

Fiscal Sustainability Task Force

THE FISCAL COMPASS Newsletter

"One doesn't discover new lands without consenting to lose sight of the shore for a very long time." — André Gide, French Novelist



George Frasier, Interim President, Green River College

Message from the President

I want to express my gratitude to the members of the Fiscal Sustainability Task Force for their thoughtful and collaborative work on behalf of the college. Their efforts are helping us build a stronger understanding of our internal financial landscape, identify where additional budget training and information are needed, and strengthen how we work together across campus to support long-term sustainability.

The 2026 legislative session reflected a “least harm” approach to a significant state budget shortfall, resulting in modest but meaningful impacts for colleges, including adjustments to Running Start, administrative reductions, and an unfunded compensation gap that we must manage locally. At the same time, targeted investments in key workforce areas signal continued alignment with our mission.

As we move forward, I invite our campus community to stay engaged, share perspectives, and contribute to the collective work of shaping a strong and sustainable future for Green River College.

A Time of Transition

William Bridges, author of *Transitions*, reminds us that transition – that middle space between what was and what will be – is where real transformation happens. It is where new skills emerge, where assumptions are tested, and where communities choose their next chapter together.

This winter, the Fiscal Sustainability Task Force worked with a third-party accounting firm to examine our financials, recommended campus wide communications, mapped accountability structures, conducted focus groups, and streamlined operations. Meanwhile, the 2026 legislative session has made the urgency of this work undeniable.



Fiscal Sustainability Task Force Members

Miebeth Bustillo-Booth, EdD, PMP (Project Lead), John McCormick (Executive Sponsor), Janee Sommerfeld (Executive Sponsor)

Workgroup Name	WWHTBT Statement	Members
Leadership & Culture	Leaders at all levels champion fiscal responsibility, modeling it in their decisions and resource allocation.	Kit Alston; Philip Denman; Jamie Fitzgerald (co-chair); George Frasier; Sharonne Navas; Jay Rawson (co-chair); Katy Shaw
Budget Transparency & Accountability	The budget process is transparent, accessible, and easily understood by all stakeholders.	Scott Beals; Miebeth Bustillo-Booth, EdD, PMP; Ben Holquist (co-chair); Dave Norberg; Jennifer Ramirez Robson; Rhonda Sample; Lea Ann Simpson (co-chair); Jaime Villa
Operational Efficiency & Resource Optimization	Resources are used effectively and efficiently to maximize impact.	Craig Bush (co-chair); Miebeth Bustillo-Booth, EdD, PMP; Miriam Chitiga, PhD; Rhonda Daulton; Dan Fergusson; Sara Gordon; John McCormick (co-chair); Pam Norberg; Rhonda Sample
Strategic Planning & Alignment	The organization's strategic plan is aligned with its financial resources and long-term fiscal sustainability goals.	Burl Battersby; Miebeth Bustillo-Booth, EdD, PMP (co-chair); Miriam Chitiga, PhD; Eric Greer, EdD; Ben Holquist; Rhonda Sample (co-chair); Amanda Schaefer
Capacity Building & Skill Development	Staff at all levels have the skills and knowledge necessary to contribute to fiscal sustainability.	Erica Ihrig, PhD; Nancy Kremer (co-chair); David Larsen; Ian Sherman, EdD; Wendy Stewart, EdD (co-chair); Staci Whitehouse
Continuous Learning & Adaptation	The task force continuously learns and adapts its approach based on outcomes and feedback.	Craig Bush; Miebeth Bustillo-Booth, EdD, PMP; George Frasier; Ben Holquist; Nancy Kremer; John McCormick; Jay Rawson; Rhonda Sample; Lea Ann Simpson; Janee Sommerfeld; Wendy Stewart, EdD

Leadership, Transparency & Budget Accountability

Leadership & Culture

Workgroup Charge: Promote a culture where leaders at all levels at the college champion fiscal responsibility, modeling it in their decisions and resource allocation.

Winter 2026: Building upon work in fall 2025, the workgroup focused on strengthening leadership alignment, institutional communication, and readiness for strategic planning. We clarified supervisory expectations and used the “What would have to be true?” framework to surface barriers. Early feedback from leaders highlighted a major need for clearer, foundational budget understanding, as current trainings assume a level of fiscal literacy many managers do not yet have.

Members emphasized improved cross-unit collaboration and continued addressing gaps in fiscal understanding. The subgroup identified the need for a “Budget 101” training to help managers interpret their budgets and understand the college’s financial picture.

At the end of the quarter, the group decided to re-examine the scope of work to avoid any redundancies across other groups.

Spring 2026: The focus going into the spring quarter will be on the work needed to help develop a healthy and resilient culture that is adaptive to change.

