



**NOTICE OF MEETING REGULAR MEETING**

BOARD OF TRUSTEES COLLEGE DISTRICT NO.10  
 Green River College, Auburn, Washington  
**January 16, 2025**

The Board of Trustees of College District No. 10 will hold a regular meeting on Thursday, January 16, 2025 at 4:30p.m. Jackie Boschok, Board Chair, will preside. Attendance is available in-person in the Zgolinski Center Board Room or via zoom at: <https://us02web.zoom.us/j/86239897920>, 253-205-0468, Meeting ID 862 3989 7920 Passcode 101879. Overflow space is also available in ZC 104 and 105.

<b>TIME (approximate)</b>	<b>TOPIC</b>	<b>PRESENTER</b>	<b>TAB</b>
4:30pm	<b>CALL TO ORDER</b>	Chair Boschok	
	<b>ROLL CALL</b>		
	<b>PUBLIC COMMENT</b>		
	<b>CELEBRATING SUCCESS</b>		
4:35pm	Running Start – Success Story	Lindsey Morris Kyle Stevenson	Celebrating Success
4:45pm	<b>APPROVAL OF MINUTES</b>	Chair Boschok	Minutes
	December 12, 2024		
	<b>CORRESPONDENCE</b>	Chair Boschok	Correspondence
	Message from Governor Inslee		
	<b>INTRODUCTIONS</b>		Introductions
4:50pm	Bruce Riveland	Suzanne Johnson	
	<b>REPORTS TO THE BOARD</b>		
4:55pm	Finance and Budget Report	Bruce Riveland Suzanne Johnson	TAB A
5:25pm	US Department of Labor Subaward from Spokane Community College Grant	Lea Ann Simpson Bradley Chinn William Sciacca	TAB B
5:35pm	Student Success Metrics Report	Miriam Chitiga	TAB C
5:45pm	BREAK	Chair Boschok	N/A

	<b>STANDING REPORTS</b>		
5:55pm	Student Report	Isiah (Zai) Watson	TAB D
6:05pm	Equity & Diversity Report	Kit Alston	TAB E
N/A	College Council Report	NO REPORT	
6:15pm	Faculty Report	Dave Norberg	TAB F
N/A	Classified Staff Report	NO REPORT	
6:25pm	President's Report	Suzanne Johnson	TAB G
	<b>EXECUTIVE SESSION</b>	Chair Boschok	Executive Session
	If needed		
	<b>ACTION RECOMMENDATIONS</b>	Chair Boschok	ACTION
	If needed		
	<b>TRUSTEES ASSOCIATION</b>	Chair Boschok	Trustees Association
	If needed		
	<b>OTHER BUSINESS</b>		
6:35pm	Upcoming Activities/Meetings	Chair Boschok	Other Business
6:40pm	<b>PUBLIC COMMENT</b>		
6:45pm	<b>ADJOURNMENT</b>		

If you need disability related accommodations to make this event accessible, please contact Human Resources at 253-833-9111, ext. 2600; TTY 253-288-3359; or by email at [hr@greenriver.edu](mailto:hr@greenriver.edu).

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**BOARD OF TRUSTEES  
2023-2024  
STATEMENT**



Leading with equity, we collectively govern to carry out our legal responsibilities by creating policies, providing oversight, and evaluating progress of the strategic plan. Guided by community, we ensure that students have a quality, relevant learning experience that maximizes their potential for success.



## GRC EQUITY-CENTERED STRATEGIC PLAN GOALS



## BOARD OF TRUSTEES 2023-2024 GOALS

### Success for All Students

A

The Board will monitor the progress of student success outcomes by reviewing the dashboards quarterly.

### Excellence in Teaching and Learning

B

The Board will ensure that student metrics and benchmarks provide an opportunity to make data-driven decisions for improvement.

### Responsive Educational Programs and Support Services

C

The Board will support the commitment to on-going EDI professional learning for all College employees and trustees.

### Integrated and Effective Organizational Structure, Systems, and Processes

D

The Board will review board policy and procedures to ensure they support the commitment to becoming an anti-racist college.

### Accessible and Responsive Facilities and Technology

E

The Board will continue to develop forward thinking policies and provide fiduciary oversight to ensure institutional sustainability, growth, and capacity-building.

### Impactful Community Connections

F

The Board will advance community partnerships with local school districts, business and industry partners, and local organizations.





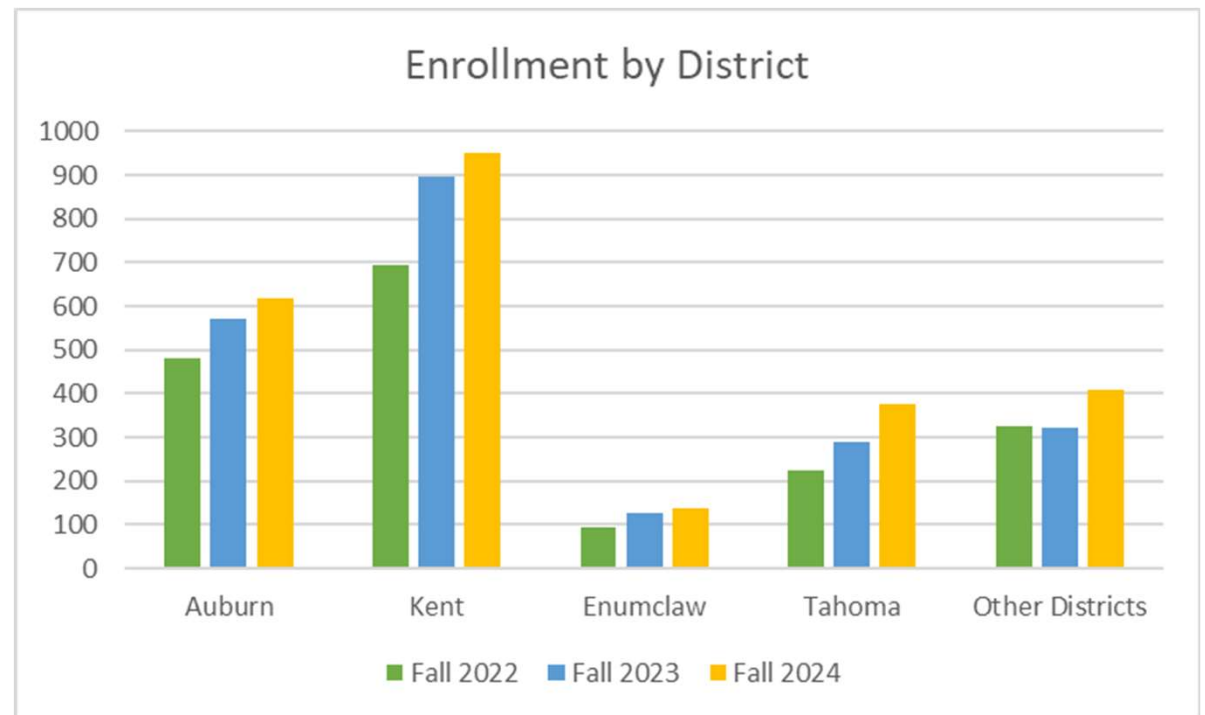
# Student Success Story: Running Start

Kyle Stevenson, Assistant Director

Lindsey Morris, Director

# Enrollment and Retention

- Retention rate:
  - Fall 2022 to Fall 2023: 78%
  - Fall 2023 to Fall 2024: 82%



# Student Success Metrics

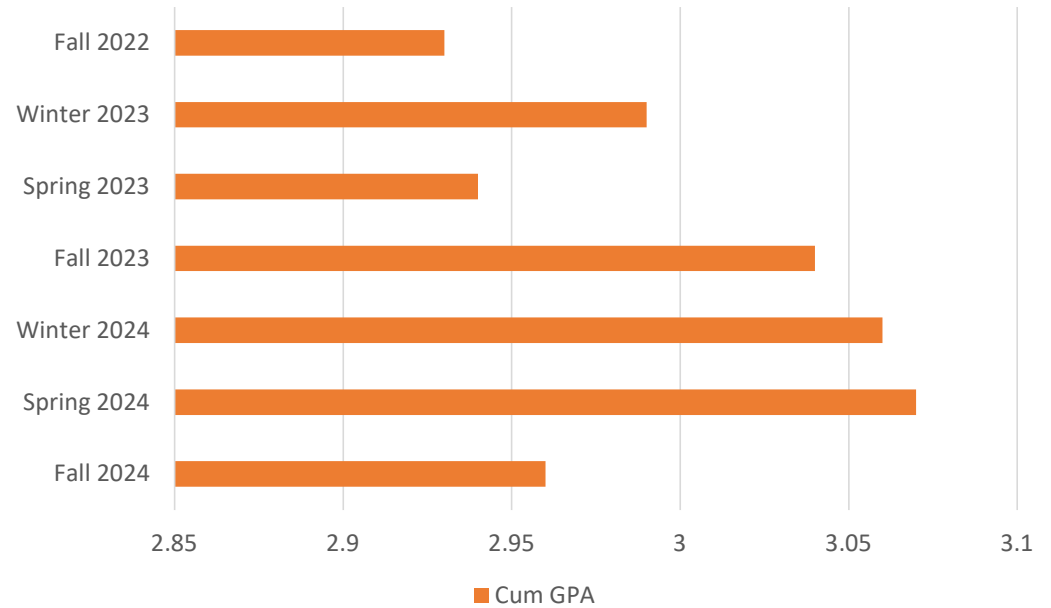
About 70% of students on Level 1 of ACST met standards the following quarter (AY2023-2024).

44% of full-time students who started in Fall 2022 earned an **associate degree by Summer 2024** (399 students).

## Credit completion rate:

- Fall 2022: 90%
- Fall 2023: 88%
- Fall 2024: 91%

Running Start Quarterly GPA AY2022-2024





## Data Support from Institutional Effectiveness

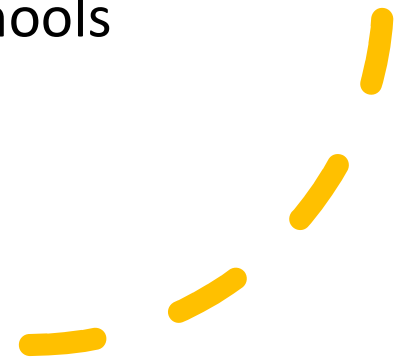
The following work will be done with the help of GRC's Institutional Effectiveness division to further support student achievement in Running Start and beyond:

- Collaborate with IE to examine data on enrollment and retention success rates for BIPOC Running Start students.
- Collaborate with IE to examine data on the retention of RS students post-HS.



# Unique Supports in Running Start

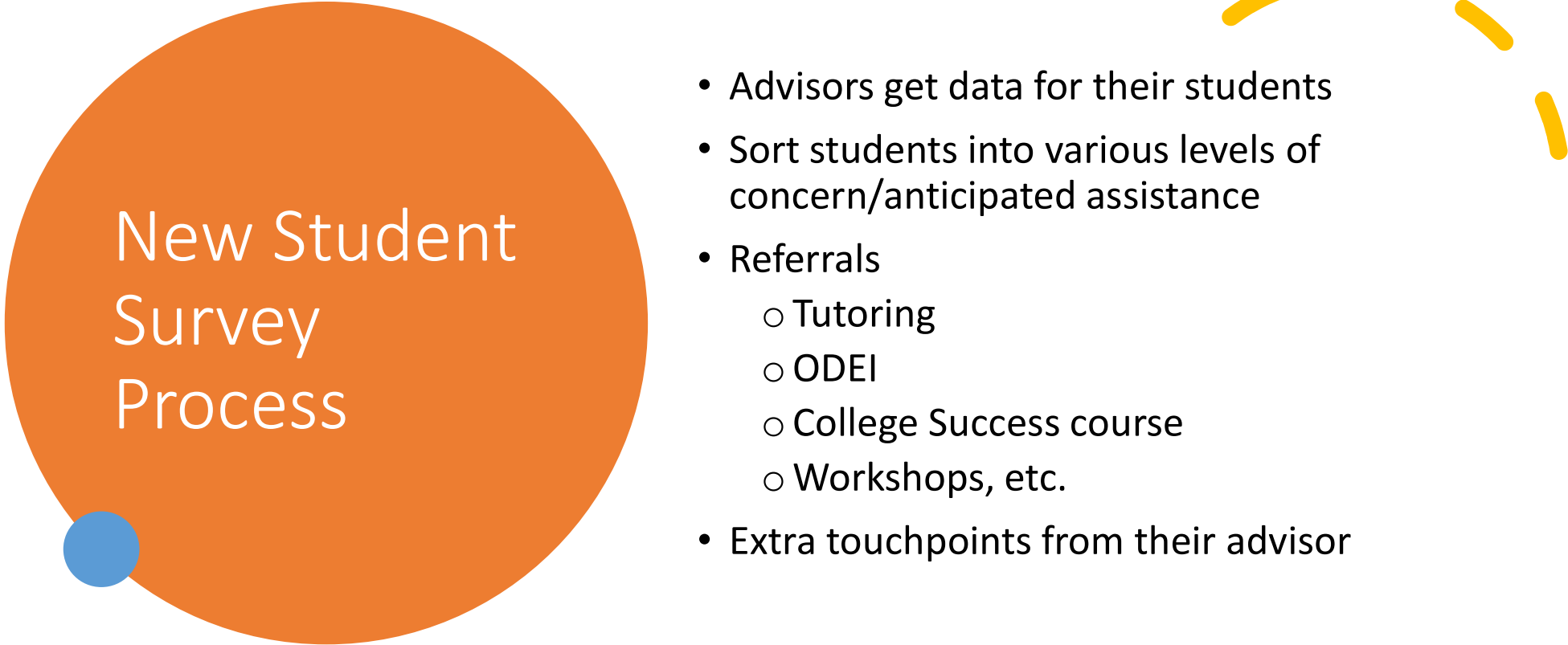
- Mandatory RAP Session for all new students
- Bridge to College event for extra support
- University admissions workshops for seniors
- Ed Planning 101 workshops for new students
- Early academic standards interventions
- Good relationships with high schools



# Student Support – New Student Survey

- All RS students are requested to complete survey at their orientation.
- Survey asks students to identify some basic demographic info:
  - Cumulative HS GPA
  - First Gen status
  - English Language Learner/MLE
  - IEP
- Students share concerns:
  - Transportation
  - Making friends
  - Difficulty level
  - Time management
  - Paying for costs not covered by Running Start





# New Student Survey Process

- Advisors get data for their students
- Sort students into various levels of concern/anticipated assistance
- Referrals
  - Tutoring
  - ODEI
  - College Success course
  - Workshops, etc.
- Extra touchpoints from their advisor



# Success Story

- Maria was flagged as needing extra support
  - Concerns based on first-gen, low grades, food insecurity
- Advisor reached out to check in
- Met with advisor for winter
  - Community members discouraged Running Start before enrollment
  - Student loves Running Start and their college experience and highly recommends to their friends
- Fall 2024 GPA: 2.97; cumulative HS GPA: 2.68



COLLEGE DISTRICT NO.10

Green River College  
Auburn, Washington  
December 12, 2024

The Board of Trustees of Green River College District No. 10 held a special meeting at 4:30 p.m. on December 12, 2024 in the ZC Boardroom and virtually via Zoom, ID #: 844 4012 0382. Board Chair Boschok presided.

