Welcome to Kalamazoo College and the twenty-third annual conference of the Consortium of Liberal Arts Colleges. We are delighted to host this annual opportunity for engaged conversation, discussion, learning, and fellowship.

Kalamazoo, Michigan, is earning growing recognition as an education community. We are home to the “Kalamazoo Promise,” which provides all city public high school graduates up to 100 percent of tuition at any of Michigan’s public colleges, universities, or community colleges. Last June, Kalamazoo Central High School won the Race to the Top High School Commencement Challenge, and President Barack Obama delivered the school’s commencement address. And of course, Kalamazoo is home to three great institutions of higher education: Kalamazoo College, Western Michigan University, and Kalamazoo Valley Community College.

Kalamazoo College, founded in 1833, is the oldest institution of higher learning in the State of Michigan, and among the 100 oldest institutions in the country. For more than forty years, it has offered a nationally-recognized curriculum called the “K” Plan, an undergraduate experience of rigorous liberal arts scholarship combined with a strong focus on experiential education.

- More than two thirds of students complete an internship or externship
- More than 85 percent of students participate in a meaningful, extended, immersive international and intercultural experience abroad
- Over half of students participate in service-learning projects
- All students engage in a Senior Individualized Project – a research or creative project done in the senior year.

“K” students have demonstrated outstanding performance on the Collegiate Learning Assessment, the best current measure of student outcomes in critical thinking, analytical reasoning, and writing.

We do more in four years so that students can do more in a lifetime.

Our conference theme: It’s a Zoo Out There!, refers to the challenges of an ever-changing and unpredictable IT landscape. I hope that your stay in the area is enjoyable and that interaction with the other attendees provides you insight and connections to enrich your work.

Welcome to Kalamazoo College and CLAC 2011!

Greg Diment
Chief Information Officer
Kalamazoo College
Registration
The Registration Desk will be staffed as follows:

**Tuesday, June 14**
- 2:00 – 6:00 p.m.  
  Upjohn Library Commons, Lobby

**Wednesday, June 15**
- 7:30 – 9:00 a.m.  
  Welles Hall, Stone Room
- 9:00 a.m. – Noon  
  Light Fine Arts Building, Lobby

Information Desk and Urgent Contact Information
During the conference, urgent messages may be directed to the Circulation Desk in Upjohn Library Commons at 269-599-8908.

On Site Assistance and Directions
Attendees seeking assistance and directions are advised to seek out Kalamazoo College Information Services staff. Staff members can be identified by their black shirts.

Public Access Computers and Printing
Computers and printers are available for conference attendee use in Upjohn Library Commons, Room 118, from 8:00 a.m. – 5:00 p.m.

Name Badge
Your name badge serves as your ticket into sessions, meals, the campus bookstore discount, and Air Zoo dinner on Wednesday night.

Parking
Parking is available in any of the visitor, employee, or student lots. You may also park on Academy or Thompson Streets. A parking permit is not required to park in the lots or on the street. Overnight parking is not permitted on city streets.

Luggage Storage
Luggage storage will be available from 7:00 a.m. – 5:00 p.m. on the last day of the conference in Upjohn Library Commons, Writing Center, Room 110.

Campus Bookstore in Hicks Center
The Bookstore will be open 10:00 a.m. – 4:00 p.m. June 14 - 16. CLAC conference attendees receive a 20% discount on purchases of Kalamazoo College imprinted items with presentation of conference name tag at the time of the purchase.

Library and Biggby Coffee
Upjohn Library Commons hours during the conference are 8:00 a.m. – 5:00 p.m. Biggby Coffee is open from 7:45 – 10:00 a.m. and is located on the left as you enter the library.

