversion, and validation. Data clean up from each conversion cycle continues with significant reduction in error reports. Training for user acceptance testing (UAT) is monitored and completion rates for all required testers released weekly to achieve required deliverable date of 6/15/2021. Campus wide training in place and is tracked with increasing levels all staff engagement. SBCTC production workshops are well attended by required SMEs as are informational sessions on “hot topics” for successful go live preparations.
2. Implementation structure and construct phases, data configuration, validation, testing and training.	First level of required training completion for User Acceptable Training anticipated to be met such that college SMEs may effectively participate. To assist employees with

	<p>completion of required trainings, the college has closed to the public for eight Fridays. Campus communication plan continues development with ctclink website created/updated for employee use. ctclink Branding and ctclink GRC project overview video created along with a mascot, Clink. Staff participation recognition site with badging system developed. Monthly ALL college meetings have been held. Weekly and Biweekly meetings for Pillars Leads and SMEs. Significant participation in all campus meetings as well as bi-weekly SME engagement sessions. Communications between CTC's that are live and GR has been significant with gathering lessons learned and suggestions for our</p>
<p>3. Implementation of authentication tool (Okta) for accessing ctclink system securely and easily for the state of WA CTC's.</p>	<p>SBCTC reviewed and selected a password and sign in management program called Okta. The IT team has setup, configured single sign on and synching with our Active Directory, the SBCTC team has not configured their setup for GR yet. It sounds like they may wait until after all colleges are on ctclink to do so. We will continue to track and work on this item with the SBCTC team. When this program is fully functional this will reduce employee and student access logons to college resources.</p>
<p>4. Create employee roles and access permissions for accessing information within ctclink. (PeopleSoft implementation) Determination of security oversight structure, assessment of users' roles/responsibilities and creation of security mapping matrix and support plan management.</p>	<p>ctclink Business Analysis for each Pillar, IT Security team and Pillar leads are working on completing the ctclink security workbook identifying which roles should be assigned to which employees. Successful collaboration with DG4 CTC's on the security workbook guidance. This will ensure secure and required access to the ctclink system for employees and students.</p>
<p>5. Supporting System Conversion Plan: Complete review and planning stage for all supporting systems not to be retired by ctclink.</p>	<p>All supporting systems impacted by ctclink have been inventoried and categorized with a general cutover plan; maintenance, specific dates and planning are ongoing. Meetings have been taking place with campus users/owners to ensure communications and planning are occurring. Created a Gatornet site with information on each of the systems and transition outcome for campus employees to review as needed. System notifications have been posted on each supporting systems and a pop-up message is displayed to show the timeline for shutdown when the system is used currently. Increased communications to campus to reduce any surprises about these systems being retired prior to go live for ctclink.</p>
<p>6. College Database Migration: Migrate college databases to a new environment increasing cyber security and allowing for ctclink conversion.</p>	<p>College database migrations or retirements have continued with another approximate 10 completed or ready to complete – final system cutovers are being planned to coincide with ctclink go-live.</p>

<p>7. Synced PeopleSoft Data Staging Area: Copy the PS database structure locally, to begin the process of creating the 'new ODS.'</p>	<p>Established new information environment needed for ctcLink college system operations. Linked servers have been created and tested. Datalink ctcLink information base installation has been completed and setup/installation will be tested as data becomes available from SBCTC through the ctcLink project process.</p>
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Operational Goal 3: Engage in Capital Building, Renovation Projects, and Equipment Replacement.

Objective	Achievement/Result
<p>1. ZC and Nursing Renovation: Plan and install technology equipment, infrastructure, and resources during Zgolinski Center and Nursing Program Areas Renovation.</p>	<p>Network infrastructure fully completed. Audio/video system for boardroom is about 50% installed. Project completion dates have been impacted due to COVID-19 restrictions. New completion should be by September 2021.</p>
<p>2. Nursing Remodel – Nursing program remodel of ZC and SC locations. Remodel of SIM Lab and updating of technology. Move of Nursing to new locations.</p>	<p>As ZC Building remodel has been complete, IT has helped complete and set up a new 3-bed nursing suite. A medicine distribution room and an observation and control room. A new debrief system has been set up utilizing the Laerdal system to review simulation and provide feedback in real-time and staggered. New A/V equipment has been installed, including three new cameras and multiple mics. A new sim, “birthing manikin,” has been added to the scenarios as well. Recent changes to the manikin system have allowed for wireless movement and manipulation of the SIMS to enable better student instruction that mimics real-life scenarios. The medicine distribution system is still developing, and will come online later this year to complete the Nursing’s remodel.</p>
<p>3. AD remodel- Plan and work with contractors to ensure cabling and infrastructure within the AD remodel will be adequate to meet the needs of current and future technology use within the AD building. Plan and install technology equipment, infrastructure, and resources during and after completion.</p>	<p>This capital project still in planning/design stage and will begin in Sept 2021.</p>
<p>4. Physical Conduit, cable, and Pathway documentation into single software system.</p>	<p>Created a central location for the documentation of the campus physical infrastructure. This will assist with the overall management and maintenance of our campus physical networking environment. 100% of infrastructure pathways, conduits and communication vaults have been mapped out and documented within in the application software purchased. Continuing to work on inputting exact detailed fiber counts and connections within communication closets for the campus. Project dates have been impacted due to COVID-19 restrictions. Completion target December 2021.</p>

5. Replace and Increase Environmental Monitoring Equipment in Server Rooms.	To provide modern monitoring of locally hosted campus services in the college Data Centers we are updating our environmental monitoring solution. This solution will assist with early notifications of any changes that could cause a disruption campus services. New solution and equipment has arrived on campus and installed in one of our two server rooms, so 50% complete. Project dates and priority have been impacted by COVID-19 restrictions. Completion target now August 2021.
6. Employee PC Refresh – deploy 100 to employee work locations.	The roll-out of employee computers has been slow during the pandemic. IT has existing agreements with faculty on when/how they can move and or change data on the faculty PC. We are now entering the summer months where faculty are “off campus” historically this has been a time when we (IT) cannot do PC replacement work for faculty and staff. This has become even more of an issue, as many faculty and staff may access their physical PCs from home to enable business or instruction. IT plans to continue the rollout of employee PCs during the summer pending acceptance by faculty and staff as to the need to do the replacements. This work has been postponed due to COVID-19 and working remotely. This type of in person campus work will take longer to complete as we slowly reopen the College.
7. Student PC Refresh – deploy 190 student PCs to labs. TC and HL Open Lab PC Refresh – replace aging computing equipment in TC and HL student open labs. TC 206/207/208 – replace computing technology in TC 206/207/208 and setup new desktops to replace aging laptops used as student check out devices.	HL open lab refresh is on track for completion during the summer of 2021. The TC lab is scheduled for fiscal year 2021/2022. All other deployments listed are on track and or completed. We have updated and deployed laptops and other equipment for student and employee check out for use at home successfully.
8. Complete SA employee office moves – Complete remaining moves for competed SA remodel in preparation for eventual return to on campus instruction.	The IT support team has worked consistently through COVID-19 to meet the needs of the campus equipment moves and support. This work is mostly complete – the major moves for SA have been completed. Most/ associated moves for campus have also been completed.

Operational Goal 4: Enhance Information Technology Security

Objective	Achievement/Result
1. Replace Campus Firewalls – Firewalls stand as the defensive wall between the College’s IT systems and the internet. Newer Higher performance firewalls will support increased bandwidth needs as well as Machine Learning Capabilities to improve the	The Firewall monitors the campus network traffic between the internal GR network and external Internet network. The firewalls are placed between these networks to protect, monitor, and secure information. We have purchased and installed new firewalls to protect the Colleges’ networks and information since January.

College's security posture and protect us from internet attacks.	
2. Highly redundant, high speed Server room switches added to meet the increased demand for high speed server connections within the datacenter. Highly redundant active-active pair provides increased availability for college resources.	New datacenter switches have been installed and we have increased capacity to the campus Data Center.
3. Roll out a SIEM (Security Implementation and Event Management) solution to correlate events from various devices and products across the campus.	Security Implementation and Event Management solution equipment to bring this solution from testing into production has been purchased and should arrive on campus in June. Additional equipment to be purchased with budget refresh in July. Project will move to production implementation phase in July 2021. Target completion date will be December 2021.