**4:30 p.m. Special Meeting**

TRUSTEES

Chair Jackie Boschok  
Elaine Chu  
Arlene Pierini  
Jennifer Ramirez Robson

STUDENTS/STAFF/GUESTS

Heidi Aranda  
Natalie Barbero  
Marc Barrington  
Scott Beals  
Tanzi Blake  
Whitney Boswell  
Miebeth Bustillo-Booth  
Mary Butcher  
Lionel Candido Flores  
Jean Carlson  
Chanda Castillo  
Laurie Centauri  
Tsai-En Cheng  
Amanda Chin  
Jacob Church  
John Clark  
Lara Cooper  
Joy Crawford  
dani crivello-chang  
Katie Cunnion  
Shaunie Decker  
Phil Denman  
Sarah Dillon Gilmartin  
Anne Dolan  
Neil Duldulao  
Jennifer Dysart

STUDENTS/STAFF/GUESTS

Sarah Edwards  
Rolita Flores Ezeonu  
Richard Falk  
Dan Ferguson  
Lori Fietz  
Tsega Gaim  
Joanne Garrett  
Christie Gilliland  
Sara Gordon  
Jaeney Hoene  
Stephanie Hoffman  
Ben Holquist  
Suzanne Johnson  
Sara Keene  
Leslie Kessler  
Angela King  
Nancy Kremer  
David Larsen  
Kara LaValley  
Samuel Le  
Aaron Leavitt  
Jeff MacMillan  
Suzanne McCudden  
Paul A. Metivier  
Candice Mihaila  
Rochelle Mitchell  
Lindsey Morris  
Ajay Narayanan  
Anna Neil  
David Nelson  
Shawn Percell  
Lina Pittser

STUDENTS/STAFF/GUEST

Melissa Porras-Monroe  
Teague Rabkin  
Jay Rawson  
Chelsee Redmond  
Jennifer Rohan  
Will Sciacca  
Heidi Sheneberger  
LeaAnn Simpson  
Lindsey Smith  
Chitra Solomonson  
Janee Sommerfeld  
Wendy Stewart  
Elaine Stricklin  
Leo Studach  
Vaishnavi Thakar  
Mark Thomason  
Joanne Veltung  
Jenny Wheeler  
Staci Whitehouse  
Ariadne Wilbur  
Jessyka Williams  
Michael Wilson  
Michael Wood  
CW  
Hschub  
Kikillus  
Rhawes  
SC228 – conference room  
And others who chose not to sign-in

### ROLL CALL

The meeting opened at 4:31 p.m. with Chair Boschok, Trustee Pierini, Trustee Ramirez Robson, and Trustee Chu, present. Vice Chair Navas was absent and excused.

### PUBLIC COMMENT

- Kirsten Higgins provided public comment regarding expectations for clear, accurate and transparent answers in regard to the college budget.
- Stephanie Hoffman provided public comment and a copy of the comments is attached.
- Chitra Solomonson provided public comment and a copy of the comments is attached.
- Ajay Narayanan provided public comment a copy of the comments is attached.
- Sarah Edwards provided public comment regarding the college budget and the lack of clarity regarding what has happened.
- Rochelle Mitchell provided public comment, sharing concern for colleagues and lack of clarity regarding the college budget.
- Sarah Keene provided public comment sharing concern for adjunct faculty's opportunity to teach classes and be included in the collaborative conversations.

### CELEBRATING SUCCESS

#### *Student Support at Holman Library*

Dean of Library, E-Learning and Media Services, Jennifer Dysart; Faculty Librarian, Jennifer Rohan; and Librarian, Katie Cunnion provided a celebrating success presentation on student support at the Holman Library. A copy of the Power Point presentation is attached from TAB Celebrating Success.

### MINUTES

It was moved by Trustee Ramirez Robson and seconded by Trustee Chu, that the Board of Trustees of College District No. 10 approve the meeting minutes of November 21, 2024, as distributed. Motion passes.

### CORRESPONDENCE

*No Correspondence*

### INTRODUCTIONS

*No Introductions*

### REPORTS TO THE BOARD

#### *NOAA Grant*

Dean of Branch Locations, Academic & Program Development, Tsai-En Cheng and Natural Resources Program Manager, Jessyka Williams, presented an overview of the NOAA Grant and timeline with a request for action to accept the grant subaward from SBCTC in the amount of \$349,045. This action is requested to occur during this meeting. A copy of the Power Point presentation is attached under TAB A.

STANDING REPORTS

*Student Report*

ASGRC President, Isiah (Zai) Watson provided a student report. A copy of the Power Point presentation is attached under TAB B.

*Equity, Diversity and Inclusion Report*

Interim Vice President of Equity, Diversity and Inclusion, Kit Alston, provided a verbal Equity, Diversity and Inclusion report. Kit shared that through listening and collaboration, a need was identified for a position that would provide a neutral space for college employees to ask and receive policy and practice and reporting guidance. This position of Equity Compliance Manager, fulfilled by Korland Simmons, will also serve as the Title IX Coordinator and Public Records Manager, and will report to the Vice President of Equity, Diversity and Inclusion. Korland's office will be at the Kent Campus branch location.

*College Council Report*

No Report

*Faculty Report*

United Faculty President, Dave Norberg provided the Faculty Report. A copy of the verbal report is attached under TAB E.

*Classified Staff Report*

No Report

*President's Report*

President Johnson provided a verbal President Report. President Johnson shared updates regarding the college budget: workgroups are forming, the SharePoint site with updates is active, considering external assistance related to budget process and controls, a college forum will be held in late January, and, Shirley Bean's last day with the College is January 2, 2025. Dr. Johnson thanked Shirley for many years of service. Dr. Johnson shared a comment to transparency and collaboration as we work through and beyond financial challenges, and belief that we will be stronger together as we work through finding answers and solutions. Dr. Johnson thanked Dave Norberg, Amanda Schaefer, staff, faculty and the executive team for work thus far and in the future. Dr. Johnson thanked the Board of Trustees for being a strong and valuable partner in this work.

EXECUTIVE SESSION

No Executive Session

### BOARD ACTION

#### *SUSI Grant*

It was moved by Trustee Chu and seconded by Trustee Ramirez Robson that the Board of Trustees of Community College District No. 10 accept the SUSI Grant, as described in TAB B from the November 21, 2024 board meeting. The total value of this award is anticipated to be \$252,000 each year over the three-year grant period of 2025-2027. A courtesy copy of the TAB B November materials, is attached. Motion passes.

#### *NOAA Grant*

It was moved by Trustee Pierini and seconded by Trustee Chu that the Board of Trustees of Community College District No. 10 accept the subaward to Green River College from the Washington State Board for Community and Technical Colleges, as described under TAB A. The total value of this subaward is anticipated to be \$349,045 over the approximately four-year grant period of October 1, 2024 – July 31, 2028. A copy of this request is under TAB A. Motion passes.

### TRUSTEES ASSOCIATION

Chair Boschok, in collaboration with Dr. Johnson, determined two Trustees will attend the February 2025 ACCT National Legislative Summit in Washington DC. Trustees Chu and Ramirez Robson will participate and represent the College.

### OTHER BUSINESS/PUBLIC COMMENT

David Nelson provided public comment and a copy of comments is attached.

Marc Barrington provided public comment regarding a desire to see concrete anti-racism.

- Jennifer Rohan provided public comment in relation to the college budget, requesting administration to share the models being considered and to form trust through accountability.
- Laurie Centauri provided public comment in relation to the college budget, requesting that adjuncts receive their earned increments.
- Rochelle Mitchell provided public comment in relation to the college budget, requesting decisions and concrete next steps from the executive team. Rochelle also shared some questions she anonymously received from those who are fearful of speaking up.
- Ari Wilbur provided public comment in relation to the college budget, commenting on a failure in oversight, lack of follow through, and a disregard of financial responsibility. Ari requested concrete next steps and a building of trust through transparency, accountability and meaningful change.
- Richard Falk provided public comment in relation to the college budget, agreeing with Rochelle that people are afraid to speak. Richard also commented that staff are worried about the workload impact of a hiring freeze.
- Heidi Sheneberger provided public comment in relation to the college budget, sharing concerns about day-to-day operations, ie: getting a door fixed, getting toilet paper, etc. Heidi also shared concern about losing classes not reaching the 85% threshold and unfairness of focusing solutions on the backs of the revenue earners, the faculty.
- Chitra Solomonson provided public comment in relation to the college budget, urging awareness and attention on sequence classes and the impact on students if a class only offered once per year. If that one class is cancelled due to lack of enrollment, that student will need to move on to another college to complete on time. Chitra urged decision makers to not use cold hard numbers for all class decisions.



A list of upcoming activity dates was provided and is attached under other business.

ADJOURNMENT

There being no further business, it was moved by Trustee Pierini, seconded by Trustee Ramirez Robson, that the Board of Trustees of College District No. 10 adjourn its meeting of December 12, 2024 at 6:32 p.m. Motion passes.

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Jackie Boschok, Chair  
GRC Board of Trustees

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Suzanne McCudden  
Secretary to the Board of Trustees

DRAFT

**From:** [Algera, Ambar \(GOV\)](#)  
**Cc:** [Grimm, Joann \(GOV\)](#)  
**Subject:** A message from the Governor  
**Date:** Monday, January 13, 2025 11:06:43 AM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)

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Hello,

Please see below for a message from the Governor. Please forward to other boards and commissions appointees and staff.

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Dear Boards and Commissions appointees and staff,

As my time in office winds down, I wanted to take this opportunity to thank you. Your contributions to our state have been outstanding. Your boards and commissions influence the actions of our government, and they have made life better for all Washingtonians.

The last twelve years have brought tremendous accomplishments. We have made over 6,000 appointments to over 300 statewide boards and commissions. Your work encompasses a broad range of topics including education, health, natural resources, transportation, economic development, justice, and the arts.

You have been critical to the progress we have made as a state. The best government is one informed by broad perspectives and brilliant expertise – that is what you have given us. Your hard work and dedication have made our state a better place to call home.

On behalf of eight million Washingtonians, for your years of effort and for the difference you have made, thank you.

Very truly yours,

Gov. Jay Inslee

NOTE: Moving forward, please continue to direct board- and commission-related inquiries to Ambar Algera at (360)902-0604 or at [ambar.algera@gov.wa.gov](mailto:ambar.algera@gov.wa.gov)

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Thank you,

**Ambar Algera**

Director Boards & Commissions | Office of Governor Jay Inslee

Desk: 360.902.0604 |

[www.governor.wa.gov](http://www.governor.wa.gov) | [ambar.algera@gov.wa.gov](mailto:ambar.algera@gov.wa.gov)



*Email communications with state employees are public records and may be subject to disclosure, pursuant to Ch. 42.56 RCW.*

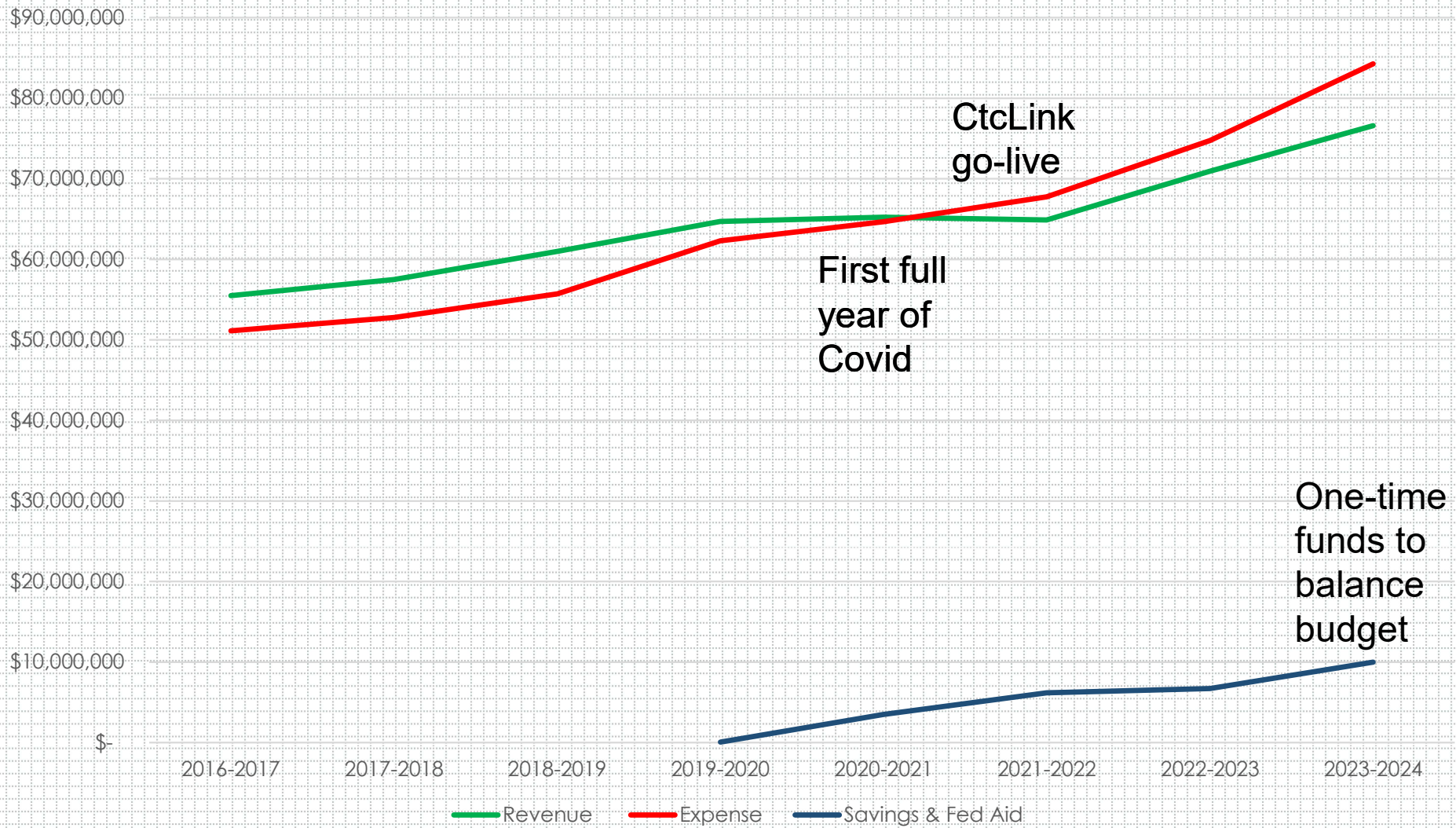
# **GRC COLLEGE BALANCING THE BUDGET**

# PART I

Where are we?