Wireless Connectivity
WiFi is available almost everywhere on campus. To use it, join the KCollegeOpen network and open your web browser. You’ll be redirected to a sign-in page. Click “Guests who have a temporary account.” Enter the username and password provided on the back of your name badge, and follow the on-screen instructions.
Tuesday, June 14, 2011

2:00 – 6:00 p.m.
Registration
Upjohn Library Commons, Lobby ❶

2:00 – 6:00 p.m.
Tours of Upjohn Library Commons
Upjohn Library Commons, Lobby ❶

5:00 – 6:00 p.m.
Opening Reception
Upjohn Library Commons, Reading Room ❶
Sponsored by Cisco/Secant Technologies

6:00 – 8:00 p.m.
Welcome Dinner
Hicks Center, Banquet Hall ❸
Sponsored by Datatel

Wednesday, June 15, 2011

7:15 – 8:45 a.m.
Shuttle buses run to campus
Radisson Hotel and Comfort Inn

7:30 – 8:45 a.m.
Registration
Welles Hall, Stone Room ❺
Breakfast
Welles Hall, Student Dining Hall ❹
CIO Breakfast
Welles Hall, Stone Room ❺

9:00 a.m. – Noon
Registration
Light Fine Arts Building, Lobby ❹

9:00 – 9:15 a.m. ~ WELCOME
President Eileen Wilson-Oyelaran
Light Fine Arts Building, Dalton Theatre ❹

9:15 – 10:30 a.m. ~ KEYNOTE
The Choices Worth Having: A Tale of Two Paradoxes
Dr. Barry Schwartz
Light Fine Arts Building, Dalton Theatre ❹

10:30 – 11:00 a.m.
Break
Light Fine Arts Building, Lobby
Sponsored by Innovative Interfaces

11:00 a.m. – 12:15 p.m. ~ KEYNOTE RESPONSE
Wise Choices: Living the Paradox
Light Fine Arts Building, Dalton Theatre ❹

12:15 – 1:30 p.m.
Lunch
Welles Hall, Student Dining Hall ❹
Sponsored by Perceptive Software

1:30 – 2:15 p.m. ~ CONCURRENT SESSIONS
By George! The iPad @ Washington College
Dow Science Center, Room 226 ❷
Solving Big Problems (and Maybe Some Little Ones) with a Consortial Approach
Dow Science Center, Room 232 ❷

2:15 – 2:45 p.m.
Break
Dow Science Center, 2nd floor
Sponsored by Nolij

2:45 – 3:30 p.m. ~ CONCURRENT SESSIONS
Desktop Virtualization: Multiple Views
Dow Science Center, Room 226 ❷
Analytics Rising: IT’s Role in Informing Higher Education Decisions
Dow Science Center, Room 232 ❷

3:30 – 3:45 p.m.
Break
Dow Science Center, 2nd floor

3:45 p.m.
Shuttle to Radisson Hotel and Comfort Inn
Upper Light Fine Arts parking lot
Wednesday, June 15, 2011 continued

3:45 – 5:00 p.m.
Campus Tour
Dow Science Center, outside near Sculpture, Upper Fine Arts parking lot

5:00 p.m.
Shuttle to Radisson Hotel and Comfort Inn
Upper Light Fine Arts parking lot

5:30 p.m.
Board buses for Dinner at Air Zoo
Corner of Thompson/Academy Streets

5:50 p.m.
Board buses for Dinner at Air Zoo
Comfort Inn

Thursday, June 16, 2011

7:00 – 9:00 a.m.
Shuttle buses run to campus
Radisson Hotel and Comfort Inn

7:00 a.m. – 5:00 p.m.
Luggage storage
Upjohn Library Commons, Room 110

7:30 – 9:00 a.m.
Breakfast
Welles Hall, Stone Room
Business Meeting
Hicks Center, Banquet Hall

9:15 – 10:45 a.m. ~ PLENARY SESSION

Pecha Kucha
Light Fine Arts Building, Dalton Theatre

10:45 – 11:15 a.m.
Break
Light Fine Arts Building, Lobby

11:15 – 12:00 p.m. ~ CONCURRENT SESSIONS

Lessons Learned When Things Go Wrong in a High Profile Way
Mandelle Hall, Olmsted Room

Examining Student Use of iPads and Electronic Texts on Two Campuses
Dewing Hall, Room 103