Operational Goal 5: Advance diversity, equity and inclusion through professional development and increased access to technology for students.

Objective	Achievement/Result
<p>1. Advance DEI and communications, training, and professional development for the IT Department. Engage with GDEC and Executive Team on IT Team Trainings in these identified areas:</p> <ul style="list-style-type: none"> • Multigenerational Workforce - Generational Diversity • Gender equality and gender identities • Systemic racism • Impact of Unconscious Bias in the Workplace • Equitable software application development and coding practices • Equitable hiring practices • Equity in education (context for how we, IT, can support students/employees via technology solutions that meet our community needs). • Financial impact and challenges to students (socio-economic versus diversity, but the intersections are obvious). 	<p>We engaged Transcend Consulting Group, LLC in providing an Equity-Mined Leadership Framework training session for seven IT team members this year. The team engaged in discovering their Intercultural Competence using the Intercultural Development Inventory (IDI) assessment and Intercultural Conflict Style Inventory (ICS). Each team member had a personal session with the Transcend Consultant on their assessments and established personal goals for their intercultural development.</p> <p>Diversity and equity conversations have started in IT with a small subgroup. Overall, the smaller working group is working through deliverables, communication style, and a review of the initial work to determine how/if it can be leveraged for the entire group.</p> <p>Expect work to continue into the new fiscal year, and that engagement will increase as we return to campus and find "normalization".</p>
2. Strengthen recruitment, hiring and onboarding, and retention practices which address and advance DEI.	Postponed due to COVID-19 and changes within the HR department. IT will work with HR next year on this goal.

Institutional Effectiveness

Fia Eliasson-Creek, Director

Executive Summary

The focus for the Institutional Effectiveness (IE) office for the 2020-21 academic year was programmatic accreditation, develop data dashboards to identify disparities in achievement among student groups, and to prepare for ctcLink go-live in October 2021.

Major Accomplishments

ACCREDITATION

- Worked with the nursing program to become fully accredited by the National League for Nursing Commission for Nursing Education Accreditation (NLN CNEA). Drafted and successfully submitted the program's self-study and systematic evaluation plan. Worked with the associated dean and the nursing faculty throughout the year to evaluate the program's compliance with NLN CNEA standard and quality indicators, identify strategies for improvements, develop benchmarks for assessing progress. Due to the COVID-19 pandemic, the evaluation visit was held virtually. Created a comprehensive exhibit SharePoint site for required and supporting evidence used by the evaluators throughout the evaluation visit. The visit was well received, and the program was commended for being student centered, equity minded, and innovative in its approach to nursing education. The final decision from the NLN CNEA is expected at the end of October 2021.
- Worked with the nursing program to seek continued approval from the Washington State Nursing Care Quality Assurance Commission (NCQAC). Drafted and successfully submitted required documentation and evidence. Washington Nursing Commission held a joint evaluation visit the NLN CNEA to evaluate the program's compliance with Washington Administrative Code. The program was commended for its accomplishments. The final decision from the Nursing Quality Assurance Commission is expected in September 2021.
- Worked with the associate dean to submit follow-up information requested by the Washington Nursing Commission following its approval of the plan of correction submitted by the program in November 2020. The program was cited in June 2019 to be out of compliance with 10 deficiencies related to Washington Administrative Code. The program was notified in December 2020 it had addressed all deficiencies and was no longer out of compliance. The Washington Nursing Commission commended the program for its accomplishments and commitment to quality nursing education in Washington.
- Worked with the occupational therapy assistant program to prepare its self-study to the Accreditation Council for Occupational Therapy Education (ACOTE) to become re-accredited. Due to COVID-19, the accreditation on-site visit was delayed to 2022-23.
- Worked with physical therapist assistant program to prepare and submit its annual report to the Commission on Accreditation in Physical Therapy Education.

DATA DASHBOARDS

- Created an achievement gap in course completion dashboard to help the College examine disparities in course completion and success rates among student groups intended to generate

thoughtful reflections and discussions that lead to the development of interventions and steps in closing achievement gaps. The dashboard allows the user to select student groups by race/ethnicity to examine gaps in completion (student completing a course with a decimal grade of 1.0 or higher) and success (student completing a course with a decimal grade of 2.0 or higher) rates in relation to other demographic characteristics such as age group, first generation, and receiving need-based financial aid as well as enrollment characters such as degree-seeking status and full-time/part-time. This data can be filtered by division, department/program, and modality.

- Created a confidential dashboard specifically for faculty to review student course completion and success rates in courses they taught at Green River going back to 2014-15. The dashboard allows faculty to review trends by course, by instructional modality, and by student demographics and educational characteristics (i.e., full-time versus part-time, degree-seeking versus not degree-seeking).
- Created a college employee dashboard that provides a snapshot of employee headcount and demographics.

SURVEYS

- Administered the 2021 Community College Survey on Student Engagement (CCSSE) to students enrolled Winter quarter 2021. The survey asks questions that assess institutional practices and student behaviors and experiences that are correlated highly with student learning and student retention. This survey is traditionally administered in-class but due to COVID-19 was administered online. Results will be available to the College in late July 2021.
- Administered the CCSSE's race and ethnicity pilot survey to students enrolled Spring quarter. The purpose of the survey is to help colleges understand their students' experiences with racism, inclusion, and belonging. Results will be available to the College in late July 2021.
- Developed and administered the Fall 2021 Reopening survey to all employees in May to gain an understanding about how employees feel about returning to campus after months of remote work since the Stay Home/Stay Healthy order issued by Governor Inslee last March. The survey was completed by 426 employees (a 56% response rate).
- Administered student program exit surveys for nursing, physical therapist assistant, and occupational therapy assistant programs.
- Administered post-graduate and employer/advisory committee surveys for the nursing and occupational therapy assistant programs.

GUIDED PATHWAYS

- Convened the Guided Pathway data action team. The team will assist the GP advisory and design teams to identify, collect, and analyze data to examine disparities in student success and outcomes that lead to the development of interventions and steps in closing achievement gaps and improve retention and completion.

OFFICE PROCESSES AND PROCEDURES

- Participated in department specific training in preparation for ctLink go-live in October 2021.

- Responded to 247 ad-hoc data requests for data from faculty, staff, students, and community ranging from in-depth research projects to simple facts and figures.

Operational Plan

Operational Goal 1: Support Diversity, Equity, and Inclusion Using Data to Inform Related Decisions and Actions Across the College.

Objective	Achievement/Result
1. Develop dashboards to identify achievement gaps in retention, early momentum points, progression, and completion.	Created two dashboards help the College examine disparities in course completion and success rates among student groups intended to generate thoughtful reflections and discussions that lead to the development of interventions and steps in closing achievement gaps.
2. Work with staff and faculty to develop a college-wide diversity score card (KPIs).	Postponed to 2021-22. Will be developed with the Guided Pathway Data Action Team.
3. Develop an institutional data dictionary of common variables used when discussing student success and DEI.	Postponed to 2021-22. Will be developed with the Guided Pathway Data Action Team.

Operational Goal 2: Support College and Programmatic Accreditation.

Objective	Achievement/Result
1. Work with the College to identify meaningful goals, objectives, and indicators of achievement to define mission fulfillment as part of the new accreditation standards.	Postponed to 2021-22 due to COVID-19.
2. Work with the College to identify indicators of student achievement (disaggregated by meaningful categories to help close equity gaps) and to identify regional and national peer institutions for comparison as part of the new accreditation standards.	Postponed to 2021-22 due to COVID-19.
3. Work with Associate Dean and Nursing faculty to submit accreditation self-study to NLN CNEA and prepare for evaluation visit in April 2021.	Successfully submitted. The visit was well received, and the program was commended for being student centered, equity minded, and innovative in its approach to nursing education. The final decision from the NLN CNEA is expected at the end of October 2021.

Operational Goal 3: Adopt an Integrated, Holistic Planning Process Tied to Assessment and Budget Allocation.