# EXPENSES GREW FASTER THAN REVENUE DURING COVID AND CTCLINK

Revenue & Expenses since 2016



**Slide 3**

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**RB1**

Riveland, Bruce, 3/26/2019

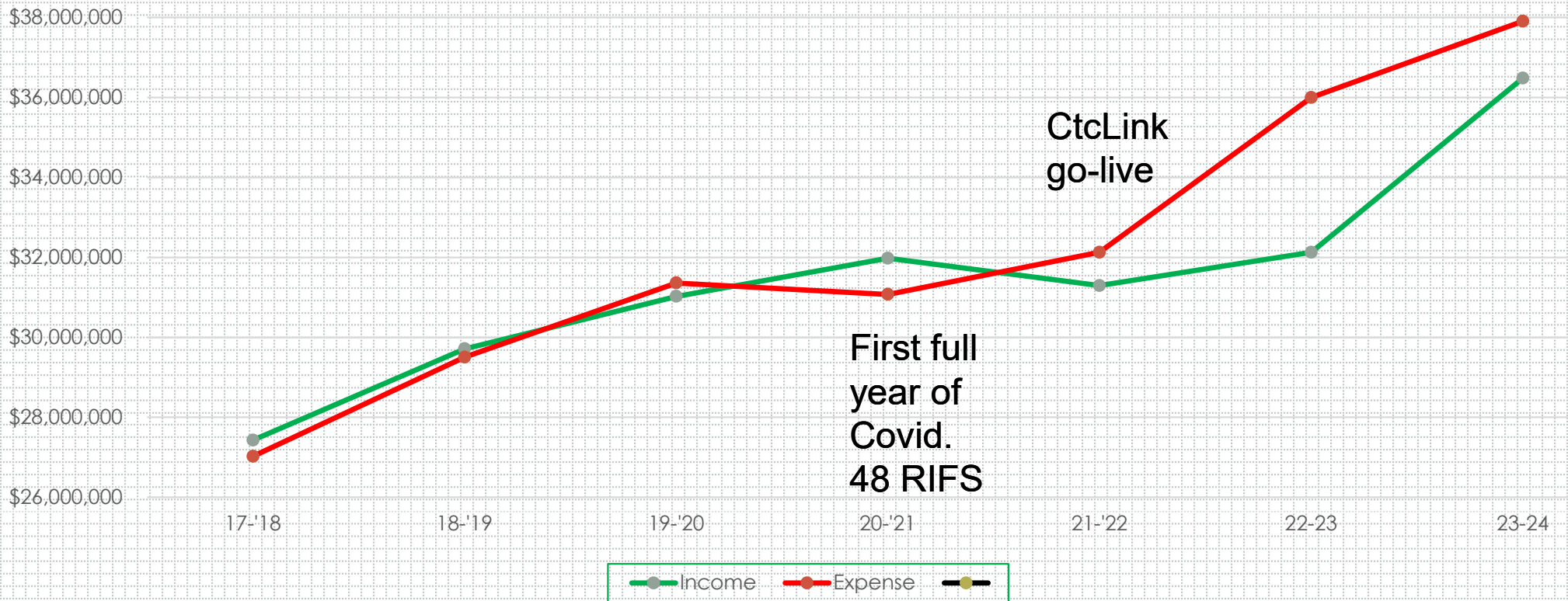
# RAW DATA FOR PREVIOUS CHART

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Revenue	\$55,476,077	\$57,504,834	\$60,977,828	\$64,705,893	\$65,231,036	\$64,905,284	\$70,953,500	\$76,579,356
Expense	\$51,119,095	\$52,793,743	\$55,734,987	\$62,310,057	\$64,686,755	\$67,764,586	\$74,746,326	\$84,274,962
Savings & Fed Aid				\$89,495	\$3,508,821	\$6,181,514	\$6,726,194	\$10,003,103



# THE TREND WAS STATEWIDE

Income and Expense Trend at another Puget Sound College



# THE BUDGET IS OUT OF BALANCE

Current Fiscal Year	
Expenses	FY 25 - 0
Exempt-Executive	1,882,281
Exempt-Managerial	2,229,795
Exempt-Prof'l/Technical	9,058,828
Temp & Stipend	4,478,722
Faculty-Perm & Temp FT	18,309,188
Faculty-Temp PT	10,504,628
Classified	11,789,002
Other Salaries	66,438
Benefits	19,353,085
Contracts	170,233
Goods & Services	10,973,403
Travel	316,472
Equipment/Cap Outlays	1,285,737
Client Services	1,810,181
Debt Service (no change)	1,738,651
<b>Total Expenses</b>	<b>93,966,644</b>

Revenue	FY 25 - 0
Allocation	48,913,179
Tuition	15,560,137
IP Support	2,010,000
Running Start Support	12,323,730
Open Doors	464,809
Other	473,033
<b>Total Revenue</b>	<b>79,744,888</b>
Out of Balance (15% in FY25)	<b>(14,221,756)</b>

# PART 2

## HOW DID WE GET HERE?

# SOURCES OF THE IMBALANCE

1. Costs increased during covid for all colleges
  - PPE
  - Smaller class sizes to support social distancing, and more faculty to teach those classes.
  - Screening and monitoring people on campus
  - Increased cost of remote work – IT bandwidth, telecom licenses, cell phones, home equipment for employees.
  - Increased cleaning
2. ctcLink (ERP) implementation and operational costs increased for all colleges. PM, Change Mgr., four pillar leads,
3. State Allocation moved from 34% to 40% earmarks
  - Increased reporting and monitoring activity and costs
4. Smaller class sizes
  - Reduced average fill rate from 71% to 51%

# SOURCES OF THE IMBALANCE (CONTINUED)

COLA's (never fully funded until 23-25)

5. Legislative mandated COLA's not fully funded  
Three of the last five years COLA's were only partially funded.

Example:, \$68M in S&B; 22-23 5% average COLA = 3.4M; 85% funded;  
~\$510,000 shortfall for GRC of the 6.8% COLA.

6. NO funding for COLA's in International Programs, Running Start, Open Doors, Aux Services, and Self Support programs

- \$19.2M in S&B;
- Approx. \$2.8M annual cost increase, and an estimated\* \$5.9M in cumulative new expenses to the college since 21-22.

# PROGRAMS THAT DO NOT GET COLA FUNDS FROM THE STATE

Programs not included in OFM's cola calc for GRC		Cost of COLA to GRC			
Program	Salary in Program	24-25	23-24	22-23	21-22
IP	\$ 5,673,149	\$ 327,151	\$ 327,151	\$ 327,151	\$ 327,151
Running Start	\$ 1,044,783	\$ 817,877	\$ 817,877	\$ 817,877	
Open Doors	\$ 922,487	\$ 1,135,406	\$ 1,135,406		
Aux Services	\$ 2,738,097	\$ 538,837			
Self Support	\$ 8,865,657				
	\$ 19,244,173				
Est. if 24-25 value were fixed		\$ 2,819,271	\$ 2,280,435	\$ 1,145,028	\$ 327,151
		2.80%	5.90%	4%	2%
		Cost of COLA's in non_state programs since 21-22			
<b>\$ 2,819,271</b>	in new annual cost				
<b>\$ 6,571,885</b>	Estimated total new COLA expenses in non-state programs since 21-22				

# SOURCES OF THE IMBALANCE (CONTINUED)

7. OFM's Method does not count new hires in the trailing year.

- a. Legislature asks OFM for \$ value of COLA in Winter
- b. OFM looks at last springs end-of-year data (GRC \$48M)
- c. The legislature allocates money based on the trailing year
- d. COLA funds for the employees hired during the current year are not included in the calculation.

## **IMPACT:**

In 21-22 GRC hired an additional \$2.8M in employees to deal with Covid protocols and ctLink and related smaller class sizes.

The 4.2% aggregate COLA for those new hires is estimated at **\$117,600 that was not funded.**

IN 22-23 GRC hired an additional \$2.9M in employees.

The 6.00% aggregate COLA for those new hires is estimated at **\$174,000 that was not funded.**

# SOURCES OF THE IMBALANCE (CONTINUED)

8. Some allocation items are merely passed through the college. The impact is GRC is funded even farther below the rate of inflation.

Example:

High Demand Faculty pay - ~\$904,000

Nursing Educator Funds - ~\$310,000

\$1,214,000 in new revenue

\$1,214,000 in new expense.

Equivalent to 2.8% inflationary increase to a \$40M allocation.



# HOW DID WE GET HERE (CONTINUED)

9. The college added employees each year:

YEAR - Cost of Additional Employees

19-20 - \$900,000

20-21- \$1,300,000 Covid mandates change to ops

21-22 - \$2,800,000 ctcLink (ERP) implementation

22-23 - \$2,900,000

23-24 - \$1,500,000

24-25 - \$1,500,000

~\$10,900,000 in employee cost increases since FY20



# A PLAN TO REACH FISCAL SUSTAINABILITY

Elements include:

- Time to thoughtfully plan and organize changes
- A smooth landing for GRC
- Anticipate course corrections along the three-year route
- Consider multiple approaches

# POSSIBLE APPROACHES

- The Business Office generated four options
- Cabinet reviewed two options
  - 8% – 3% – 2%
  - 5% – 5% – 5%
- Consensus was for 5% – 5% – 5%
- Advantages
  - Smaller initial reduction is easier to absorb
  - More time to be intentional and plan deliberately
  - Lower impact on GRC employees and business processes

POSSIBLE APPROACH  
IF THE COLLEGE ENGAGED IN ACROSS  
THE BOARD REDUCTIONS.

5 Year Projection Cumulative Cut				
		5%	5%	5%
Expenses	FY 25 - 0	FY 26 - 1	FY 27 - 2	FY 28 - 3
Exempt-Executive	1,882,281	1,788,166.51	1,698,758.19	1,613,820.28
Exempt-Managerial	2,229,795	2,118,304.84	2,012,389.60	1,911,770.12
Exempt-Prof'l/Technical	9,058,828	8,605,886.63	8,175,592.29	7,766,812.68
Temp & Stipend	4,478,722	4,254,785.61	4,042,046.33	3,839,944.02
Faculty-Perm & Temp Full-time	18,309,188	17,393,728.42	16,524,042.00	15,697,839.90
Faculty-Temp Part-time	10,504,628	9,979,396.60	9,480,426.77	9,006,405.43
Classified	11,789,002	11,199,552.36	10,639,574.74	10,107,596.00
Other Salaries	66,438	63,116.10	59,960.30	56,962.28
Benefits	19,353,085	18,385,430.69	17,466,159.16	16,592,851.20
Contracts	170,233	161,721.18	153,635.12	145,953.36
Goods & Services	10,973,403	10,424,732.83	9,903,496.18	9,408,321.37
Travel	316,472	300,648.83	285,616.39	271,335.57
Equipment/Cap Outlays	1,285,737	1,221,449.98	1,160,377.48	1,102,358.61
Client Services	1,810,181	1,719,672.40	1,633,688.78	1,552,004.34
Debt Service (no change)	1,738,651	1,651,718.45	1,569,132.53	1,490,675.90
	93,966,644	89,268,311	84,804,896	80,564,651
Revenue	FY 25 - 0	FY 26 - 1	FY 27 - 2	FY 28 - 3
Allocation	48,913,179	48,913,179	48,913,179	48,913,179
Tuition	15,560,137	16,182,542	16,829,844	17,503,038
IP Support	2,010,000	2,010,000	2,010,000	2,010,000
Running Start Support	12,323,730	12,570,205	12,821,609	13,078,041
Open Doors	464,809	474,105	483,587	493,259
Other	473,033	473,033	473,033	473,033
Available Fund Balance	7,610,959			
Suspend Reserve	860,012			
Suspend Building & Asset Reserve	2,311,198			
Reserve				
Estimated Hiring Freeze	3,311,893			
*Estimated Other Salary Moves	323,000			
Estimated Reduce Spending	127,694			
	94,189,643.00	80,523,064.26	81,531,252.15	82,470,549.84
Deficit	323,000.00	(8,645,247.16)	(3,273,643.69)	1,905,898.79

THE END

# COMPONENTS OF TUITION

- 3.5% of student's payment set aside at college for assistance to needy students (state law)
- 2.38% of student's payment transferred to the Community and Technical College Innovation Account (ERP Project)
- Remaining 94% is divided as follows:
  - Building Fees (9.94%) (9.3% of total tuition)
    - Sent to State Treasurer, funds a portion of the colleges' capital budget
  - Service and Activity Fees (9.94%) (9.3% of total tuition)
    - Retained locally; used to fund student activities such as sports, clubs, childcare, etc.
    - Colleges may charge less than maximum
- Operating Fees (80%) (75% of total tuition)
  - Retained locally to for general expenses of the college

Website: [http://www.sbctc.ctc.edu/college/f\\_tuition.aspx](http://www.sbctc.ctc.edu/college/f_tuition.aspx)

## **U.S. Department of Labor Strengthening Community Colleges Training Grants, Round 5**

### **Summary of Grant:**

The U.S. Department of Labor's Strengthening Community Colleges Training Grants program has offered a four-year, \$746,043 grant to Green River College for our Machining & Manufacturing Technology, Maintenance Mechatronics, and Workforce Education programs. This is a subaward to GRC as part of a \$5.75 million coalition grant awarded to Spokane Community College.

