



**Office of the Assistant Superintendent/
Vice President of Student Learning & Student Services**
835 College Avenue Kentfield, CA 94904
Tel: (415) 485-9618

November 4, 2024

Dear College of Marin Divisional/Area Leaders:

The Planning & Resource Allocation Committee is preparing for our annual process of overseeing and making recommendations for institutional planning and resource allocation for College Divisions (Math, Science, & Business; Arts & Humanities/Library; Career Education; Nursing; Kinesiology & Athletics; Educational Success Programs; Instructional Support; Enrollment Services; Community Programs; Administrative Services; President's areas).

This year brings changes to the preparation for the PRAC presentations and their content. These changes are intended to facilitate responsible stewardship across College Divisions and to ensure PRAC has sufficient information to make sound recommendations. This process will take more time than in previous years, and presentations will begin sooner than they have in the past. Please review the updated steps and plan.

PRAC wants to make sure this is an effective and meaningful process; thus, you are receiving this information well in advance and are asked for the following:

1. **Follow PRAC's Guiding Principles.** Refer to the attached Guiding Principles document, which PRAC will use to frame their institutional look at all the data/requests presented.
2. **Critically analyze** ongoing planning efforts and resource needs.
 - Be **thoughtful**. Directly connect resource allocations to the planning and analysis in each area's program review.
 - Be **values-driven**. Consider how every piece aligns with the PRAC Guiding Principles, with specific attention paid to intentional efforts to advance the College's equity agenda.
 - Be **data-driven**. Use concrete enrollment, outcomes, and other relevant data to inform your resource allocations and requests for additional resources.
 - Be **resourceful**. Identify opportunities to reallocate existing resources in the area to fund new or different resource needs. Consider whether current operations and practices can be reworked to increase capacity (of funds, units, staff time, etc.)
 - Be **efficient**. Identify opportunities to be more efficient within existing resources.
 - Be **responsible**. Only request additional resources when you cannot reallocate resources or be more efficient within existing resources.
 - Be **honest**. If there is a disconnect between an allocation of resources (existing or proposed) and the College's mission and values, the area's program review, or PRAC guiding principles, identify that in the presentation.

- Be **fiscally prudent**. Evaluate the fiscal impact and consider the finite amount of resources the District has to fund each request as highlighted in the most recent MSC Retreat / Budget workshop.
 - Be **innovative**. Evaluate alternatives to additional staffing requests and consider leveraging technology to streamline the work. The opportunity cost, or the forgone opportunity to have our talented and creative staff work at higher level as a result of being tied to repetitious work that could have been automated is often considerable.
3. **Consult and collaborate** with each area in your division consistent with the consultive practice set forth in the attached Core Expectations. The critical analysis described above should not be done in a vacuum or with a small group of people. Plan to hold meetings and provide multiple opportunities for input.
- Nothing in the presentation should be a surprise to anyone in your area(s).
 - You should hold meetings with faculty and staff in your areas regarding ongoing planning efforts and resource needs.
 - In your presentation, include the names/roles of those who participated in the presentation's development and a summary of your consultations that led to the items included in your presentation.
 - Once you know the date of your area's presentation, invite faculty and staff to attend the presentation to PRAC.
 - If items in your presentation have implications for other areas, be sure to consult/coordinate with that area in advance and to name that in your presentation and.
 - While this is a collaborative and consultative process, you as the divisional/area leader recommend and support all requests and changes included in the presentation. If you do not, you need to identify that directly on the applicable presentation slides and explain it during the presentation.
4. **Consult and collaborate** across the College.
- Have an institutional perspective. For example, academic deans should talk about how they are calculating/representing student and faculty data and represent it consistently.
 - If items in your presentation have implications for other areas, be sure to consult/coordinate with that area in advance and to name that in your presentation and.
 - Consult with Fiscal Services in advance as necessary to estimate costs accurately.
5. **Prepare a presentation of the analysis** using the attached PowerPoint template. The template differs from previous years. Please do not reuse past presentations. Start anew with this template.
6. **Present the presentation as a preview** to all divisional/area leaders during the Fall semester on an assigned date. Submit your presentation to me and Sarah Anderegg at least one week prior to your presentation preview date to ensure all divisional/area leaders can review it in advance. During these preview presentations, both your own and those of other divisions/areas:
- You will exhibit and promote the ideals and behaviors set forth in the attached

Core Expectations. For example, you will: serve as a change agent within your sphere of influence, speak with candor, and practice generativity.

- Divisional/area leaders will take a holistic, institutional perspective to planning and resource allocations.
 - Divisional/area leaders will identify opportunities for collaboration, efficiency, and
7. **Update faculty and staff and the presentation itself** based on the preview discussions.
 8. **Submit the updated presentation** to the Assistant Superintendent/VP of Student Learning & Success and Sarah Anderegg at least **ten days** in advance of your PRAC presentation date. PRAC commits to reviewing the presentations in advance so they will be prepared to ask thoughtful questions.
 9. **Present to PRAC.**
 - Present for 20-25 minutes to allow for in-depth discussion immediately following. PRAC may ask you to come back with additional information.
 - **Focus** very intentionally on the specific planning agenda and resource needs. PRAC knows how great every area is, so there is no need for this to be a public relations presentation. Please do not talk through every slide.
 - Be **candid** about any pros/cons or lack of consensus surrounding any item. This is not necessary for items with large-scale support in your area, just for those where there are strongly differing views on how to proceed.
 10. **Follow up** as appropriate to PRAC's questions and requests for more information.
 11. **Update faculty and staff** following the presentation to PRAC, when you learn of PRAC's recommendations, and when you learn of the Superintendent/President's decisions on these recommendations.

The planning and resource allocation process is a critical component of your leadership. As the quote in one of the template slides reads, "Change is hard because people overestimate the value of what they have—and underestimate the value of what they may gain by giving that up." I want to thank you in advance for your creative thinking and commitment to the College's mission and the principles guiding this important exercise.

Thank you, and I am happy to assist however you might need!



Dana Emerson
Assistant Superintendent/Vice President of Student Learning & Success