Objective	Achievement/Result
1. Support the strategic planning consultants and the steering committee in the development of a new strategic plan.	a) Provided a large amount of data for the environmental scan. b) Chaired working group H to edit and develop the final draft of the strategic plan as well as develop success metrics.

2. Work with the College to finalize and adopt a new governance structure. (Recommendation 1 from the 2020 accreditation visit)	Postponed to 2021-22.
3. Work with IT to implement planning software (Envisio).	Completed. Software implemented. Worked with Envisio to structure the software to align with the College's new strategic planning framework.
4. Transition college-wide operational planning to an online environment that links planning to mission fulfillment, goals, and priorities and tracks accomplishments against set targets and metrics.	Postponed to summer 2021 after the College's new strategic plans has been adopted by the Board of Trustees.

Operational Goal 4: Prepare Data Reporting for ctclink Migration.

Objective	Achievement/Result
1. Develop a crosswalk between Legacy data elements and ctclink data elements that are used for various reporting.	Completed.
2. Work with IT to migrate college databases used for college reporting to a new environment increasing cyber security and allowing for ctclink conversion.	In progress.
3. Prepare IE data extracts protocols/processes used for mandated state and federal college reporting for post-ctclink.	In progress.

Instruction

Dr. Rolita Flores Ezeonu, Vice President

Executive Summary

The academic year of 2020-21 was a year that represented tenacity, strength and perseverance as Green River College experienced fluidity and an ever changing landscape due to the global pandemic. Not only were we still in a global pandemic, but there were also racial injustices and strife happening at the national and local levels. Within all of this, Instruction continued to carry forward GRC's mission and vision. The Instruction community responded with grace, wisdom and flexibility.

Major Accomplishments:

INSTRUCTIONAL PLAN

- Continued focus on the four areas of instruction's operational plan.
 - Deliver current, relevant, dynamic curriculum
 - Implement high impact best practices across all instruction areas
 - Strengthen academic culture
 - Explore significant opportunities for growth

RESPONSE TO COVID-19

- Continued to offer instruction majority online and with remote teaching modalities. In Summer 2020, several programs moved to modified face-to-face instruction modeling the next phase of moving courses and programs back to face-to-face instruction on campus in a safe, thoughtful and organized manner. These programs included nursing, phlebotomy, physical therapist assistant occupational therapy assistant, natural resources, trades, aviation, Continuing education flagger training, fingerprinting lab, and WETRC. These programs are models to the next phase of courses and programs in Instruction to how we phase back on campus in a safe, thoughtful, and organized manner.
- Continued to have meetings within instruction to attend to and address unpredictable and ever-changing directives from Governor's Inslee's office. As a result, several memorandums of understanding (MOU) were created in response to the impacts Governor Inslee's COVID-19 directives had on instruction.
- Convened a subcommittee made up of faculty, division chairs, deans, instructional chairs and the vice president of instruction that successfully collaborated on an instructional re-opening plan for 2021-22.

FACULTY TENURE

- 11 faculty received tenure amidst the pandemic. Congratulations again to Brenda Bindschatel (Accounting), Tsega Gaim (Transitional Studies), Jitendra Gangaram (Math), Raminderpal (RP) Gill (Engineering), Seunghye Jang (Engineering), Sam Krahn (Music), Ruth Mueller (Music), Anna Neil (Physical Therapy), Samantha Smith (Math), Susan Uland (IT), and Justin Pitt (Welding)

DIVERSITY, EQUITY, AND INCLUSION

- Committed to becoming an anti-racist and equity-centered college. The instructional council, deans, and the vice president of instruction created space for instruction to dialogue, visioning and to provide professional development around equity, diversity and inclusion for the present and into the future.
- Worked closely with Natasha Burrowes, diversity, equity, and inclusion and social justice consultant. Convened a team made up of deans, chair, vice chair, incoming chair of the instructional council, the co-chairs of the instructional diversity committee, and the vice president of instruction to work collaborative to forward diversity, equity, and inclusion work. This team worked with key stakeholders within instruction and accomplished the following:
 - Included a diversity, equity, and inclusion component in this year’s Spring in-service day.
 - Invited divisions to attend spring trainings and workshops and made additional funding available for professional development.
 - Signed deans up to attend People's Institute Undoing Racism training in summer and fall 2021.
 - Proposed the College adopt a diversity focused collegewide learning outcome. The proposal was brought before the faculty in spring quarter for a vote which passed and was approved by the vice president of instruction.
 - Had monthly meetings between the instructional council and the instructional diversity committee.
 - Had meetings between instruction and the office of diversity, equity, and inclusion to strengthen partnerships and support student of color across campus.

NEGOTIATIONS

- Held regular collegial and collaborative negotiation meetings through year in preparation for the new Collective Bargaining Agreement. The United Faculty team consisted of Jaeney Hoene, Leslie Kessler, Dave Norberg, and James Pyle. The College team consisted of Jamie Fitzgerald, Catherine Cantrell, Shirley Bean, Mark Brunke, and Rolita Ezeonu.

DIGITIZING TENURE BOOKS (IN CANVAS SHELLS)

- Worked diligently to digitizing the physical tenure books. College employees involved in the project included Jaeney Hoene, Camella Morgan, Katie Cunnion, Aaron Leavitt, Dave Norberg, Brian Chan, Ajay Narayanan, Ari Rooney, Whitney Boswell, Jennifer Dysart, Jamie Fitzgerald, and Elaine Stricklin. This was a momentous event for instruction, the people involved in the tenure process, and the Board of Trustees.

eLEARNING

- Hired faculty in residence (FiR) in response to the transition to the online/remote modalities. The FiRs supported eLearning in effective teaching for online and hybrid courses, helping colleagues use technology as a tool to facilitate learning across all modes of instruction. The FiRs provide ongoing, just-in-time guidance and coaching on instructional design and technical matters, assist faculty with integrating technology into the learning process, provide formal and informal learning opportunities, and experiment with new tools or new ways of using current tools

for learning. eLearning FiRs included Luther Lessor, James Pyle, Krish Mahadevan, Ari Rooney, Paul Kern, and Lauri Centauri. The FiRs worked tirelessly throughout the year and logged in 110 hours collectively in summer quarter and a total of 330 in fall, winter, and spring, respectively.

ctcLink

- In preparation for ctcLink go-live in October 2021, faculty will be required to complete a number of training modules prior to October 11, 2021. The training is self-paced and include four modules: PeopleSoft Fundamentals 9.2; ES100 HCM Employee Self-Service; CF100 Faculty Self Service; and CA100 Advisor Self-Service. Faculty will receive a \$300 stipend for completing the training or may use a professional day to do the training. To support faculty and prepare instruction for the transition to the new system, two faculty in residence (FiR) have been hired. They are Dr. Jashon Banks, Jr. and Kelsey Denton.

NEW INSTRUCTIONAL STAFF

- Hired a permanent dean of transitional studies and wellness. Dean Cathy “Kit” Alston brings over 10 years of community college experience. She has worked to serve special student populations in both student services and in instruction, including Workforce Educational programs. She has served as the interim dean of transitional studies and wellness since December 1, and she served as the interim associate dean supporting career and technical programs for the past year and a half. Prior to that, she served as the director of Workforce Education for three years. Prior to Green River, Dean Alston was an adjunct instructor at South Puget Sound Community College. Her leadership and knowledge also stem from her work in Workforce Education to help support diverse groups of students in retention and completion. She has also worked very closely with military and Veteran communities for over 13 years. Lastly, she was a participant of the Workforce Deans Academy sponsored by the Washington State Center of Excellence for Careers in Education and Workforce Education Council in 2019.
- Hired an interim senior director of instructional budgets and special projects. Prior to accepting the position, Catherine Cantrell served as the dean for transitional studies and wellness for the past eight years. She has also served as dean for workforce education, interim dean for continuing and corporate education and branch campuses, and interim dean for health sciences. Prior to that, she was a member of the GRC faculty for 11 years. A search for the permanent senior director will take place in 2021-22.