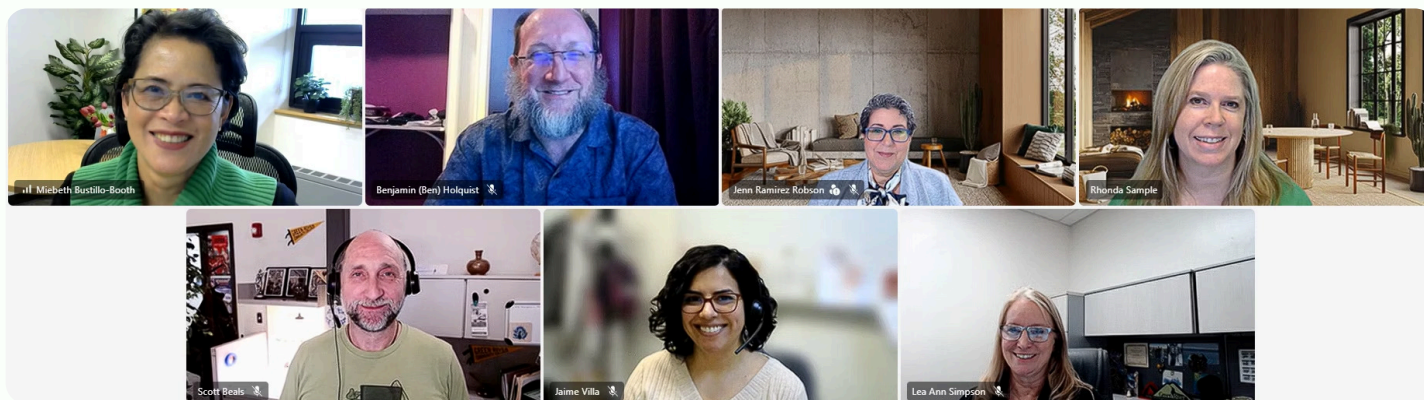
Budget Transparency & Accountability

Workgroup Charge: Support a budget process that is transparent, accessible, and easily understood by all stakeholders.

Winter 2026: Work continues on the third-party audit with Clark Nuber. The Business Office has been working closely with the auditor, responding to questions, and reviewing requested materials to provide accurate and complete information. This work takes time, given the current workload and competing priorities.

The workgroup also discussed the FY27 budget process and recommended more campus-wide communication about the timeline, process, and available resources, including the [budget development information at GatorNet](#). For the first time, budget timeline details, process information, and training opportunities have been shared with all employees.

Spring 2026: The workgroup looks forward to reviewing information gathered by the Capacity Building and Skill Development workgroup through recent focus groups. This spring, employees will also be asked to share how the budget process works in their areas. The goal is to use this input, along with work from the other groups, to develop recommendations to strengthen and clarify budget processes across the college.



Budget Transparency & Accountability Workgroup Members: Miebeth Bustillo-Booth, Ben Holquist, Jenn Ramirez Robson, Rhonda Sample, Scott Beals, Jaime Villa, and Lea Ann Simpson. Not pictured: Dave Norberg

Strategic Planning & Operational Excellence

"Transition always starts with an ending. To become something else, you have to stop being what you are now; to start doing things a new way, you have to end the way you are doing them now; and to develop a new attitude or outlook, you have to let go of the old."

William Bridges, *Transitions: Making Sense of Life's Changes*

Strategic Planning & Alignment

Workgroup Charge: Provide advisory and technical support to align the strategic plan with financial resources and long-term fiscal sustainability goals while guiding the "New Beginnings" transition phase.

Winter 2026: The workgroup developed a high-level RACI (Responsible, Accountable, Consulted, and Informed) matrix to guide institutional governance and accountability structures during strategic budget development processes. It also clarifies who has the budget responsibility, authority, and accountability on budget-related decisions.

Spring 2026: The plan is to build upon the RACI map and develop frameworks for long-term financial forecasts and projections, a financial performance structure encompassing both basic and expanded metrics, reporting and dashboard alignment, and scenario planning models and templates.

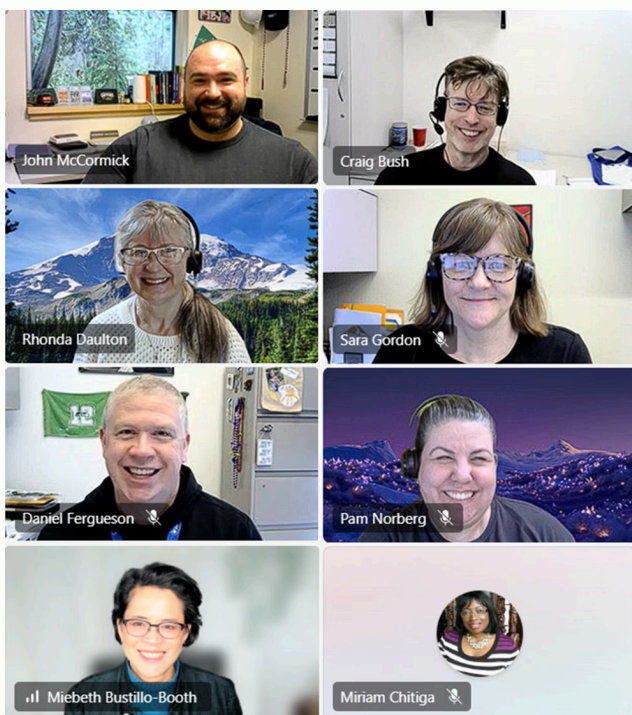
Operational Efficiency & Resource Optimization

Workgroup Charge: Identify and implement opportunities to optimize college operations and resource utilization for improved fiscal sustainability.