The object of this grant program is to support programs that help community colleges scale affordable, high-quality workforce training to meet employers' and workers' skill development needs in critical industry sectors, such as advanced manufacturing, clean energy, semiconductors and biotechnology. Administered by the department's Employment and Training Administration, grant funding will use proven strategies to enhance career pathway programs and support more equitable outcomes for marginalized and underrepresented populations.

The "Washington State Advanced Manufacturing Coalition" led by Spokane Community College will enhance participating colleges' capacity to meet the skill development needs of regional employers while equitably helping participants to obtain good jobs in the Advanced Manufacturing sector. An estimated 1,432 students in ten counties will be trained/upskilled for high-demand jobs to meet local labor market needs. Expected outcomes include increased enrollment, persistence, and completion rates for targeted populations; improved access to good jobs with family-sustaining wages; and reduced equity gaps. Targeted populations are students who identify as women, Black/African American, Hispanic/Latino, or low-income as defined by the Federal Workforce Innovation and Opportunity Act.

The project will also foster sustainable systems change through institutional policy changes, enhanced employer engagement practices in curriculum, work-based learning and hiring processes, and streamlined student support services. Project partners include three other community and technical colleges - Big Bend, Edmonds, and Spokane; 12 employers; six regional workforce councils; three community-based organizations; three industry associations; a public school district; and one union, the Washington Federation of State Employees.

### **Motion Requested:**

I move that the Board of Trustees of Community College District No. 10 accept the grant of U.S. Department of Labor funding subawarded to Green River College from Spokane Community College, as described. The total value of this subaward is anticipated to be \$746,043 over the approximately four-year grant period of February 1, 2025 – January 31, 2029.



# Strengthening Community Colleges Training Grants, Round 5 (SCC5)

- ▶ **Purpose:** This program will help community colleges scale affordable, high-quality workforce training to meet employers' and workers' skill development needs in critical industry sectors, using proven strategies to enhance career pathway programs and support more equitable outcomes for marginalized and underrepresented populations.
- ▶ **Project:** Washington State Advanced Manufacturing Coalition
- ▶ **Awarded to:** Spokane Community College. Total award: \$5,750,000
- ▶ **Amount to GRC:** \$746,043. Start date: Feb. 1, 2025. End date: Jan. 31, 2029.
- ▶ **Led by:** Machining & Manufacturing Tech., Maintenance Mechatronics, Workforce Education
- ▶ **Purpose (as a statewide coalition):** Enhance our colleges' capacity to meet the skill development needs of regional employers, while equitably supporting participants to obtain good jobs in Advanced Manufacturing. ~1,432 students will be trained/upskilled for high-demand jobs to meet local labor market demands. Expected outcomes include increased enrollment, persistence, and completion rates for targeted populations; improved access to good jobs with family-sustaining wages; and reduced equity gaps. The project will foster sustainable systems change via institutional policy changes, enhanced employer engagement, work-based learning and hiring, and streamlined student support services.
- ▶ **Other Key Partners:** three comm. and tech. colleges, 12 employers, six regional workforce councils, three CBOs, three industry associations, one K-12 district, and one union (WFSE).



## Requests For Approval

- ▶ BSR-1: The Board of Trustees reserves unto itself the authority to enter into major contracts, other than public works contracts, for amounts in excess of \$100,000
- ▶ For your consideration, acceptance of a grant of U.S. Department of Labor funding subawarded from Spokane Community College to Green River College in the amount of \$746,043.

# STUDENT SUCCESS METRICS

## A Brief Overview

Green River College Board of Trustees  
Meeting

January 16, 2024

Respectfully Presented by

Miriam Chitiga

Institutional Effectiveness



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# Institutional Effectiveness



**Jacob Church**  
Data Analyst



**Ava Karami**  
Institutional Effectiveness Research Analyst



**Yun Peng**  
Institutional Research Analyst

The Office of Institutional Effectiveness supports the college's equity-centered mission and commitment to student success by providing accurate, timely, and actionable information to facilitate evidence-based inquiry, decision-making, and planning to improve institutional effectiveness and support continuous improvement.



# Presentation Goals

1. Introduction - *Equity-centeredness(?)*
2. Strategic Plan Goal A
3. Data Overviews and Continuous Improvement Implications
  - Success Metric #1
  - Success Metric # 2
  - Success Metrics # 3
4. Select sample Dashboards
5. Next Steps: Data Sharing



# Equity-centeredness

Shifting the Center

Ubuntu philosophy - alignment

Equity and Belonging work as transformational



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Green River College (GRC) Equity-  
Centered Strategic Plan  
2021-2026



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# Equity-centered Goals



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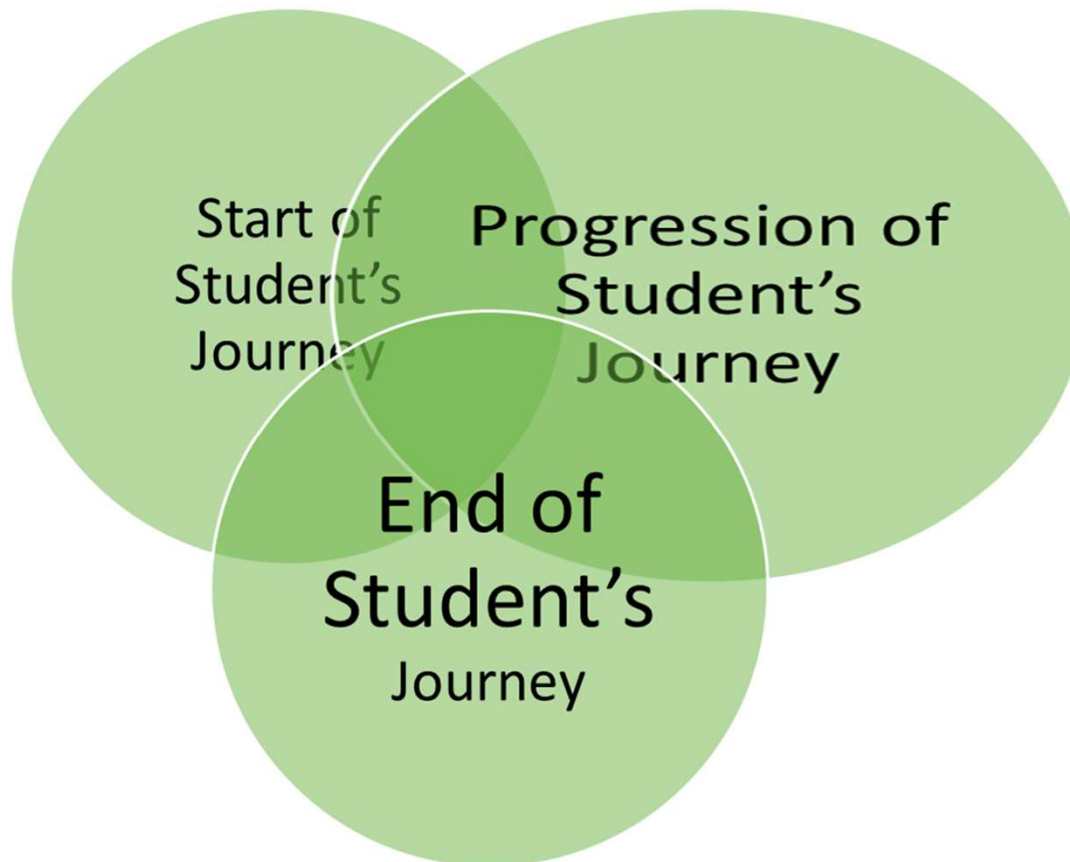
# Goal A: Success for All Students

Close Opportunity Gaps and Remove Barriers to Student Success



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## Goal A: Student Success Metrics *3-Pronged Student Journey*



# Equity-Centered Strategic Plan (2021-2026)

## Goal A: Student Success Metrics

1.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.

2.Success Metric [Progression of Student's Journey]: Students' opportunity gaps in retention, progression, and completion are reduced or eliminated by 2026.

3.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.



# Benchmarking for Continuous Improvement

## NWCCU 2020 Standards

**1.D.2** Consistent with its mission and in the context of and in comparison with regional and national peer institutions, the institution establishes and shares widely a set of indicators for student achievement including, but not limited to, persistence, completion, retention, and postgraduation success. Such indicators of student achievement should be disaggregated by race, ethnicity, age, gender, socioeconomic status, first generation college student, and any other institutionally meaningful categories that may help promote student achievement and close barriers to academic excellence and success (equity gaps).

**1.D.3** The institution's disaggregated indicators of student achievement should be widely published and available on the institution's website. Such disaggregated indicators should be aligned with meaningful, institutionally identified indicators benchmarked against indicators for peer institutions at the regional and national levels and be used for continuous improvement to inform planning, decision making, and allocation of resources.



## Peer Colleges

State Peer Colleges include Bellevue, Clark, Everett, Highline, Pierce, Renton, Tacoma, and Whatcom.

GRC is still in the process of reviewing regional and national peer colleges for comparison and aspirational purposes; therefore, this list is subject to change. This report will compare GRC's fall-to-fall retention, 150% completion, graduate transfer, and employment rates with those of our peers. We will also provide basic demographic data and course modality data for GRC and for each of our peers.



# Goal A Metric #1



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## Goal A Success Metric #1

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.



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# Overall Student Enrollment

Who are our Students?



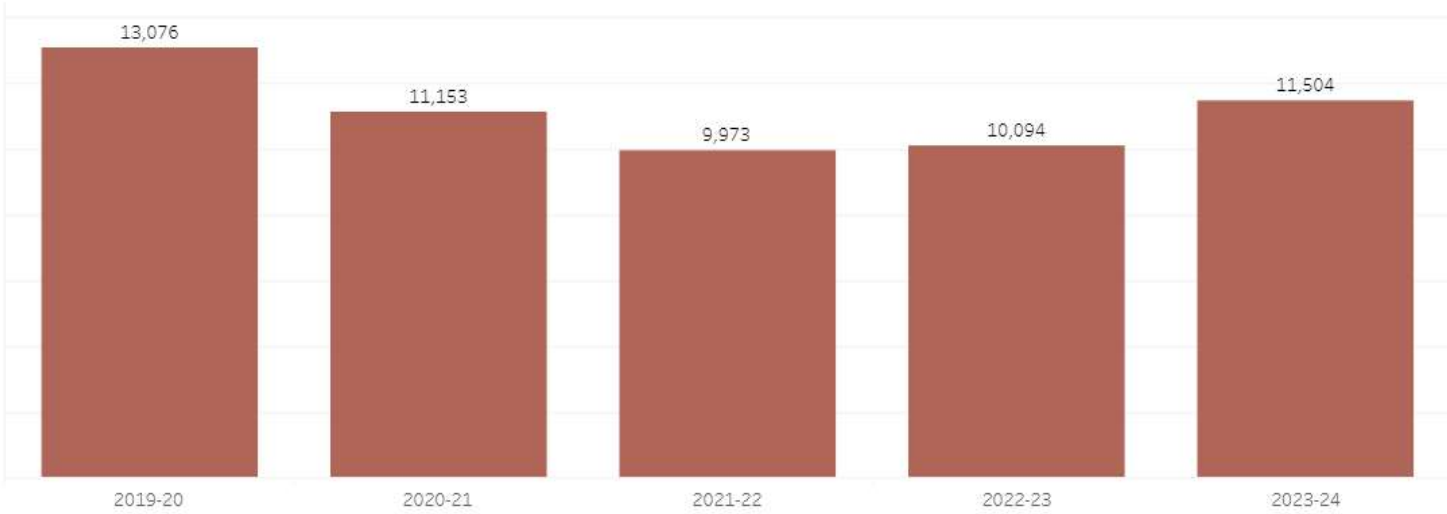
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# Student Enrollment (unduplicated Headcount)

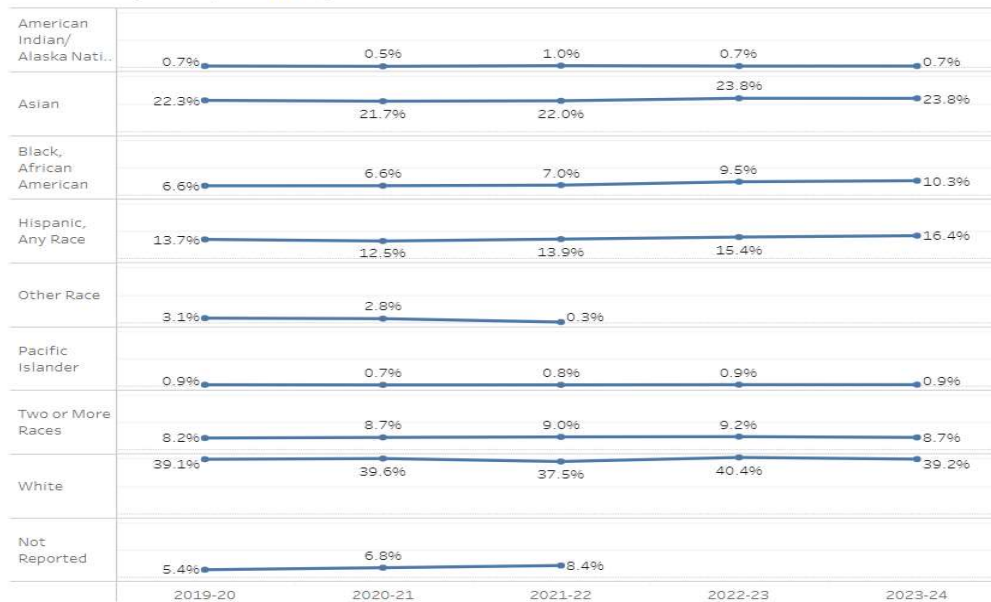
	2019-20	2020-21	2021-22	2022-23	2023-24
Unduplicated Headcount	13,076	11,153	9,973	10,094	11,504