Operational Plan

Operational Goal 1: Deliver current, relevant, dynamic curriculum and pedagogy.	
Objective	Achievement/Result
Focus Area: Diversity, Equity, and Inclusion in Instruction	
1. Implement best practices in instruction recruitment, hiring, onboarding and retention that address and advance diversity, equity and inclusion.	a) Held bi-weekly diversity, equity, and inclusion workshops with some deans, some chairs, and the co-chairs of the instructional diversity committee (IDC) in Spring quarter with Natasha Burrowes. This group took statements issued from the Black Caucus in March and develop a template to

structure diversity, equity, and inclusion work in instruction. This includes recognize and uplift black voices; always ensure that multiple black people are in the room and at the table; believe Black people when they tell you about the indignities, oppression, and violence they have suffered and take action to protect them when you can; collaborations/partnerships with non-black (POC and white individual) in finding the solutions together. Black people should not carry the burden of figuring out solutions to systematic problems that they did not create; educate yourself and do the work in combating anti-blackness. There is a commonly held belief that white people are the only perpetrators of anti-blackness/racism and this is not the case; and take accountability when you make mistakes.

- b) Other activities have included creating statements of commitment throughout instruction around diversity, equity, and inclusion, make diversity, equity, and inclusion a priority in instructional conversations at individual, departmental, leadership level, make diversity, equity, and inclusion a standing agenda item at instructional council and deans' meetings; and include a Black caucus representative on UF.

2. Inclusive and culturally responsive pedagogy.	Adopted a college-wide diversity learning outcome in Spring with 74% of faculty voting yes.
3. Examine and understand data information in Instruction around persistence, retention, completion and opportunity/equity gaps.	On-going.

Focus Area: Accessibility

1. Increase the number of faculty who have taken accessibility training through the State Board. Initially broadly advertise the availability of the training. Develop a budget plan for that can provide stipends to adjuncts to complete training.	<ul style="list-style-type: none"> a) Hired three Accessibility positions per MOU for fall, winter, spring quarters. b) Repository of resources for accessibility support for faculty/staff via Accessibility and Equity Canvas course site c) Promotion of trainings through Information shared on professional development opportunities with accessibility focus, including SBCTC micro courses, conferences and workshops. d) Deans group completed initial training on Outlook email accessibility. e) Exploration of accessible math platform for creating OER.
2. Increase the accessibility of campus documents by encouraging staff and administrators to complete the appropriate SBCTC Accessibility Micro Courses.	Developed a database for tracking accessibility work not accomplished to date.

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| 3. Intersect Accessibility with Guided Pathways. | Integration of accessibility with Guided Pathways work will be ongoing as those efforts progress. Web page templates will be accessible as those are onboarded by each area. This work will continue in collaboration with College Relations. |
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Focus Area: Teaching and Learning/Innovation Center

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| 1. Create, schedule, and facilitate programming that focuses on professional development opportunities for high-impact teaching practices. | Work postponed to 2021-22. An executive summary was submitted to the vice president of instruction and the president detailing the work of the Guided Pathway advisory board that was completed up until late February 2020 when the pandemic struck. |
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Operational Goal 2: Implement high impact best practices across all Instruction Areas.

Objective	Achievement/Result
1. Guided Pathways Structure: Advisory and design teams will begin Year 1 of work plan with a focus on meta-majors and programs of study, intake, and advising.	<ul style="list-style-type: none"> a) Convened three major work groups (1) student engagement, (2) areas of interest, and (3) technology. Each developed a specific charge and design principles. The teams researched best practices at other colleges. A fourth work group called the data action team was formed in late Spring under the direction of the director of institutional effectiveness. b) The Year 2 Workplan was successfully submitted to the State Board highlighting priority areas moving forward which includes program mapping, exploratory sequencing, progress monitoring, and placement. c) A two-day advisory team summer retreat will occur later this month. The team will work to organize and solidify plans for Year 2.
2. Advising: Enhancing advising to increase retention/completion.	The priority areas program mapping, exploratory sequencing, progress monitoring, and placement for 2021-22 are indirectly related to the advising model. In addition, the data action team will help develop priorities for data collection and program assessment. These priority areas will help set the foundation for more intentional work on the advising model in 2022-23. Advising was also identified as a focus in the draft strategic plan. The advisory team will have a planning retreat this summer to discuss intersections with the strategic planning co-chairs.
3. COVID-19 Planning: short and long-term related to enrollment, equitable teaching practices and policies, and reopening strategies.	<ul style="list-style-type: none"> a) Created seven memorandums of understanding to address COVID-19 impacts on instruction. b) Convened the instructional subcommittee to work on a reopening plan for instruction which Met to go over transition plans for Summer 2021, Fall 2021, Winter 2022 and Spring 2022.

Operational Goal 3: Strengthen Academic culture.

Objective	Achievement/Result
1. New Faculty Orientation (Virtual)	<ul style="list-style-type: none"> a) Successfully completed the new faculty orientation virtually. b) Created CANVAS shell to providing continuous support for new faculty.

	c) Converted HR training online modules that were included in the CANVAS shell.
2. Programmatic accreditation: Natural Resources, Nursing, Occupational Therapy Assistant (OTA).	<p>a) The Natural Resource’s accreditation visit scheduled for February 2021 was delayed and rescheduled to the 2021-22 academic year due to COVID-19.</p> <p>b) OTA’s annual report submitted February was accepted without comments. The accreditation visit scheduled for 2021-22 was delayed and rescheduled to the 2022-23 academic year due to COVID-19.</p> <p>c) Nursing’s accreditation report and visit was successful. The program received accolades for innovative and student-centered approach to Nursing education.</p> <p>d) Nursing program received a HEET grant to support the development of an LPN to BSN pathway for an anticipated start date in 2022-23. The part-time hybrid Medical Assistant to Practical Nursing pathway is awaiting approval from the Washington Nursing Commission with an anticipated start in Spring 2022.</p> <p>e) Nursing Assistant Certified testing facility is on hold until COVID-19 restrictions are lifted.</p>
3. Faculty Negotiations	<p>a) Negotiation teams completed bargaining on a variety of topics including post-tenure, associate faculty, hiring and recruitment, intellectual property, job descriptions, adjunct in-file, tenure, salary, faculty development, safety article, calendar, and various clean-up work.</p> <p>b) Successfully negotiated seven MOUs in response to working condition during COVID-19.</p>

Operational Goal 4: Explore significant opportunities for growth.

Objective	Achievement/Result
Focus Area: Branch Locations	
1. Recommend strategies for improvement related to increasing enrollment, retention, completion and diversity in the Kent, Auburn Center, and Enumclaw communities.	<p>a) Worked with Institutional Effectiveness to develop dashboard that show student enrollment data for branch campuses in several categories.</p> <p>b) Branch campus director/managers met each division over the course of the year to share data that branch campuses received from Institutional Effectiveness, and to gather feedback on teaching at branch campuses.</p>
2. Increase usage of all branch location properties.	<p>a) Worked with community partners such as Aerospace Joint Apprenticeship Committee, First Washington, Centro Rendu, and FareStart to develop certifications and programs.</p> <p>b) Offered COVID-19 safety training.</p> <p>c) Will offer Work Excellence Certification to Saint Vincent De Paul managers and directors.</p> <p>d) Will continue to develop collaborations with University of Washington and the Blue Origin Future Club on youth programs to host training at the branch locations.</p>

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| | <ul style="list-style-type: none"> e) Identified CTE programs for Enumclaw: Cyber Security and Aviation Drone program f) Establish first year track in Enumclaw that provides multiple entry points for students to other programs is in progress with several department, such as English and math. |
| 3. Continued work on AA degree in Kent (completion in 3 years). | <ul style="list-style-type: none"> a) Develop Kent Campus AA-DTA completion project timeline. b) Reached 1st project goal, met with all division to gather feedback about teaching at branch campus and scheduling issues. c) Reached 2nd project goal, identified classes that are needed by students but has scheduling conflict, which caused difficulties in degree completion. |
| 4. Establish first year track in Enumclaw. | <ul style="list-style-type: none"> a) Confirmed Enumclaw campus program offering. b) Identified programs and courses reflecting Enumclaw community needs. Met with Enumclaw School district five times to discuss community needs and possible collaboration models. c) Gather interest internally at the college to identify possible programs that could be offered in Enumclaw. d) Hosted meeting for school district and faculty to confirm needs and logistics. e) Worked school district to launch program marketing plan. f) Will launch the Cyber Security and Drone program in Fall 2021. It will be an innovative program through hybrid model to allow student flexibility. |
| 5. Increase student and faculty support, for example, IT support, student services, library services at all branch locations. | <ul style="list-style-type: none"> a) Purchased one laptop that will allow students to access virtual student services or student service staff could use when they visit branch locations. b) IT will be updating Enumclaw network infrastructure in Summer 2021. c) Explore food truck, and shuttle services at relevant branch locations. Branch location team has reached out to evening college committee about the conversation of food truck. |