12:00 – 1:30 p.m.
Lunch
Hicks Center, Banquet Hall

1:30 – 2:15 p.m. ~ CONCURRENT SESSIONS

Where Have All the CIO’s Gone:
Developing Staff for Leadership Void
Mandelle Hall, Olmsted Room

Tech Training and the 21st Century College Campus
Dewing Hall, Room 103

2:15 – 2:45 p.m.
Break
Mandelle Hall/Dewing Hall, Lobbies

2:45 – 3:30 p.m. ~ CONCURRENT SESSIONS

What Students and Faculty Want:
Insights from the MISO Survey
Mandelle Hall, Olmsted Room

Mobile Strategy for Ohio Wesleyan University
Dewing Hall, Room 103

3:45 – 5:00 p.m.
Wrap-up/Closing
Upjohn Library Commons, Reading Room
American society has embraced the assumption that the more choice people have, the better off they are. Choice enhances freedom, and enables people to get exactly what they want. This is a perfectly reasonable assumption. Reasonable, but false. Paradox Number One is that when people have too much choice, they become paralyzed rather than liberated, they make bad decisions, and they are dissatisfied even when they make good decisions. It is the task of people with professional expertise (e.g., IT professionals) to “curate” choice so that clients are able to get what they want and need.

This leads to Paradox Number Two. The one area of life in which people need to be able to make a wide range of choices is in their interactions with other people. Freedom of choice enables people to make wise judgments about what their clients (patients, spouses, friends, children, students) need. And yet, in this area of life we are increasingly replacing the opportunity to choose with bureaucratic rules and procedures. By cultivating wise judgment, rather than relying on detailed rules and procedures, IT departments will enable their staff to discern what each client needs, and then provide it.

Keynote Speaker:

**Dr. Barry Schwartz, Professor of Psychology**

Swarthmore College

Barry Schwartz is a professor of psychology at Swarthmore College, in Pennsylvania. He has been there since receiving his PhD from the University of Pennsylvania in 1971. Schwartz has written ten books and more than 100 articles for professional journals. In 2004, Schwartz published *The Paradox of Choice: Why More Is Less*. It was named one of the top business books of the year by both *Business Week* and *Forbes Magazine*, and has been translated into twenty-five languages. Schwartz has published articles in sources as diverse as *The New York Times*, *The New York Times Magazine*, the *Chronicle of Higher Education*, *Parade Magazine*, *USA Today*, *Advertising Age*, *Slate*, *Scientific American*, *The New Republic*, *Newsday*, the *AARP Bulletin*, the *Harvard Business Review*, and the *Guardian*. He has appeared on dozens of radio shows, including NPR's *Morning Edition*, and *Talk of the Nation*, and has been interviewed on *Anderson Cooper 360* (CNN), the *Lehrer News Hour* (PBS), and *CBS Sunday Morning*. He has lectured the British and the Dutch governments, as well as trade organizations and businesses representing industries as diverse as healthcare, personal finance, travel and leisure, restaurants, supermarkets, consumer electronics, office supplies, software development, e-commerce, advertising, arts and entertainment, cable television, home building, and the military. Schwartz’s new book, written with colleague Ken Sharpe, is *Practical Wisdom: The Right Way to Do the Right Thing*. Schwartz spoke about practical wisdom at the TED conference in February, 2009.
11:00 a.m. – 12:15 p.m., KEYNOTE RESPONSE

Wise Choices: Living the Paradox
Light Fine Arts Building, Dalton Theatre

The panel will discuss the keynote and how we may apply it to our work. This session invites audience participation.