Student Enrollment



# Student Enrollment by Race/Ethnicity (unduplicated Headcount)

Table 1: By Race/Ethnicity

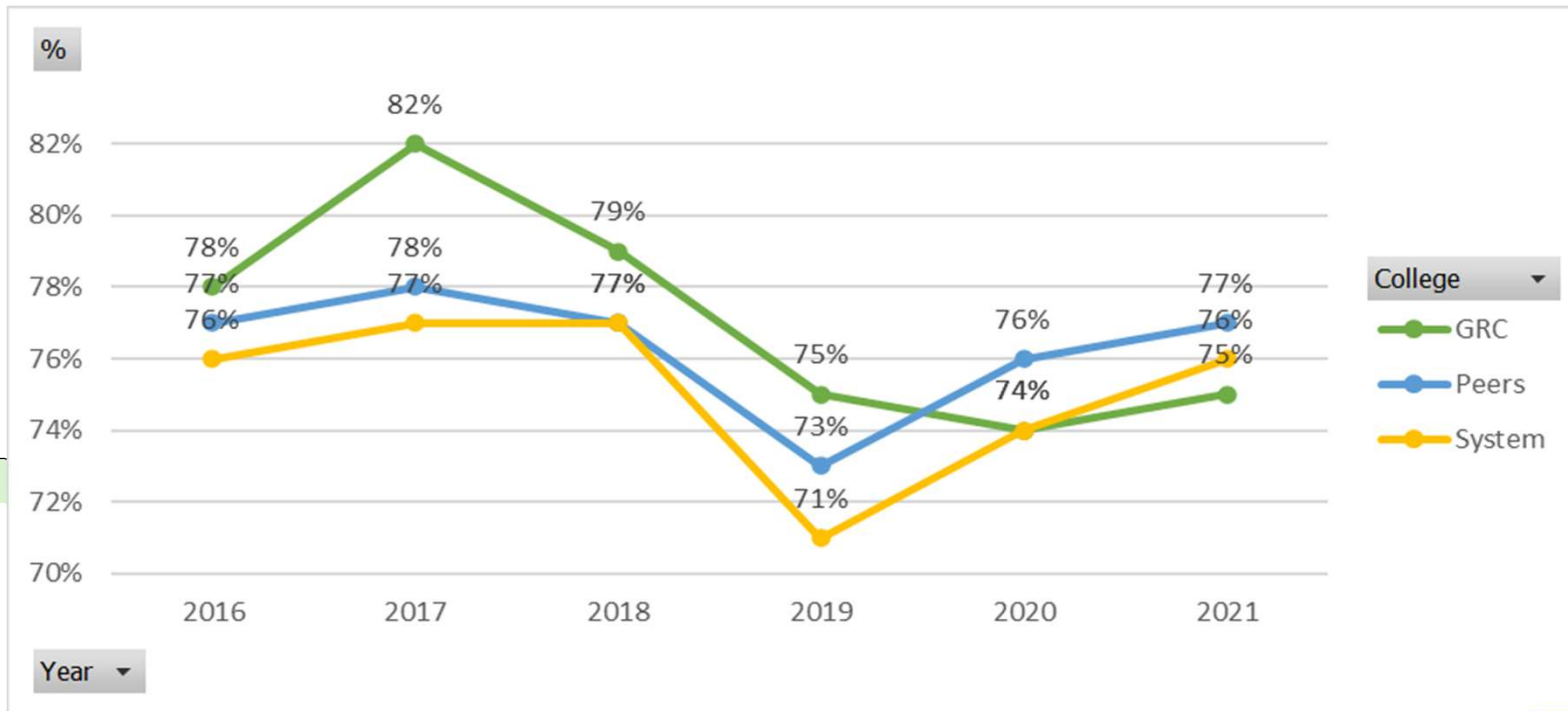


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# Employment Data

## Employment Rates



Source:

- <https://www.sbctc.edu/colleges-staff/research/data-public/after-college-outcomes-dashboard> (Prof/Tech Placement tab)
- Select either 1 college or all peer colleges (select all three entries for Pierce colleges for peer comparison to include all students)
- N is number of the number of students that earned 45 credits or more, or a degree or certificate



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# Summary Observations



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## Goal A # 2



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## Goal A Success Metric #2

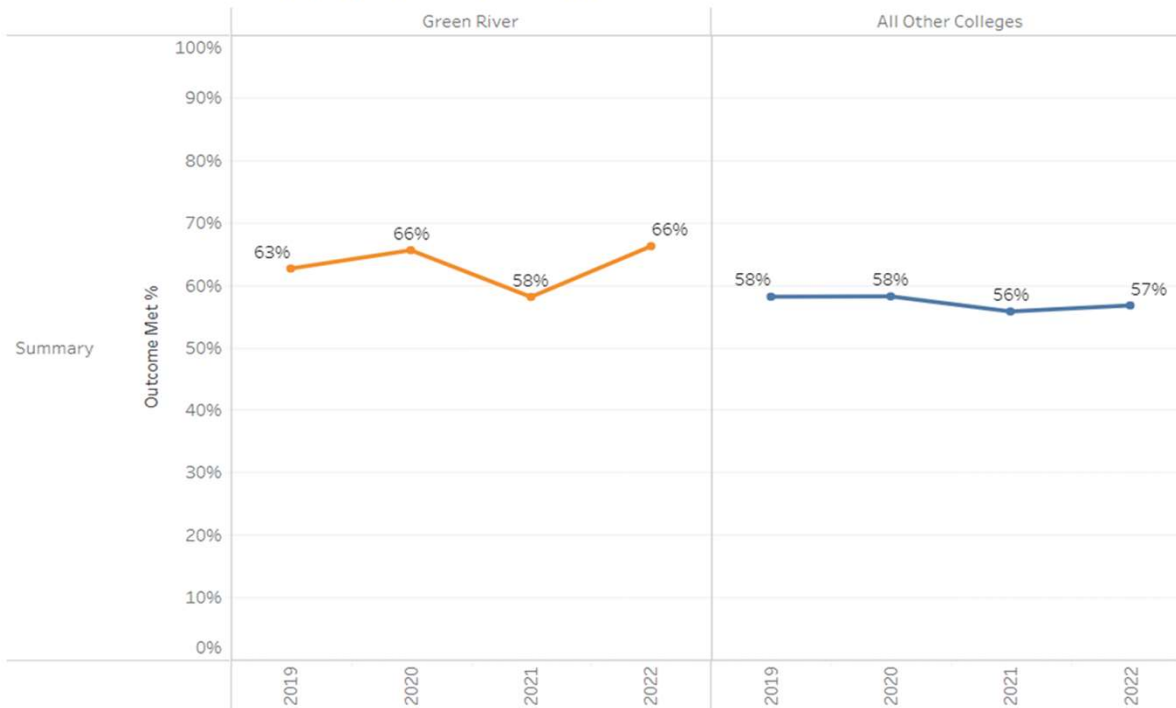
Success Metric [Progression of Student's Journey]: Students' opportunity gaps in retention, progression, and completion are reduced or eliminated by 2026.



# Fall to Fall Retention Rates First-time College-Enrolled Students by Cohort Year -(GRC vs. Peer Colleges)

Retention Trend: *1st Fall to 2nd Fall Retention/Completion*  
 Cohort: *All Students*  
 Level: *Green River*  
 Intent: *None*  
 Disaggregation: *Summary*  
 Race/Ethnicity (Alone or 2+ Races): *(All)*  
 Includes: *Summer entry continuing in Fall & Fall entry cohorts only*

Data will be shown only for years in which all selected quarters have outcomes data. If a year of interest is not shown below, adjust the Entry Quarter filter to include fewer quarters.



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# Retention Rates First-time Enrolled by Cohort Year (GRC vs. Peer Colleges)

Retention Trend: *1st Fall to 2nd Fall Retention/Completion*

Cohort: *All Students*

Level: *Green River*

Intent: *None*

Disaggregation: *Race/Ethnicity (Alone)*

Race/Ethnicity (Alone or 2+ Races): *(All)*

*Includes: Summer entry continuing in Fall & Fall entry cohorts only*

Data will be shown only for years in which all selected quarters have outcomes data. If a year of interest is not shown below, adjust the Entry Quarter filter to include fewer quarters.



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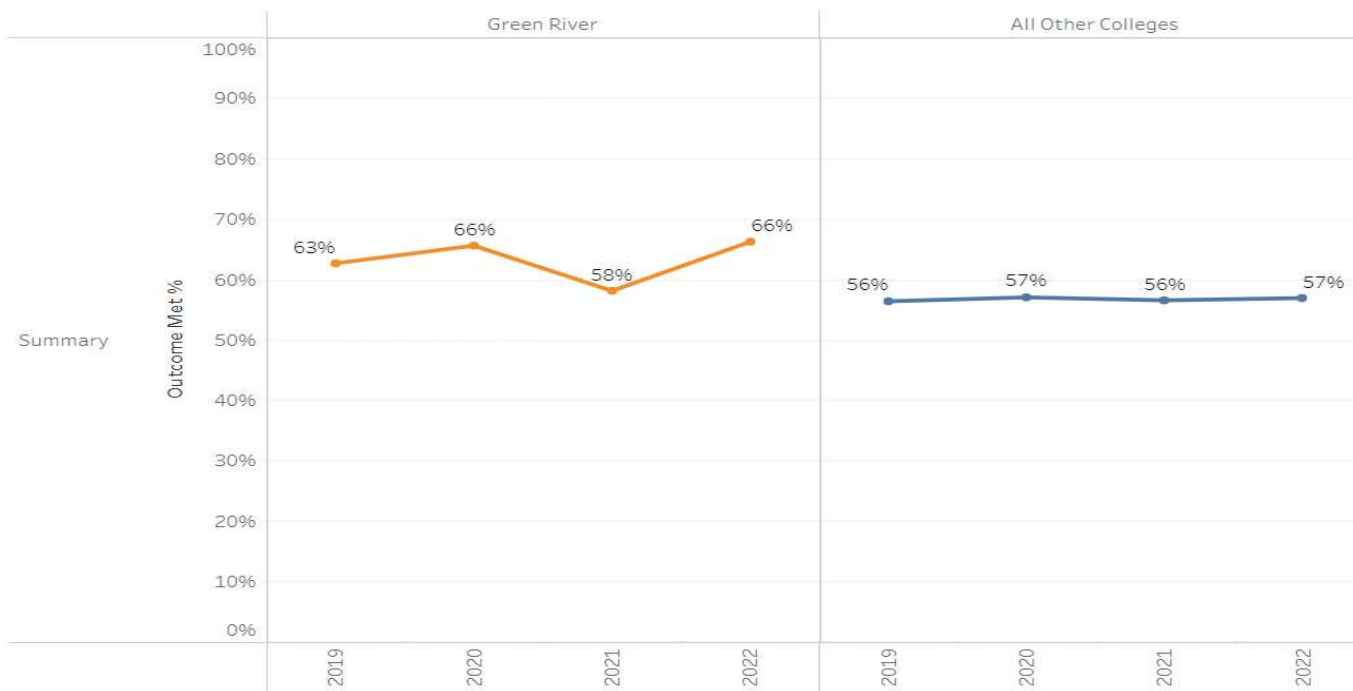
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# Retention Rates First-time Enrolled by Cohort Year-(GRC vs. WA)

Retention Trend: *1st Fall to 2nd Fall Retention/Completion*  
 Cohort: *All Students*  
 Level: *Green River*  
 Intent: *None*  
 Disaggregation: *Summary*  
 Race/Ethnicity (Alone or 2+ Races): *(All)*  
 Includes: *Summer entry continuing in Fall & Fall entry cohorts only*

Data will be shown only for years in which all selected quarters have outcomes data. If a year of interest is not shown below, adjust the Entry Quarter filter to include fewer quarters.



# Retention Rates First-time Enrolled by Cohort Year (GRC vs. WA)

Retention Trend: *1st Fall to 2nd Fall Retention/Completion*  
 Cohort: *All Students*  
 Level: *Green River*  
 Intent: *None*  
 Disaggregation: *Race/Ethnicity (Alone)*  
 Race/Ethnicity (Alone or 2+ Races): *(All)*  
 Includes: *Summer entry continuing in Fall & Fall entry cohorts only*

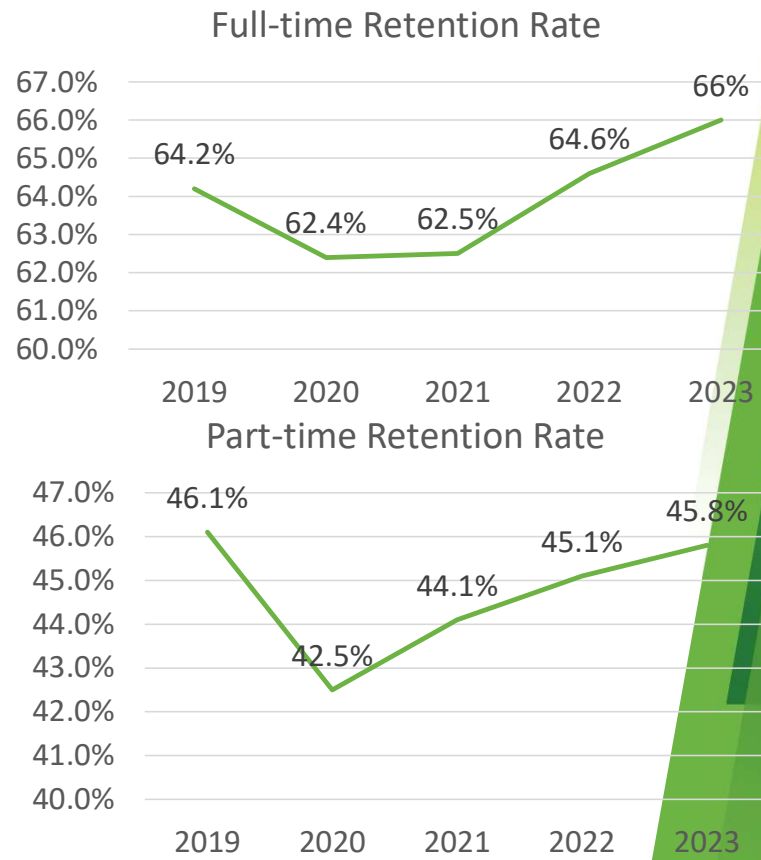
Data will be shown only for years in which all selected quarters have outcomes data. If a year of interest is not shown below, adjust the Entry Quarter filter to include fewer quarters.