Focus Area: Marketing Instructional Programs

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| 1. Instruction Marketing/Program Pages. Increase marketing for programs by development of marketing web pages. | <ul style="list-style-type: none"> a) Developed a crosswalk of degrees to disciplines to divisions in order to show where different degrees are housed. b) Identified instructional content managers allowed to edit instructional program webpages. |
| 2. Marketing materials. | |
| 3. Maintaining and strengthening relationships. | <ul style="list-style-type: none"> c) Developed a marketing cheat sheet to be used by content mangers. d) Expanded faculty access to Creative Asset Wizard |

- e) Requested a marketing budget through the College's budget development process.
 - f) Strengthened relationship between faculty and college relations and faculty.
 - g) Several divisions held meetings with college relations and the office of recruitment and outreach to help faculty and staff in those areas better understand programs and to discuss how we can work together.
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International Programs and Extended Learning

Wendy Stewart, Vice President

Executive Summary

Many members of International Programs and Extended Learning (IPEL) actively participated in several critical campus-wide initiatives that included equity-centered strategic planning, Guided Pathways, planning for College's re-opening, and preparing for ctcLink in Fall 2020. IPEL staff and faculty responded nimbly to the global pandemic shifting to virtual service and instruction and providing timely communication to students, parents, and partners.

2020-2021 Green River College ranked 9th in the U.S. among community colleges in international enrollment. Critical issues included: the global COVID pandemic, proposed legislation, visa process and visa delays, the political climate in the US and globally, competition from other countries, gun violence in US, and trade tension with China. We developed prioritized objectives within five goal areas: 1) Strengthen international recruitment; 2) Develop new programs 3) Improve student services; 4) Expand Global Education; 5) Advance equity. IPEL staff and faculty responded nimbly to the global pandemic, shifting to deliver virtual service and instruction and provide timely communication and support to students, parents, and partners.

Major Accomplishments:

INTERNATIONAL PROGRAMS

- Shifted to virtual recruitment and participated in numerous virtual recruitment events worldwide in time zones convenient for students, parents, and parents. This often meant that marketers were staying up late, starting at midnight, or getting up early to do live presentations and engage with prospective students. Instead of jetlag, international marketers experienced Zoom-lag. Stephanie Scoby led a team of in-country recruiters in Taiwan who provided much-needed boots on the ground support in Asia.
- Provided virtual orientation, advising, housing, and activities services. The orientation committee developed and delivered a two-day, six-hour virtual orientation for new students in two different time zones during the month prior to each term. 95% attendance rate for new students, followed by recorded video bites and canvas modules offered to students that missed the live, virtual orientation. Survey of new students show 100% of respondents found value in the sessions. Will continue to deliver virtual orientation session going forward.
- Engaged prospective and current students by hosting Facebook live series including Major Mondays: Advisors showcase various different majors – what classes you need to take and popular transfer schools; What's Up Wednesdays features various staff members; Faculty Fridays – Features Green River faculty available to share perspectives and answer questions. 14 presentations hosted on Facebook Live. Recorded and posted to GRC International YouTube channel.

- Utilized targeted social media marketing and search optimization campaigns: Increased number of followers, subscribers, and website hits on Google, Baidu, Instagram, Facebook, WhatsApp, WeChat, LINE, KakaoTalk. All delivered in native languages.
- Contracted with with Interstride, a global career service and networking portal/platform. Green River is the first community college in the US to contract with Interstride (<https://www.interstride.com/>). The College now offers free career service to all GRC students – international and local. IP advisors using platform to help students build a career game plan in addition to a personal education plan.
- Had active US GRC alumni chapters at UW, Seattle University, University of California schools, and University of Minnesota during COVID-19 with virtual meetings and networking opportunities. Alvin Tai and Leo Harten, based in Indonesia, continued to support the global GRC alumni network. Spring quarter Leo coordinated a virtual gathering of 117 global GRC alumni from around the world. Go Gators!

INTENSIVE ENGLISH PROGRAM AND EXTENDED LEARNING

- Awarded the IDEAS (Increase and Diversify Education Abroad for U.S. Students) Grant by the Bureau of Educational and Cultural Affairs, USA Study Abroad branch and World Learning. A total of 26 U.S. colleges and universities were awarded the grant. Only five were community colleges and GRC was one of them. This capacity building grant will expand study abroad and COIL/VE (Collaborative Online International Learning/Virtual Exchange) offerings and will make education abroad accessible and affordable for all students. The goal is to train and support a group of community college faculty to develop course-based international virtual exchange and hybrid short-term study abroad programs that are accessible to diverse students. Countries involved will be Taiwan, South Korea, the Netherlands, France, and others that still need to be determined. The virtual exchange component will further expand the work that Erin Fernandez Mommer and two faculty cohorts are doing with the Stevens Initiative for the Connected Classroom. As part of the IDEAS grant, the College is also collaborating with other community colleges in Washington as well as the Center for Global Studies at the University of Washington, with which the program has a longstanding relationship.
- Global Leadership Program: completed the spring program with a cohort with 26 students from 10 countries (including the USA). Students attended a series of lectures, worked on a project in groups, and delivered excellent presentations. Project presentations focused on investigation and offering solutions to: Greater interaction between local and international students, online learning, and equity and inclusion on campus.
- Offered embedded English and study skills support in CMST 220 (Public Speaking), ENGL 097 (English Express: Integrated Reading and Writing), ENGL 099 (Introductory composition), and ENGL 101 (English Composition I) for five quarters. Three faculty members served 463 students and the embedded support provided in the English classes were available to both local and international students.
- Reorganized the IEP into three levels: Fast Track English for L1-3 students and enhanced L4 and L5 bridge course offerings. Developed special contract classes that can be offered online and in person: TOEFL Prep (full quarter or short term), Aviation (bridge, summer program), and Business

English (full quarter or short term). Also expanded TOEFL/IELTS/TOEIC/Duolingo articulations into the IEP.

Operational Plan

Operational Goal 1: Strengthen International Recruitment.

Objective	Achievement/Result
1. Increase student enrollment in China/Chinese speaking countries by providing on-the-ground support to partners and prospective students in same time zone.	Increased new student enrollment for Chinese speaking countries by 10% compared to when the COVID-19 pandemic began.
2. Targeted social media marketing and search optimization campaigns.	Posted regularly and used country specific social media proactively to translate, chat, push announcements, promote zoom lobbies, give seminars, host Q&As, send invitations to virtual campus tours orientations and special programming such as Monday Majors, WhatsUp Wednesdays, Faculty Fridays & Youtube. All delivered in native languages.
3. Launch 'Major Mondays' Facebook Live sessions to engage prospective students.	Recorded and posted 14 presentations via Facebook Live to the College's international youtube channel .
4. Promote online classes: "Online Now, On Campus Later" campaign via email newsletters, social media, and translations.	Translated and proactively posted consistent messaging and reminders across all platforms. 50% of students studied in their home country and took classes online.
5. Provide virtual intensive English program placement testing and class observation.	Promoted virtual placement testing and class visits/observations to partners and prospective students and their parents. Testing and class observation were available at convenient times. Students who observed IEP classes applied or planned to apply. The IEP offered virtual placement testing every Thursday (8am and 5pm) every quarter.
6. Digital and online delivery of marketing materials.	Increased website hits to IPEL home page by 37% and hits to lead-generating pages by 20%. In process of updating a two-page flyer with current costs and dates.
7. Support College reopening.	Staff served on the re-opening committee.
8. Increase partner universities in Europe.	Finalized agreement with University of Bedfordshire (UK) to offer GRC students conditional guaranteed admission into Year 2 of their 3-year Bachelor of Arts in Psychology Honors program.
9. Review English language proficiency measures.	<ul style="list-style-type: none"> a) Reviewed English proficiency measures in the fall and adjusted the level for Duolingo (English proficiency test provider). b) Expanded list to include secondary schools in English speaking African countries.