Moderator:
Greg Diment, Chief Information Officer
Kalamazoo College

Panel participants:
Jonathan Enos, Associate Provost and Chief Information Officer
Franklin and Marshall College

Ellen Keohane, Director of Information Technology Services
College of the Holy Cross

Dr. Barry Schwartz, Professor of Psychology
Swarthmore College

Carol Smith, Chief Information Officer
DePauw University

Scott Stephen, Associate Vice President for Information Services, and Chief Information Officer
Albion College
By George! The iPad @ Washington College
Dow Science Center, Room 226

Washington College has an iPad Pilot program for faculty. The goal of the program is to provide faculty with iPads or iPod Touches in order to gain insight into the pedagogical application of these devices. This presentation will focus on the nuts and bolts of the pilot program and discuss the challenges and lessons learned.

Speakers:
Sharon Sledge, Associate CIO, Academic Computing and Support Services
Washington College
Nancy Cross, Instructional Technologist
Washington College

Solving Big Problems (and Maybe Some Little Ones) with a Consortial Approach
Dow Science Center, Room 232

Several CIOs from the New York Six Liberal Arts Consortium (NYSLAC) will present a brief history of the formation of NYSLAC and the driving forces behind the initiative. If we all solve problems independently, no one benefits from cross-institutional knowledge and experience. An alternative approach is tackling problems from a consortial perspective, with operational efficiencies and economic benefits to all member schools. Our consortium can serve as a potential model for other schools, and we will present examples of current NYSLAC projects:

- The MediaShare Project – solutions to VCR technology obsolescence.
- Procurement of Computer Assets – development of a streamlined and cost-effective procurement process by negotiating as a consortium.
- Vulnerability Testing – regularly testing of the network security protocol vulnerabilities and identification of best practices that all NYSLAC institutions can implement.

NYSLAC is funded by the Mellon foundation and includes Colgate University, Hamilton College, Hobart and William Smith Colleges, Skidmore College, St. Lawrence University, and Union College. (www.newyork6.org)

Panel Participants:
Amy Doonan Cronin, Special Assistant to the Presidents
New York Six Liberal Arts Consortium
Fred Damiano, Chief Information Technology Officer
Hobart and William Smith Colleges
David Gregory, Chief Information Officer
Colgate University
Dave Smallen, Vice-President for Information Technology
Hamilton College
2:45 p.m. – 3:30 p.m., CONCURRENT SESSIONS

**Desktop Virtualization: Multiple Views**
Dow Science Center, Room 226

Desktop virtualization offers exciting possibilities for anytime/anywhere access to customized desktop environments from standard desktops, thin-client hardware, and mobile devices. Virtualization tools provide the ability to create and manage multiple desktop images. They enable easy delivery of instructional applications and resources to classrooms, labs, offices, and dorm rooms. Representatives from Middlebury (LabSTOR update), Swarthmore (VMware View) and Wesleyan (Citrix VDI) will describe their solutions and lessons learned.

**Moderator:**
Gayle Barton, Chief Information Technology Officer
Swarthmore College

**Panel participants:**
Michael Roy, Dean of Library and Information Services
Middlebury College

Glenn Stauffer, Director of Enterprise Services
Swarthmore College

Karen Warren, Director of User and Technical Services
Wesleyan University

**Analytics Rising: IT's Role in Informing Higher Education Decisions**
Dow Science Center, Room 232

Speaker:
Randy Stiles, Vice President for Information Management
Colorado College
9:15 a.m. – 10:45 a.m., PLENARY SESSION

**Pecha Kucha Presentations**
Light Fine Arts Building, Dalton Theatre

Pecha Kucha (pronounced peh-chok-cha), is a presentation format that uses brevity as a powerful tool. Similar to Ignite and Lightning Talk formats, each presenter uses 20 PowerPoint slides, timed at 20 seconds per slide. Time for questions and discussion will be provided at the end, after all the presentations have been made.

Please note: The presentations and presenter order is subject to change.