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# Retention Rates Fall to Fall: Full-time vs Part-time Students (GRC vs. National)



Source: Institute of Education Sciences (IES) 1/16/2025 TAB C

# Deeper Dive \_ Granular Analyses

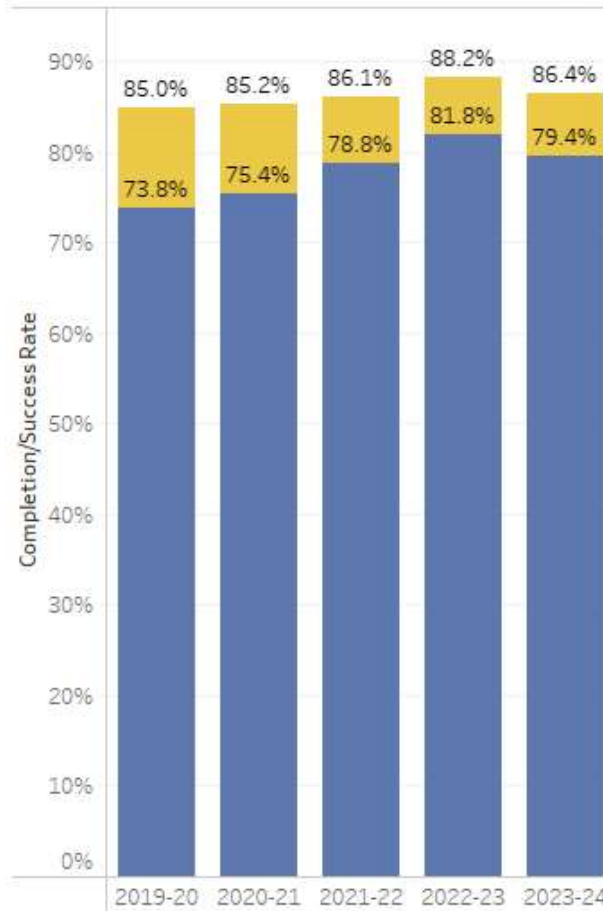


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# GRC Course Completion/Success Rates

Completion and Success Rates by Year



### Overall Division Pass Rates by Instructional Modality

**Table 1. Top Pass Rates by Instructional Modality**

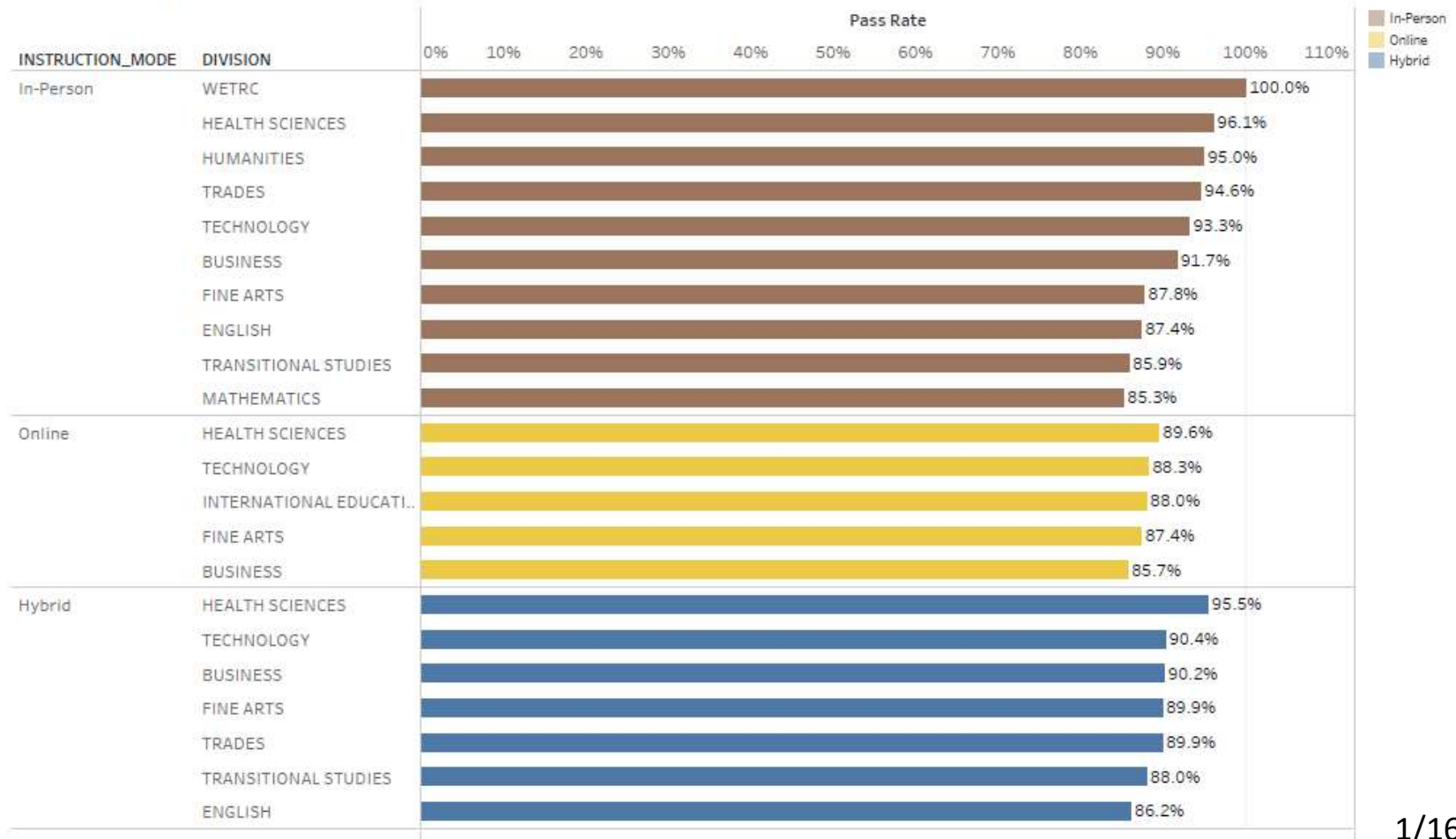
The dashboard highlights divisions with student pass rates of 85% or higher across instructional modalities (Hybrid, Online, In-Person) from Fall 2021 to 2023.

**In-Person** instruction consistently shows the highest pass rates, with WETRC achieving 100%.

**Hybrid** courses: Health Sciences leads with 95.5%.

**Online** courses: Health Sciences reaches 89.6%.

This analysis highlights the strong performance of **In-Person** instruction for several divisions.



# Student Pass Rates by Instruction Modality



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# Select Student Success Dashboards

<https://tableau.sbctc.edu/t/GRC/views/PassRatesbyDivisionModalityFallQuarters/OverallIPassRatesbyDivisionandCourses>

[Workbook: Historical Student Enrollment \(Unduplicated Headcount\) - Race/Ethnicity Tab](#)

[Workbook: Student Gaps Presentation 11.04.2024](#)



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# Summary Observations



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## Goal A Success Metric #3

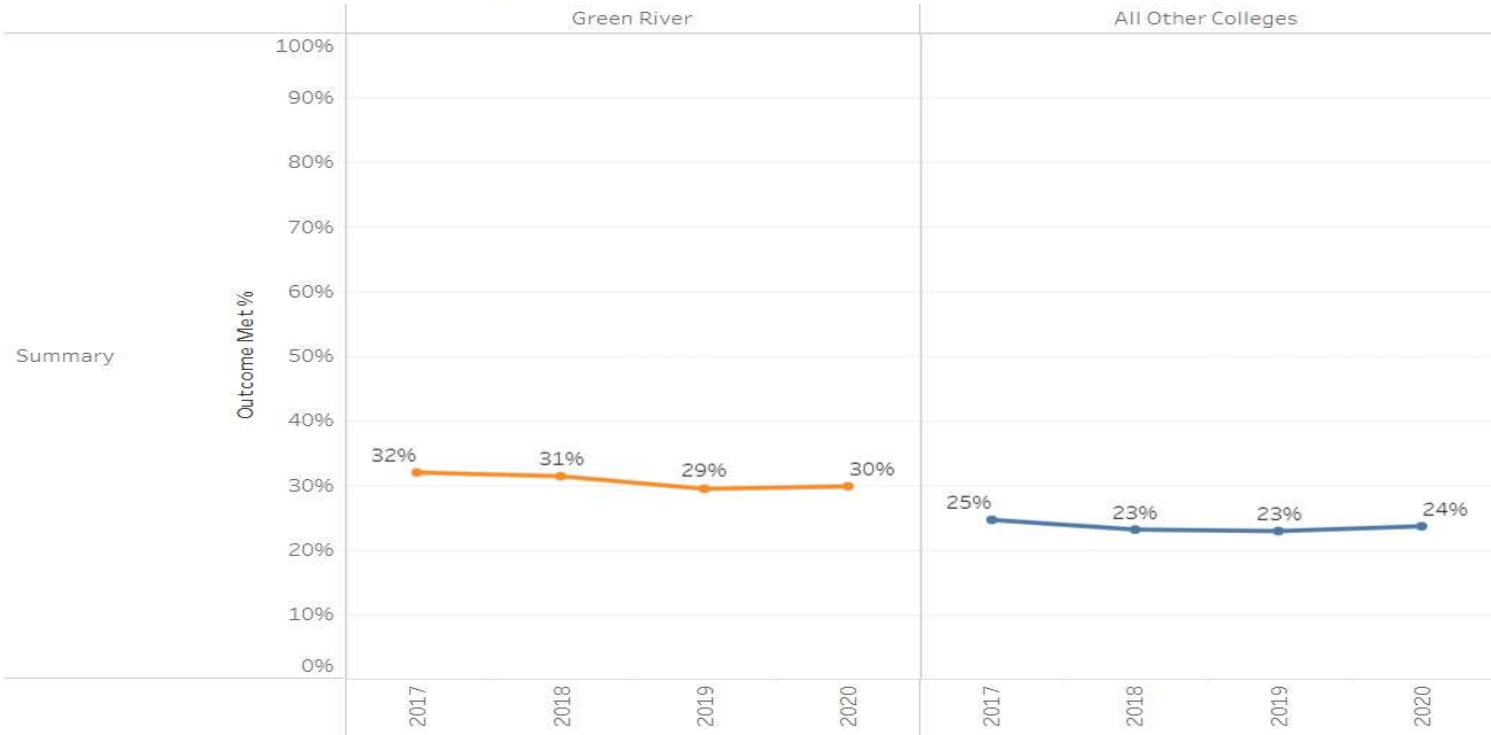
Success Metric [End of Student's Journey]: Increase the College's student completion rate from 38% to 43% with minimal or no opportunity gaps by 2026.



# Degree & Certificate 150% Completion Rates First-time College-Enrolled by Cohort Year - (GRC vs. Peer Colleges)

Completion Trend: *Completion Year 3*  
 Cohort: *All Students*  
 College Entry Quarter: *All*  
 Level: *Green River*  
 Intent: *None*  
 Disaggregation: *Summary*  
 Race/Ethnicity (Alone or 2+ Races): *(All)*

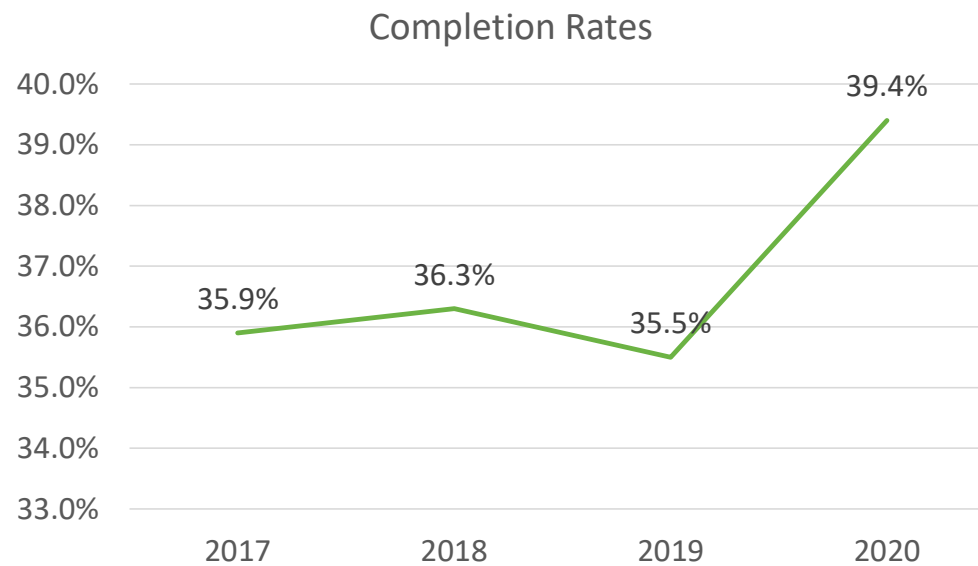
Data will be shown only for years in which all selected quarters have outcomes data. If a year of interest is not shown below, adjust the Entry Quarter filter to include fewer quarters.



# Degree & Certificate 150% Completion Rates First-time College-Enrolled by Cohort Year - (National)

Graduation and Retention Rates: What is the graduation rate within 150% of normal time at 2-year postsecondary institutions?

