

Planning and Resource Allocation Committee,

Thank you for your February 14<sup>th</sup> communication expressing your concerns with Decision-Making Process for 50% Summer School Cuts. Not having been here from the beginning places me at some disadvantage but it appears that there could have been better communication, a higher level of engagement by faculty and more effective use of the planning and resource allocation mechanism that is part of our shared governance structure.

In August 2010, COM Board of Trustees approved the District budget with the understanding that certain measures would be in place to address a \$1.2 million shortfall; one of these was a 50% reduction to summer offerings. There was an agreement that the budget would be reassessed in November to see if anything had changed. In hindsight, our resource allocation body (PRAC) should have been called for a special meeting in August to begin discussions and planning. At the beginning of the fall semester, Department Chairs should have also been engaged in this process as well. This would have allowed time for the Chairs to apply criteria that Deans were later asked to use in making cuts. On November 22, 2010 the necessity for this action was confirmed but it was already too late to allow for the thoughtful deliberation that might have wrought different outcomes.

The faculty is at the core of the work involving curriculum planning and decision-making. However, it is my expectation that the Vice-President of Student learning (VPSL) provides the leadership and administrative support necessary to establishing a framework with parameters that produce effective dialogue and decisions that support established priorities. It is important to recognize that this is a complex and challenging process, especially at a time of diminishing resources. It is a process that requires time, relevant and accurate information and most importantly a collaborative spirit.

The Planning and Resource Allocation Committee (PRAC) should be engaged at every point of the budget development process, providing ongoing input as well as making formal recommendations based on program reviews. It is also an important partner in addressing budget related caveats and disseminating information to the college community. As reductions become necessary in the future, this body plays an important role in developing strategies, receiving input and making recommendations to the President.

The challenge of prioritizing our curricular offerings and perhaps redistributing our limited resources is far from over. We will most certainly need to plan further ahead than we have previously if we want to provide ourselves time to make mindful decisions. This will not be easy.

We are on this journey together and have the opportunity to benefit from our collective wisdom and experience. I am committed to transparency and ongoing communication to ensure we are inclusive of individuals and formal governance processes going forward.

Thank you for your consideration.

David

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