**DSpace at Kalamazoo College**
**Stacy Nowicki**, Ph.D., J.D., Library Director
Kalamazoo College

*It’s the Little Things That Count*
**John E. Bucher**, Chief Technology Officer
Oberlin College

**The Politics of Change**
**Carl Heideman**, Director of Process and Innovation
Hope College

**Windows 7 Deployment at Kalamazoo College**
**Charles Fulton**, Computer Support Specialist
**Andrew Stacilauskas**, Computer Support Specialist
Kalamazoo College

**The Hamilton Management Roundtable**
**Debby Quayle**, Director of Help Desk and Training Services
Hamilton College

**IT Staffing in the Post-Computer Age**
**Ronald Griggs**, Vice-President of Library and Information Services
Kenyon College
11:15 a.m. – Noon, CONCURRENT SESSIONS

Lessons Learned When Things Go Wrong in a High Profile Way
Mandelle Hall, Olmsted Room

As leaders in higher education IT, we all have had our share of failures: email is backlogged, the network is down, computer viruses are rampant, and the homepage is not responding. Technology failures are never fun, and are more challenging when caused by human error. We will share our high profile challenges, facilitate discussion on how leaders can minimize errors, and learn from our collective failures.

Speakers:
MICHAEL ROY, Dean of Library and Information Services
Middlebury College

JUSTIN SIPHER, Chief Technology Officer
Skidmore College

Examining Student Use of iPads and Electronic Texts on Two Campuses
Dewing Hall, Room 103

Reed College and Wesleyan University conducted iPad studies in Fall 2010. The iPad was chosen because of its multi-function and potential usefulness to students. Our studies examined student use of iPads to engage with electronic course materials, and both studies employed pre/post-test survey methodology.

Reed’s project examined how students in one course used the iPad to read, annotate, review, and discuss class materials. Because the same course had been involved in Reed’s Kindle study the previous year, it was easy to make comparisons between students’ use of the Kindle, a dedicated e-reader, and of the iPad, which offered many more possibilities.

Wesleyan’s project evaluated student interest in the iPad as a study tool and examined whether it increases students’ comfort with using digital resources (e.g. e-books, class online readings, audio and video files).

Speakers:
TRINA MARMARELLI, Instructional Technology Manager
Reed College

PATRICIA TULLY, University Librarian
Wesleyan University

JOLEE WEST, Director of Academic Computing and Digital Library Projects
Wesleyan University
1:30 p.m. – 2:15 p.m., CONCURRENT SESSIONS

**Where Have All the CIOs Gone: Developing Staff for Leadership Void**
Mandelle Hall, Olmsted Room

Kurt Ashley (Albion) and Rebecca Sandlin (Bowdoin) are currently “Aspiring CIO” graduate students. Along with their college's CIOs, they will share their institutions’ response to nationwide research showing that almost half of college CIOs plan to retire in the next ten years, and there may not be enough qualified and interested candidates in higher education to meet this shortage. An exploration of higher education IT staff development to fill this expected leadership void will be the focus of this session.

**Speakers:**

**Kurt Ashley**, Director of Systems & Networking  
*Albion College*

**Mitch Davis**, Chief Information Officer  
*Bowdoin College*

**Rebecca Sandlin**, Deputy Chief Information Officer  
*Bowdoin College*

**Scott Stephan**, Associate VP for Information Services and Chief Information Officer  
*Albion College*

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**Tech Training and the 21st Century College Campus**
Dewing Hall, Room 103

Albion’s need for advanced technology instruction is driving a retooling of our training program. This presentation will explore the ways Albion College provides effective, cost-efficient technology training with limited resources.

**Speaker:**

**Melinda Kraft**, Director of Instructional Technology  
*Albion College*
2:45 p.m. – 3:30 p.m., CONCURRENT SESSIONS

**What Students and Faculty Want: Insights from the MISO Survey**
Mandelle Hall, Olmsted Room ❺

IT organizations and libraries rely on evidence and analysis to guide their response to rapidly changing needs. The MISO Survey is a quantitative survey designed to measure faculty, students, and staff perception of library and computing services in higher education. Institutions can use the MISO Survey as an effective tool to understand their constituencies and benchmark their results against peer institutions. This presentation offers insights drawn from the MISO Survey data gathered from CLAC institutions. ([www.misosurvey.org](http://www.misosurvey.org))