**For cohort year 2020, the graduation rate within 150% of normal time at 2-year postsecondary institutions was 39.4%. This is based on 1,421 institutions.**



Source: Institute of Education Sciences (IES)



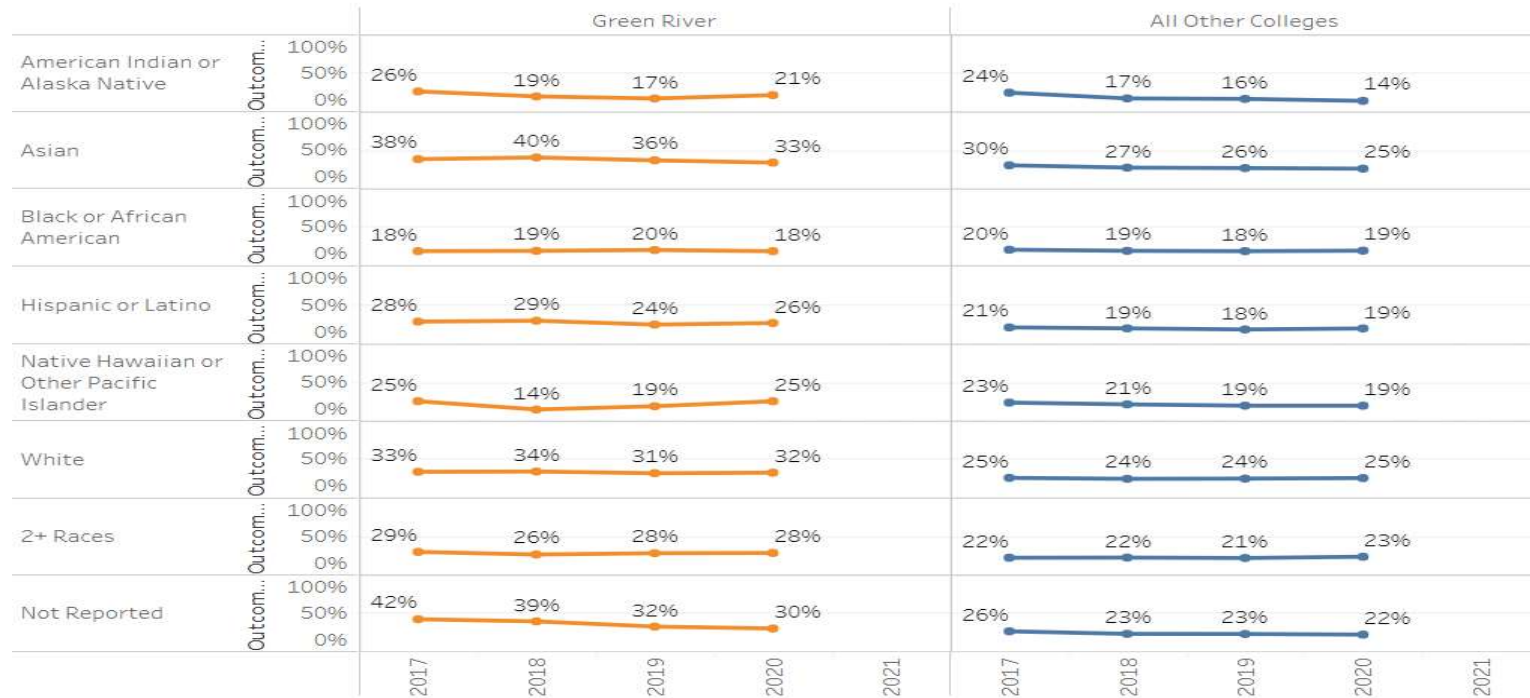
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# Disaggregated Degree & Certificate Completion 150% Rates First-time College-Enrolled by Cohort Year - (GRC vs. Peers)

Completion Trend: *Completion Year 3*  
 Cohort: *All Students*  
 College Entry Quarter: *All*  
 Level: *Green River*  
 Intent: *None*  
 Disaggregation: *Race/Ethnicity (Alone)*  
 Race/Ethnicity (Alone or 2+ Races): *(All)*

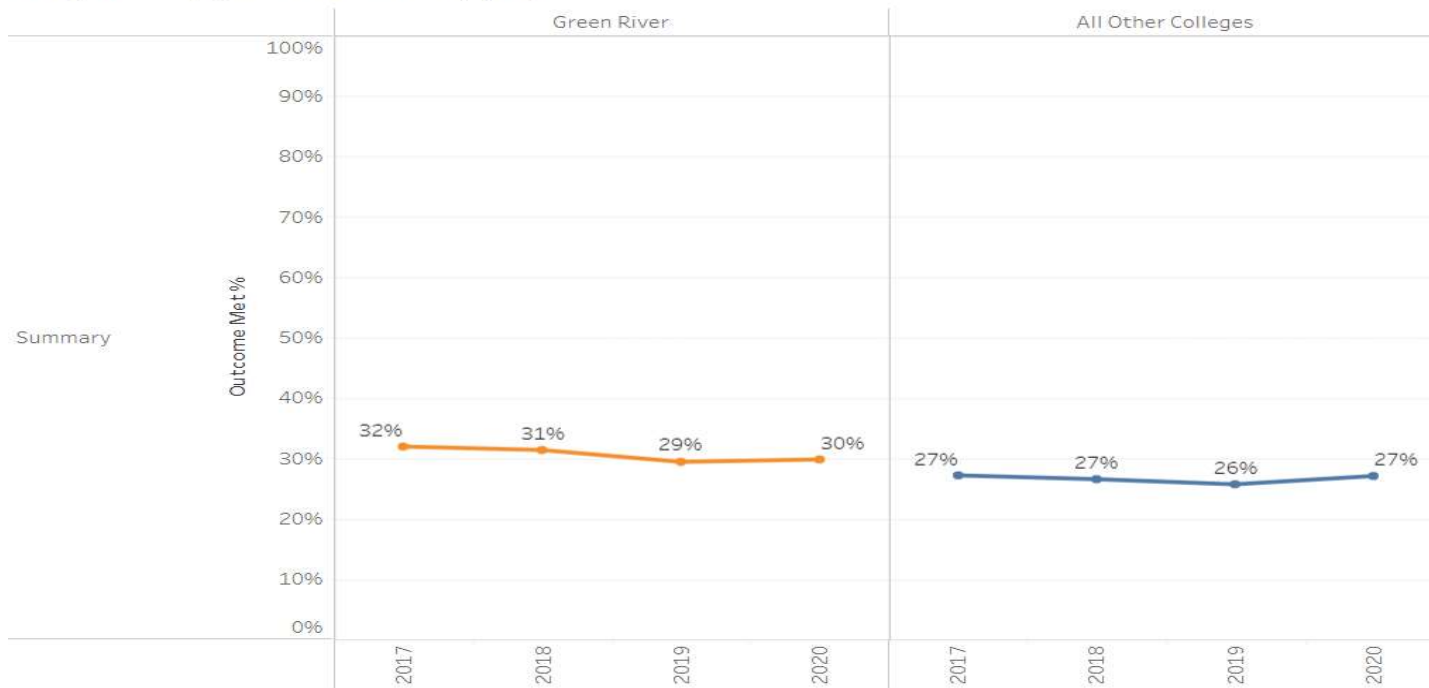
Data will be shown only for years in which all selected quarters have outcomes data. If a year of interest is not shown below, adjust the Entry Quarter filter to include fewer quarters.



# Degree & Certificate 150% Completion Rates for First-time College-Enrolled by Cohort Year - (GRC vs. WA)

Completion Trend: *Completion Year 3*  
 Cohort: *All Students*  
 College Entry Quarter: *All*  
 Level: *Green River*  
 Intent: *None*  
 Disaggregation: *Summary*  
 Race/Ethnicity (Alone or 2+ Races): *(All)*

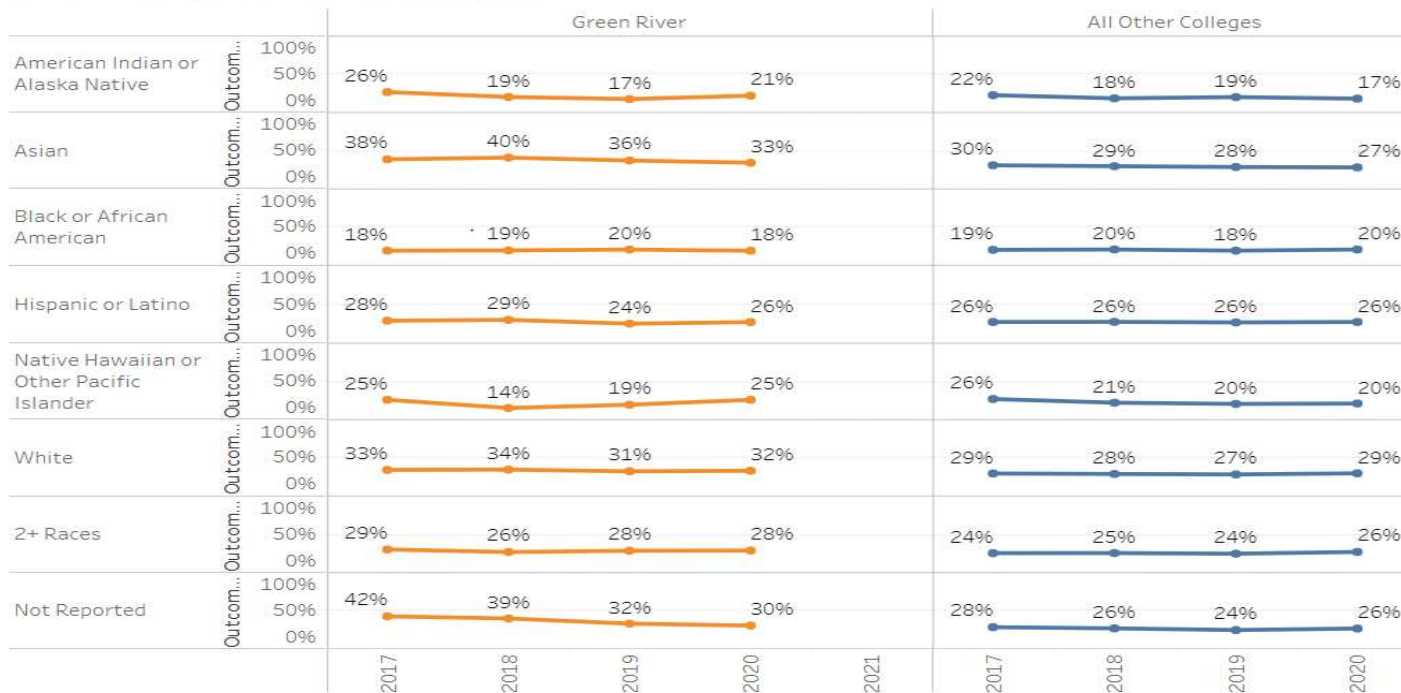
Data will be shown only for years in which all selected quarters have outcomes data. If a year of interest is not shown below, adjust the Entry Quarter filter to include fewer quarters.



# Disaggregated Degree & Certificate 150% Completion Rates First-time College-Enrolled by Cohort Year - (GRC vs. WA)

Completion Trend: *Completion Year 3*  
 Cohort: *All Students*  
 College Entry Quarter: *All*  
 Level: *Green River*  
 Intent: *None*  
 Disaggregation: *Race/Ethnicity (Alone)*  
 Race/Ethnicity (Alone or 2+ Races): *(All)*

Data will be shown only for years in which all selected quarters have outcomes data. If a year of interest is not shown below, adjust the Entry Quarter filter to include fewer quarters.



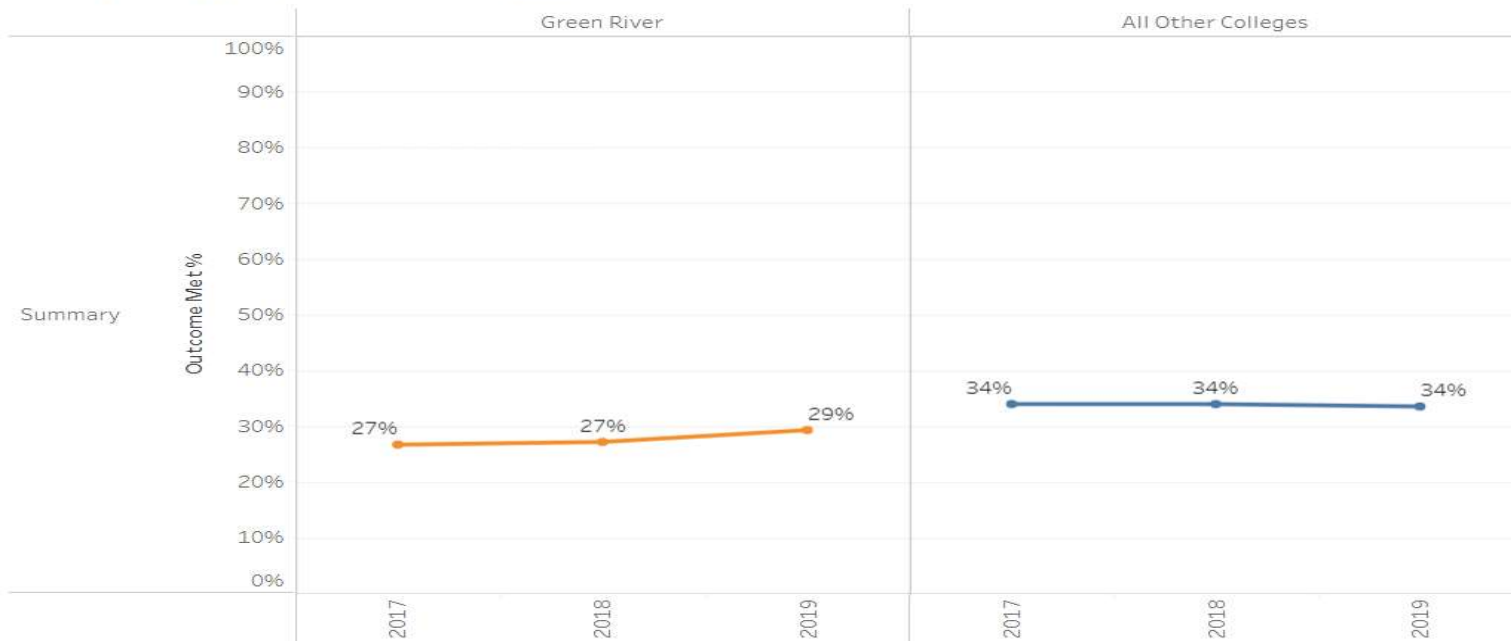
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# Year 4 Transfer Rates to 4-Year Colleges (GRC vs. Peer Colleges)

**Post-College Transfer Trend: Year 4 - Transfer 4yr College**  
**Cohort: All Students**  
**College Entry Quarter: All**  
**Years Enrolled: All**  
**Level: Green River**  
**Completed: All**  
**Intent: None**  
**Disaggregation: Summary**  
**Race/Ethnicity (Alone or 2+ Races): (All)**

Data will be shown only for years in which all selected quarters have outcomes data. If a year of interest is not shown below, adjust the Entry Quarter filter to include fewer quarters.