- c) Expanded the articulations into all levels of the Intensive English Program using TOEFL, IELTS, TOEIC, Duolingo.
- d) Updated the website and English Proficiency list.

Operational Goal 2: Develop New Programs.

Objective	Achievement/Result
1. Redesign the intensive English program.	<ul style="list-style-type: none"> a) Reorganized the IEP into three levels (Fast Track English for L1-3 students) and enhanced L4 and L5 bridge course offerings. b) Developed special contract classes that can be offered online and in person: TOEFL Prep (full quarter or short term), Aviation (bridge, summer program), and Business English (full quarter or short term). c) Finalized the IEP Online Resource (Canvas). d) Expanded TOEFL/IELTS/TOEIC/Duolingo articulations into the IEP. e) Worked with marketing team to develop promotional web content and flyers and brochures.
2. Provide embedded instructional support in select courses for online students.	ENGL embedded support was for local and international students. Supported 463 students over five quarters. Student feedback indicated the embedded was life altering for many students and set them up for success at GRC.
3. Offer student support and health class for new students.	IEP staff met with all students enrolled each quarter in person on campus. 100% of students enrolled fully participated and successfully completed class.
4. Develop a strong Washington Certification services team that continues to innovate and serve the community and Department of Health.	In the process of creating a new online database and website that will result in more efficient service to the community and WA DOH.

Operational Goal 3: Improve Student Services.

Objective	Achievement/Result										
1. Provide virtual advising, housing, activities service.	Staffed Zoom lobbies available to students via the GRC Virtual Assistance webpage.										
2. Student tracking – COVID-19.	Modified the CRM to hold and track location and intended location of all students, with 90% of students tracked.										
3. Redesign intake of academic international students to facilitate completion of placement testing and one-on-one advising prior to start of classes.	<table border="0"> <tr> <td><u>NSA completion:</u></td> <td><u>English and Math Placement:</u></td> </tr> <tr> <td>C011 82%</td> <td>C011 82%</td> </tr> <tr> <td>C012 95%</td> <td>C012 92%</td> </tr> <tr> <td>C013 85%</td> <td>C013 87%</td> </tr> <tr> <td>C014 77%</td> <td>C014 70%</td> </tr> </table>	<u>NSA completion:</u>	<u>English and Math Placement:</u>	C011 82%	C011 82%	C012 95%	C012 92%	C013 85%	C013 87%	C014 77%	C014 70%
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C011 82%	C011 82%										
C012 95%	C012 92%										
C013 85%	C013 87%										
C014 77%	C014 70%										
4. Virtual orientation and welcome initiatives.	Developed and delivered a two-day, six-hour virtual orientation for new students in two different time zones during the month prior to each term. The attendance rate was 95%. Created recorded video bites and canvas										

	modules that were offered to students that missed the live, virtual orientation. Survey of new students showed 100% of respondents found value in the virtual orientation sessions.
5. ctclink training and preparation.	Seven IPEL staff serve as subject matter experts who have completed 290 hours of ctclink training in order to assist in the data validation and User Acceptance Testing exercises needed to prepare for go live on October 11, 2021.
6. Provide specific support for new incoming students during Covid-19 pandemic.	Continue to monitor health and safety mandates.
7. Collaborate with CCA staff for Covid-19 quarantine.	Helped to support a safe living environment for all students.
8. Salesforce CRM and database upgrade.	a) Salesforce Lightning was launched in January of 2021. Conversion of all business processes continues through 2021.
9. Support Guided Pathways.	b) Adam Beals served as member of the Guided Pathways Design Team and the Student Engagement Workgroup. c) Mike Manzer served as member of the Guided Pathways Design Team and the Meta Major Workgroup.

Operational Goal 4: Expand Global Education.

Objective	Achievement/Result
1. Promote Global Education through Virtual Exchange/COIL (Collaborative Online International Learning), Global Leadership Program, and Living Learning Community.	a) Submitted UISFL grant proposal (#2) but was not awarded the grant. b) Received funding for two faculty cohorts (4 and 3 faculty in each) through the Stevens Initiative to further develop COIL/VE at GRC. This included training and development of COIL/VE courses delivered in collaboration with institutions in Morocco.
2. Explore other global grant and study abroad opportunities in collaboration with instruction.	Submitted and was awarded the IDEAS grant. This capacity building grant will expand study abroad and COIL/VE offerings and will make education abroad accessible and affordable for all students.
3. Expand women's leadership skills development.	Successfully concluded a stimulating SUSI Thrive webinar series (with lectures, office hours, and online discussion boards) over 9 months in collaboration with Kansas University, Saint Mary's College (Indiana), and University of Delaware.

Operational Goal 5: Advance Equity.

Objective	Achievement/Result
1. Serve on Strategic Planning Steering Committee.	Three IPEL staff served on the Strategic Planning Steering Committee and as Facilitators and/or Notetakers for three of the working groups.

2.	Build awareness of Virtual Exchange/COIL (Collaborative Online International Learning) on campus.	Worked with Erin Fernandez Mommer, Spanish faculty, who is the faculty COIL/VE coordinator; collaborated with Tamara Leonard at JSIS, UW to allocate Center for Global Studies grant funding to further GRC COIL/VE training.
3.	Encourage participation in GDEC sponsored activities and events.	Many members of IPEL regularly attended GDEC sponsored events as well as the Black Caucus educational series.
4.	All students from around the world can begin GRC education online.	30% increase in enrollment from different countries in Africa and the Middle East.
5.	Provide embedded support for all (international and local) online students in enrolled in ENGL 097 and ENGL 099.	67% of students enrolled utilized the embedded support at least once during the quarter. Several regularly sought assistance. Student evaluations showed the embedded support helped them pass and more often increase their GPAs.
6.	Participate in equity rep program.	Wendy Stewart participated in Equity Rep training sessions. She is also serving on the Equity in Hiring Task Force.
7.	Participate in the summer reading and reflection program.	Many members of IPEL participated in the summer reading program.

Student Affairs

Dr. Deb Casey, Vice President

Executive Summary

Student Affairs (SA) accomplished significant successful outcomes during Fall, Winter, and Spring quarters and will be reassessing our progress and setting new goals during Summer Quarter 2021 to be employed for 2021-22. The successful accomplishments were led by the Student Affairs Leadership Team (SALT).

Major Accomplishments:

ASSESSMENT AND TESTING

- Developed and implemented procedures for in-person placement testing for students who do not have access to technology.
- Streamlined online procedures to help other departments in Student Affairs meet their deadlines for critical projects.
- Began ctLink trainings and participated in two rounds of data validation and clean up.

ATHLETICS AND RECREATION

- Cross country sophomore, Moira Woods, led the NWAC this season winning the NW regional championship.
- Three teams (baseball, cross country and track & field) successfully competed in their seasons during the pandemic.
- The cross-country program hosted their first ever meet in Maple Valley, WA in February.

CAMPUS SAFETY AND TRANSPORTATION

- Operated at full capacity, on-campus, 24/7, with no Covid-19 incidents.
- Maintained on-site Covid-19 health attestations stations in Trades, Science, and the West buildings.
- Led the College's Covid-19 contact tracing.

CAREER AND ADVISING CENTER

- Implemented a virtual advising model that allows for serving students through multiple modalities including ZOOM, Teams, email and phone.
- Redesigned departmental workshops, information sessions, and new student advising sessions to virtual setting for student accessibility.
- On-boarded two new full-time staff (front desk program coordinator and getting started specialist) and retained 11 existing staff throughout pandemic. Prioritized diversity, equity, and inclusion and anti-racist dialogue and action with the staff through trainings, caucus participation and leadership, and departmental workshops.
- Participated in trainings and data validation activities in preparation for ctLink launch in October 2021.