Winter 2026: The workgroup identified inequitable access to drinking water across campus as both an operational and fiscal concern. Bottled water delivery created uneven coverage, logistical challenges, and higher labor costs.

Following systematic research, the workgroup recommended a phased, campus-wide transition to plumbed water-filling stations. This approach expands equitable access for students, faculty, and staff while reducing ongoing costs and operational burden.

Spring 2026: The workgroup will begin a multi-quarter review of current P-Card usage and approval practices to better understand effectiveness, consistency, and opportunities for improvement.



Operational Efficiency & Resource Optimization
Workgroup Members: John McCormick, Craig Bush,
Rhonda Daulton, Sara Gordon, Daniel Ferguson, Pam
Norberg, Miebeth Bustillo-Booth, and Miriam Chitiga.



Capacity Building & Skill Development

"Progress, far from consisting in change, depends on retentiveness. When change is absolute there remains no being to improve and no direction is set for possible improvement When experience is not retained . . . infancy is perpetual." — George Santayana, American Philosopher

Workgroup Charge: Promote skill and knowledge development among employees at all levels to support fiscal sustainability.

Winter 2026: The workgroup identified small focus groups to gather campus feedback and used guided discussions to generate in-depth insights and actionable ideas. Discussions focused on awareness, communication, understanding of fiscal sustainability, training and skill development needs, and future priorities for change. To date, nine focus groups have been completed, with 41 individuals representing faculty, classified staff, exempt staff, and administrators. The workgroup has begun synthesizing findings to develop a comprehensive report, to be complete in Spring 2026.

Spring 2026: The workgroup will continue facilitating focus groups through March and April. Collected feedback will be reviewed to identify key themes and inform improvements in knowledge development and training needs, including financial literacy, budget management, professional development and mentorship/coaching. Findings will be shared with all FSTF workgroups, the Business Office, and Human Resources to develop learning and development activities that support shared fiscal stewardship.

What is a Budget?

- An estimate of revenue and expenditures for a set period of time
- Planning tool
- Road map
- A way to benchmark and assess progress toward goals
- How we define our mission, values, and strategic goals in monetary terms

Budget Department Links

[Budget Department Site at GatorNet](#)

[Annual Budget: 2025-2026](#)

[Budget Quarterly Reports: 2025-2026](#)

[Revenue and Expense Dashboard](#)

[Budget Process Overview and Outline](#)

[Budget Development Roadmap, Schedule & Timeline](#)

[All Manager's Budget Training: February 17, 2026](#)

Note: Hold Ctrl/Cmd when clicking to open GatorNet in a new tab.



Continuous Learning & Adaptation

"Some people fight transition all the way and bewail their fate, while others come to recognize that letting go is not defeat—that it may, in fact, be the start of a whole new and rewarding phase of their lives." — William Bridges, *The Way Of Transition: Embracing Life's Most Difficult Moments*

Group Charge: To promote the establishment and implementation of systems, structures, and measures at all levels of the college to support the ongoing review, refinement, and continuous improvement of policies, procedures, and processes, supporting alignment with fiscal sustainability goals.

The Continuous Learning & Adaptation workgroup, made up of the FSTF leads and co-chairs, serves as the connective tissue of the task force – integrating the work of all workgroups into a coherent, institution-wide effort and ensuring that no group operates in isolation. Their central charge is to build the systems and structures that enable continuous review, refinement, and improvement of our policies, procedures, and processes. By weaving together the insights, progress, and priorities emerging from across the task force, this group ensures that collective momentum translates into lasting, aligned action – not just reactive adjustment, but purposeful institutional evolution rooted in our shared fiscal sustainability goals.

Coming Soon!

- A Strategic Communication subgroup of the FSTF will review and redesign the Fiscal Sustainability site at GatorNet to strengthen communication, transparency, and community engagement. **Soft launch in spring!**
 - Members: Miebeth Bustillo-Booth, EdD, PMP; Philip Denman; Eric Greer, EdD; Nancy Kremer; John McCormick; Rhonda Sample; Jaime Villa
- As workgroup efforts evolve, members will draw on subject matter experts, functional specialists, and other key stakeholders to inform their work. **Look for invitations to engage!**

The Fiscal Compass newsletter is issued quarterly.