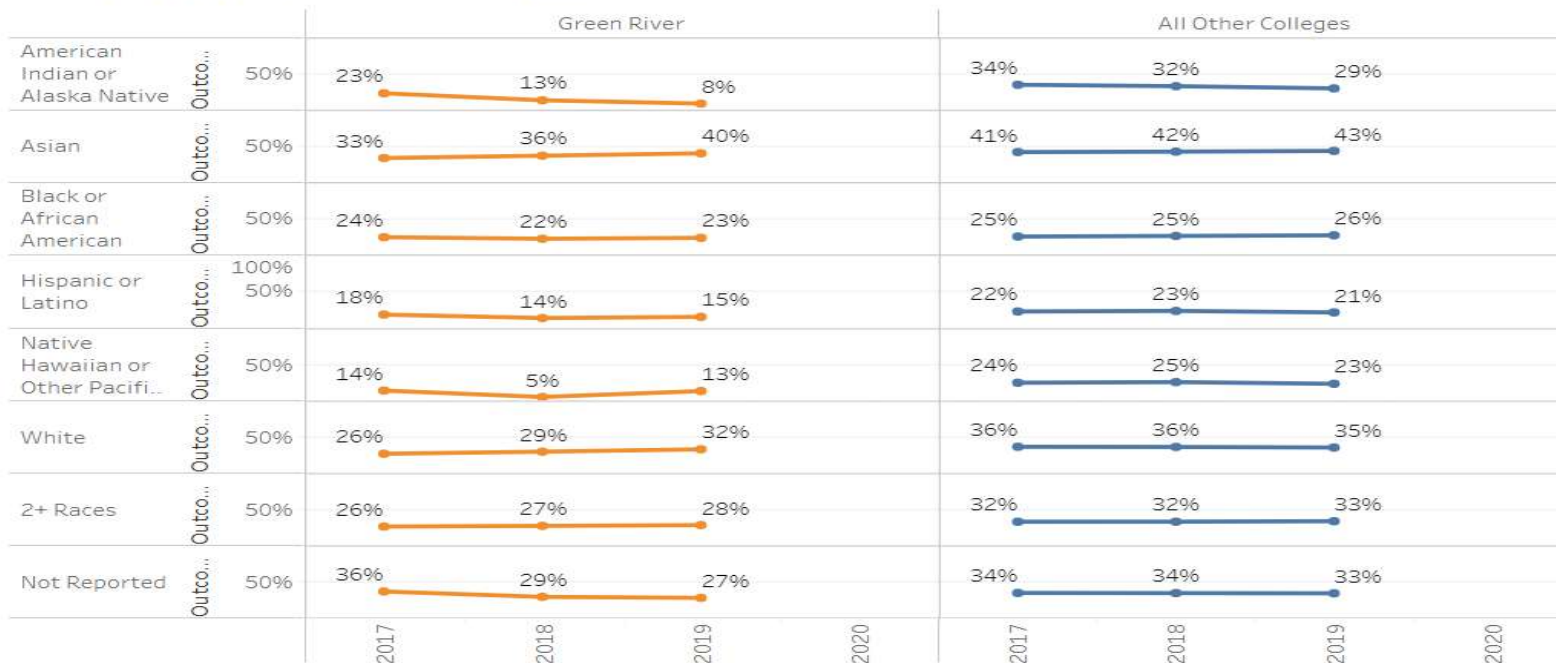




# Disaggregated Year 4 Transfer Rates to 4-Year Colleges (GRC vs. Peer Colleges)

Post-College Transfer Trend: Year 4 - Transfer 4yr College  
 Cohort: *All Students*  
 College Entry Quarter: *All*  
 Years Enrolled: *All*  
 Level: *Green River*  
 Completed: *All*  
 Intent: *None*  
 Disaggregation: *Race/Ethnicity (Alone)*  
 Race/Ethnicity (Alone or 2+ Races): *(All)*

Data will be shown only for years in which all selected quarters have outcomes data. If a year of interest is not shown below, adjust the Entry Quarter filter to include fewer quarters.



# Year 4 Transfer Rates to 4-Year College (GRC vs. WA)

Post-College Transfer Trend: Year 4 - Transfer 4yr College  
Cohort: *All Students*  
College Entry Quarter: *All*  
Years Enrolled: *All*  
Level: *Green River*  
Completed: *All*  
Intent: *None*  
Disaggregation: *Summary*  
Race/Ethnicity (Alone or 2+ Races): *(All)*

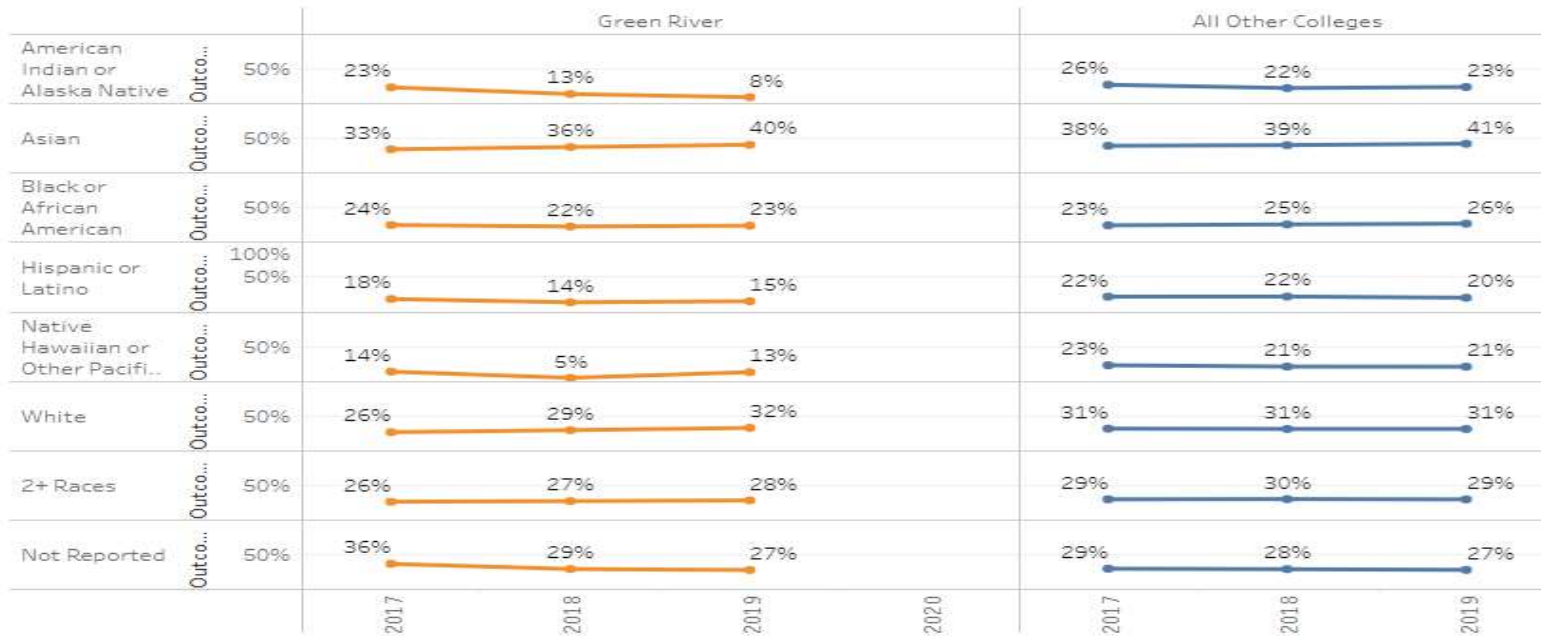
Data will be shown only for years in which all selected quarters have outcomes data. If a year of interest is not shown below, adjust the Entry Quarter filter to include fewer quarters.



# Disaggregated Year 4 Transfer Rates to 4-Year College (GRC vs. WA)

Post-College Transfer Trend: Year 4 - Transfer 4yr College  
 Cohort: *All Students*  
 College Entry Quarter: *All*  
 Years Enrolled: *All*  
 Level: *Green River*  
 Completed: *All*  
 Intent: *None*  
 Disaggregation: *Race/Ethnicity (Alone)*  
 Race/Ethnicity (Alone or 2+ Races): *(All)*

Data will be shown only for years in which all selected quarters have outcomes data. If a year of interest is not shown below, adjust the Entry Quarter filter to include fewer quarters.

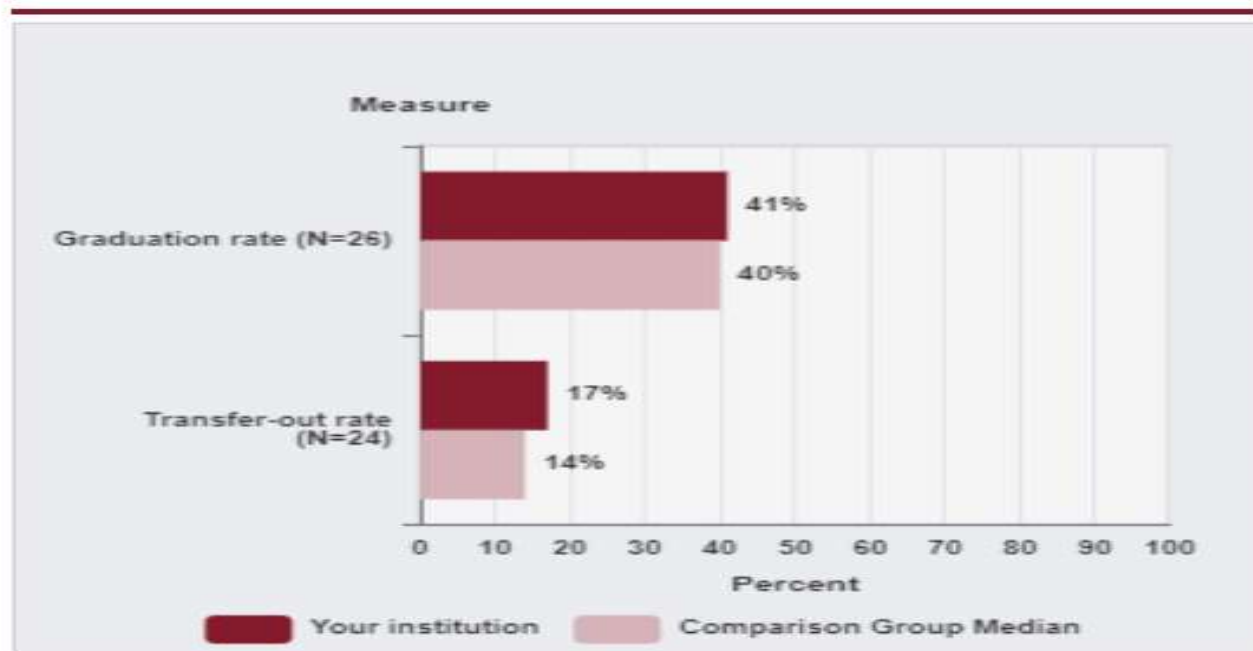


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## Full-time First-time Graduation and Transfer-out Rates (GRC vs. National Peer Colleges)

**Figure 14. Graduation and transfer-out rates of all full-time, first-time degree/certificate-seeking undergraduate students within 150% of normal time to program completion: 2016 cohort**



NOTE: Graduation rate cohort includes all full-time, first-time degree/certificate-seeking undergraduate students. Graduation and transfer-out rates are the Student Right-to-Know rates. Only institutions with mission to prepare students to transfer are required to report transfer out. For more details, see the Methodological Notes. N is the number of institutions in the comparison

Sources: Institute of Education Sciences (IES)



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# Summary Observations



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# Thank You

Questions/Comments

[Miriam.Chitiga@greenriver.edu](mailto:Miriam.Chitiga@greenriver.edu)



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<b>2025 Upcoming Events, Meetings and Conferences</b>			
Board Meeting	1/16/2025	4:30pm	Board Room & Zoom
Legislative Hill Climb	1/30/2025	All Day	Olympia
Legislative Reception	1/30/2025	6:00pm	Mercato Risorante
ACCT NLS	February 9-12, 2025	4 days	Marriot Marquis, WA DC
Board Meeting	1/16/2025	4:30pm	Board Room & Zoom
Board Meeting	2/20/2025	4:30pm	Board Room & Zoom
ACT Trustee Tuesday	3/11/2025	8:00am	Zoom
ACT Trustee Tuesday	4/8/2025	8:00am	Zoom
Board Meeting	4/17/2025	4:30pm	Board Room & Zoom
Board Meeting	5/15/2025	4:30pm	Board Room & Zoom
ACT Spring Conference	May 22-23, 2025	2 days	Spokane - Davenport Grand Autograph Hotel
Student Showcase	6/11/2025	8am to 3pm drop in	Student Union
Board Meeting	6/12/2025	4:30pm	Board Room & Zoom
Commencement	6/18/2025	TBD	TBD
Board Meeting	7/17/2025	4:30pm	Board Room & Zoom
Board Retreat	8/6/2025	8am to 4pm	TBD
Board Meeting	9/18/2025	4:30pm	Board Room & Zoom
Board Meeting	10/16/2025	4:30pm	Board Room & Zoom
ACCT Leadership Congress	October 22-25, 2025	4 days	New Orleans, Marriott and Sheraton
Board Meeting	11/20/2025	4:30pm	Board Room & Zoom
Board Meeting	12/11/2025	4:30pm	Board Room & Zoom
ACCT Leadership Congress	October 21-24, 2026	4 days	Chicago, Hyatt Regency