CONFERENCE SERVICES

- Provided food service for students during the pandemic by (1) setting up a temporary food service station in the Trades building and provided limited lunch service throughout the year and (2) partnering with United Way of King County and DoorDash to deliver weekly meals to students.
- Established virtual services for on and off-campus events. Events included Auburn Symphony video recording, Kent Rotary livestream virtual auction, Virtual Opening Day, and Healthy Gators HuGS events.
- Hosted two vaccination pop-up clinics Spring quarter in the Student Union.
- Staff member Chris Carlson participated as committee member in the planning of the first virtual ACUI Region IV Conference that was held in November 2020.

DISABILITY SUPPORT SERVICES

- Issued 479 duplicate Letters of Accommodations (LOA) requested by qualified students with disabilities during 2020-21 to ensure equitable access to programs of study during the pandemic.
- Participated in two resource fairs with successful outreach to over 200 high school students. Conducted orientations and presentations on available services and steps on how to request accommodations in higher education.
- Participated in equity-centered work at the College, including the Strategic Planning Steering Committee, Guided Pathways, Asian and Asian American Caucus as well as state councils and conferences on maintaining access for students during the COVID-19 pandemic.

FINANCIAL AID

- Created and administered the emergency grant program in collaboration with the Foundation.
- Obtained waivers for students who failed to complete classes due to Covid-19 to prevent them from owing financial aid funds back.
- Implemented remote processing of financial aid that eliminated many barriers by updating procedures to minimize requirements, updating forms for online completion, and moving to a nearly paperless office.

JUDICIAL AFFAIRS

- Hired the new judicial officer.
- Facilitated code of conduct and Title IX in virtual format.
- Finalized an MOU for contracted Title IX with Equity Services.
- Trained staff and faculty on academic integrity and conduct process.
- Evaluated the College's Washington Administrative Codes to determine required changes need to be implemented in January 2022.

OFFICE OF DIVERSITY, EQUITY, AND INCLUSION

- Trained, supported, and retained 13 student employees for the academic year 2020-2021.
- Provided 21 successful virtual learning and educational opportunities through the Diversity Educational Series.

- Collaborated with the state-wide Multicultural Student Services Diversity Council (MSSDC) to host a virtual workshop during the annual Students of Color Conference.
- Operated the book loan program, peer navigator program, office assistant program, ODEI Zoom lobby, multicultural study halls, and bilingual services.

OFFICE OF THE REGISTRAR

- Developed and implemented a virtual onboarding process for new employees.
- Implementing secure document transfer system to protect students' personal information.
- Guided college staff associated with the Campus Solution pillar through required training and data validation activities in preparation for ctcLink go-live in October 2021.

PAPER TREE BOOKSTORE

- Worked closely with faculty to ensure eBook availability for students and increased student access to eBooks through the Paper Tree Bookstore online website.
- Provided free shipping on all student textbooks and supplies. This included maintaining lower prices and quick order process to ensure student success.
- Adopted a new bookstore vendor to create an easy to use platform for all students to use for browsing and ordering course materials online.

PROGRESS AND COMPLETION

- Launched a new meal program in partnership with United Way of King County and DoorDash to deliver hot meals to students during finals and on Thursdays throughout the quarter. The partnership was expanded to local produce company to include fruits and vegetables in student meal orders.
- Collaborated with the emergency grant team to provide students with financial, housing, and food resources and follow-up support. The Benefits Hub AmeriCorps team will continue their service at Green River for an additional year through 2021/22.
- Advising caseload for Native American student has been steady at 35-40 students per quarter. Staff member Leander Yazzie has been leading Green River's Native American Working Group (NAWG) by bringing people from different areas on campus and sharing best practices in supporting the College's Native population (students, staff, and faculty). Leander coordinated two statewide forums regarding the Expansion of American Indian Studies (AIS) within the Washington community college system.

RECRUITMENT AND OUTREACH

- Working collectively with the staff from Advising and Testing, the office identified 135 prospective students to participate in a virtual College Signing Day. Of those, 84 participated. Staff will continue to follow-up with students who were unable to participate and will work with the high school counselors to identify prospective students for the upcoming year.
- Worked tirelessly with high school counselors, administrators, and career specialists to bring Green River College information to students despite most high schools cancelling or postponing all college and career fairs. Understanding that many high school students were challenged with time and fatigue in the virtual world, the office doubled (in some instances tripled) offerings to high schools providing as much access as possible.

- Created a four-part series entitled "Ready. Set. College!" in partnership with Financial Aid. This series engages high school juniors and seniors in a variety of areas that most college preparatory events do not cover.
 - Part 1 (Dec. 2020): 1. Choosing your degree/career; 2. FAFSA/WASFA: What's next after applying?
 - Part 2 (Feb. 2021): 1. Building successful habits now; 2. Searching and applying for scholarships.
 - Part 3 (Apr 2021): 1. Deciding on a college/university; 2. Comparing Financial Aid offers and other related expenses.
 - Part 4 (Jul 2021): 1. Navigating campus life and resources; 2. Accessing and tracking your funding.

RUNNING START

- Applied for Dual Credit Scholarship funds through the Washington Student Achievement Council (WSAC) and was selected as a pilot school for 2020-21. Green River received about \$120k to help fee waiver students pay for class fees and access codes. Remaining funds were used to fund enrollment for fee waiver students for summer quarter. The College will receive these scholarship funds from WSAC for the next two years.
- Onboarded an entire new advising team virtually, to include developing a comprehensive advising manual.
- Refined virtual services to include recorded information sessions so prospective students and their families could view at any time. The office also collaborated with career and advising to finalize the Gator Guide, a comprehensive document for new students which is provided at orientations.

STUDENT LIFE

- Launched a new ticketing program: University Tickets. This allows the College to better manage tickets, allows student and other users easy access to events, and makes tracking payment, attendance, and frequent users seamless.
- Implemented a method for students to sign up for the Gator Gives programs and ship giveaway such as reusable mugs with coffee or tea, water bottles, Green River Gator socks, Green River puzzles, bath bomb kits, and beanies.
- Partnered with food service to provide an ingredient boxes to interested students that would allow them to cook along with an online cooking class hosted by a Food Network Star contestant from Season 7

TRiO SUPPORT SERVICES

- Successful start-up of new TRiO STEM grant and met all required metrics and timelines thus far for grant continuation.
- Met and exceeded all objectives for the 2019-20 annual performance review for the TRiO Classic grant.
- Built partnerships to provide support to eligible Muckleshoot and Natural Resources students through intentional braiding of services with TRiO and collaboration on NSF grant.

VETERANS SERVICES

- Received state approval for College catalogs going back to 2015 to ensure student Veterans and military affiliated students using VA educational benefits could be served.
- Made departmental changes using an equity lens to reduce barriers for students to increase progress and completion. Converted physical record keeping to digital and created a Canvas course for Veteran students.
- Participated in the City of Auburn’s first virtual and PPE Veterans Day Parade, collaborated with campus partners and leaders to include President Johnson, Deb Casey, Trades faculty, and college staff; and maintained another successful application and designation as a Military Friendly Designation college.

VIOLENCE PREVENTION CENTER

- Developed a peer educator program that included hiring three students that developed an Interpersonal Violence Prevention presentation for other students.
- Hired the recovery support specialist to develop the Collegiate Recovery Program.
- Received funding for two additional full-time AmeriCorps positions for the 2021-22 academic year.

Operational Plan

Operational Goal 1: Support the implementation of the college wide enrollment, retention, and completion priorities in alignment with the college’s guided pathways.

Objective	Achievement/Result
1. Assess campus-wide student advising models through the lens of successful Guided Pathways implementations in alignment with statewide plan requirements and institutional guided pathways priorities. Identify and document formal and informal advising processes across institution.	Informal and formal advising currently in place with robust on-boarding, first quarter advising prioritizing career exploration and creation of an educational plan. Placement and progress monitoring will be priority for Guided Pathways in 2021-22. A Data Action Team has been created to help develop priorities for data collection and program assessment. Advising has also been identified as an objective in the new Strategic Plan.
2. Assess current advising practices in relation to retention and completion outcomes-disaggregate data.	No advising data collected since Spring 2018 due to virtual work environment, making data collection more challenging. Data to be collected through improved student traffic tracking software (Who’s Next) and includes post-appointment surveys and accurate student reporting. Data will also be collected by the Data Action Team and Student Engagement Team.
3. Identify core advising practices and outcomes that align with successful Guided Pathways implementations.	Refined and improved advising practices in alignment with the Guided Pathway model with specific improvements for virtual access and service. Progress and Completion Center provided robust online on-boarding with multiple measurements placement and

mandatory orientation, first quarter advising, free career assessments, academic planning.

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| 4. Create recommendations and a framework for campus-wide advising model reform, circulate amongst campus stakeholders for feedback. | Postponed to 2021-22. |
| 5. Communicate revised recommendations for advising model reform to Executive Team. | Postponed to 2021-22. |

Operational Goal 2: Increase awareness and student participation in co-curricular engagement opportunities in alignment with campus wide learning outcomes.

Objective	Achievement/Result
1. Integrate interpersonal violence awareness (IPV) activities and IPV peer education into schedule/plan for student engagement opportunities.	Events held in Fall 2020 included Domestic Violence Awareness Month, Healthy Relationships Week, and Sexual Assault Awareness Month, and the violence prevention center program manager presented IPV information at student leader training. Peer educators were hired in January and started a training program and developed curriculum Spring quarter that will present to campus in June.
2. Continue and expand advisory committee made of representatives from student leadership to increase collaboration among the campus life and leadership areas and identify ways to strengthen student engagement.	Hosted a meeting Fall quarter to begin work with leads but work was postponed to 2021-22.
3. Seek student feedback and vision for integrated student leadership development.	Postponed to 2021-22.
4. Create equity related ongoing trainings and discussion groups for campus life and student leadership groups to participate in around topics that globally affect the college campus.	Postponed to 2021-22.
5. Start creating combined code book for campus life and student leadership engagement with general rules of participation as well as specific documentation for each group.	Postponed to 2021-22.
6. Develop opportunities for training to give students skills to accurately document involvement on resumes and interviews.	Postponed to 2021-22.
7. Evaluate the effectiveness of a campus life advisory committee in review of outcomes as it relates to the College's mission and vision.	Postponed to 2021-22.

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| 8. Implement changes of the campus life advisory committee based on evaluation and plan for next academic year and implement action plan for intentional collaboration with instruction. | Postponed to 2021-22. |
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Operational Goal 3: Assess, ensure and maintain awareness and compliance with federal, state, and local regulatory requirements for a safe, secure and accessible institution.

Objective	Achievement/Result
1. Increase participation in campus clarity training on interpersonal violence by 2% over previous year.	Emailed faculty and staff information on training. Specific groups of students were emailed regularly to remind them to take the training (e.g. TRiO, Athletics) and by Spring quarter had a 14% participation for new students. Coordinated with HR to coordinate training for student employees.
2. Provide on-campus advocacy for survivors of interpersonal violence.	Hired campus advocate in Fall and created advertising materials that were distributed to faculty and staff. Advocate contact information posted on College website.
3. Ensure appropriate MOUs are in place with local police departments and community service organizations.	All MOUs were reviewed. MOUs with DAWN (non-profit), King County Sexual Assault Resource Center, and the Auburn Police Department were reissued.
4. Evaluate campus compliance to ensure alignment with state and federal policies.	Postponed to 2021-22.

Operational Goal 4: Increase equity-centered practice congruent with campus core values through awareness, engagement, and actions.

Objective	Achievement/Result
1. Student affairs leadership team, using the Diversity and Equity in Hiring & Professional Development (DEHPD) framework, will develop specific procedures for the hiring process reflective of our goals and values.	Held ongoing dialogue regarding equitable hiring practices. Procedures and steps were drafted and reviewed with the Green River diversity and equity council (GDEC) co-chairs, vice president of student affairs and the dean of campus life. Included equity reps in 11 search committees. The director from the office of diversity, equity, and inclusion (ODEI) serves as the co-chair for the College's equity reps program and two directors in student affairs applied to serve as equity reps.
2. In collaboration with human resources, the equity reps program, and using the DEHPD framework, develop an on-boarding procedure for all student affairs staff at the division level.	GDEC hosted the Multicultural Competency Interviewing Rubric (MCIR) training and extended an invitation to the vice president of student affairs and deans in student affairs.
3. Increase in diversity, equity, and inclusion understanding, capacity, and intentional application for all student affairs staff.	Staff encouraged to participated in accountability meeting as much as possible. Held informal division-wide discussion on recent events. ODEI successfully hosted seven diversity educational series events on several topics such as expanding Native American Studies, Pacific Islander Studies, and American Muslim Studies. The DEC team formed a group with directors

and program managers to create an anti-racist statement and coordinate anti-racist trainings.

Operational Goal 5: Generate entrepreneurial services providing affordable access to improve campus operations and community connections.

Objective	Achievement/Result
1. Implementation of campus-wide use of 25Live to review and reserve spaces.	Postponed to 2021-22 due to COVID-19 and ctclink.
2. Review and redesign practices and operations to be more inclusive and equitable to stakeholders.	Completed.
3. Diversify revenue streams for auxiliary services to provide affordable options and enhance user experience.	On-going.

Operational Goal 6: Establish and maintain a comprehensive suite of technology tools to support the enrollment, retention, and completion of students.

Objective	Achievement/Result
1. Assess current technology tools in use, interconnections between those tools and SIS, and identify missing components.	Convened a Guided Pathways technology group to complete a technology map, identify and assess existing technology, and application with Guided Pathways practices.
2. Develop a strategic technology plan and budget for the purchase, implementation, maintenance, and update/replacement of technology tools.	Discussed a multi-year timeline for getting institutional funding designated for tools.
3. Purchase and implement student traffic tracking, self-service appointment management, and multi-mode communication system(s).	Posted a Request for Information (RFI) Fall quarter for products that can manage either or both traffic tracking and online appointment management. Projected was postponed Winter quarter in preparation for ctclink. Project restarted as part of the planning for Fall re-opening.
4. Purchase and implement a constituent relationship management (CRM) system.	Discussed timeline for RFP, implementation, and launch based on ctclink dates. Project postponed until ctclink is implemented.

Operational Goal 7: Assess and ensure compliance for a safe and accessible campus.

Objective	Achievement/Result
1. Increase communication between EOC and campus stakeholders.	Had on-going communication with campus stakeholder regarding COVID-19 and college reopening. Will continue to work on improving communication between EOC and campus stakeholders.
2. Implementation of E2 Campus Communication Protocol, and script procedures.	Postponed to 2021-22.
3. Complete MOUs and other necessary continuity partnerships with local law enforcement and emergency management teams as required by the	MOU with the Auburn Police Department was reissued. Worked to develop policy changes related to Title IX updates and new program for recovery.

College's Office on Violence Against Women Department of Justice grant.

4. Offer continuous training on active shooter. Postponed to 2021-22.

Operational Goal 8: Assess and increase the emotional and social well-being of Student Affairs employees and GRC students.

Objective	Achievement/Result
1. Identify and implement virtual community/connection spaces for students to support connections and social/emotional health and wellbeing.	Students participated in student organization through ASB events, Phi Theta Kappa, and other student life activities to engage and be connected. Students received Gator Gives that were shipped to them when participating.
2. Create opportunity for students to share (via eportfolio) created works.	Postponed to 2021-22.
3. Hold regular virtual social gatherings for employees to fostering connections.	Held a virtual gathering of activities for end of the year celebration. Delivered care packages to the student affairs leadership team.
4. Design and implement virtual recognition (YouRock awards, Gator Pins, High-5s, etc., ShoutOut Wall™) activities for employees.	Coordinated shout-outs to staff through text for b-days; congratulations, and other recognitions. Areas teams worked together to celebrate successes and personal events.