**Speakers:**

**Laurie Allen**, Coordinator for Research Instruction and Outreach  
Haverford College

**Neal Baker**, Humanities and Languages Librarian  
Earlham College

**Kevin J. T. Creamer**, Director, Center for Teaching, Learning, and Technology  
University of Richmond

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**Mobile Strategy for Ohio Wesleyan University**
Dewing Hall, Room 103 ❼

The expanding use of smart phones and tablets has compelled IT departments to consider new ways of delivering information. Ohio Wesleyan University has launched a mobile initiative that provides a customized application for iOS, Android, and Blackberry devices. In April 2011, OWU partnered with Blackboard to launch a free downloadable solution for supported devices. This session gives an overview of the development and launch of the OWU Mobile application and how it is maintained using Blackboard Mobile Central. There will be a demonstration of the live application and a review of other mobile software solutions.

**Speaker:**

**Brian Rellinger**, Chief Information Officer  
Ohio Wesleyan University
CLAC 2011
Planning Committee
Joisan Decker DeHaan
Greg Diment
Kathryn Lightcap
Don Mack
Stacy Novicki
Andrew Staclauskas
Carolyn Zinn

Thanks to all who contributed to the success of this year’s conference!

Pam Anderson
Marne Angers
Billi Jo Brooks
Leatha Burris
Peter Butts
Russell Cooper
Jeff Dancer
Lisa Darling
Rob Davis
Charles Fulton
Steven Grzegorski
Great Lakes Embroidery
Mary Griswold
Ann Haight
Jason Krauhaar
Josh Lull
Terri Moses
Lisa Murphy
Jaakan Page-Wood
Carol Passage
Robin Rank
Jeannie Sanders
Renata Schenker
Aaron Smith
Liz Smith
Paul Smithson
Sodexo
Margie Stinson
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Alex Teal
Hope Wester
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PLATINUM SPONSORS

The Longsight Group supports open source software for higher education and non-profit institutions. Longsight clients buy support—not licenses—giving them control, reliability, flexibility and cost savings. Longsight hosts and supports carefully selected and innovative community projects including Sakai, Drupal and DSpace. With decades of front-line experience, Longsight understands the business of higher education. (www.longsight.com)

GOLD SPONSORS

Datatel is a provider of innovative technology products, services, and insight to higher education. Colleges, universities, and technical schools across North America partner with Datatel to build Strategic Academic Enterprises dedicated to achieving student success. The company has focused on higher education since 1979. (www.datatel.com)

Perceptive Software enterprise content management (ECM) solutions integrate easily with your college’s existing student information and business applications to fuel campuswide efficiency. With Perceptive Software technology, you can capture, manage and store important content, access precise information when needed, and preserve data integrity throughout its lifecycle.

SPONSORS

Secant Technologies and Cisco understand the importance that technology plays on the college campus. We are proud to be joint sponsors for the annual conference of the Consortium of Liberal Arts Colleges at Kalamazoo College. Secant supports education clients throughout the Midwest providing strategic planning, design, integration and support for IP-based technology solutions. At Kalamazoo College, Secant provided technology design services, bid process management and technology project management for the Upjohn Library Commons and Hicks Center construction projects.

“Incomputers, networking and whatever else comes next” is more than just a tagline for Secant. We have been committed to providing the “right” next thing for our clients for over 26 years. Cisco 21st Century Teaching and Learning solutions increase access to quality education, reach new learners outside the classroom, and prepare students for the future. As a Cisco Premiere Partner, Secant provides Cisco TelePresence, Unified Communications and Mobility solutions to provide a collaborative learning environment which engages students and expands learning opportunities. (www.secantcorp.com) (www.cisco.com)

Innovative Interfaces dedicates its energies to meeting the needs of libraries and the challenges of library automation. The company has fulfilled this mission with first-rate services and products such as the Millennium integrated library system, the INN-Reach direct consortia borrowing solution, Electronic Resource Management, and the Encore discovery services platform. Today, thousands of libraries of all types in over 50 countries rely on Innovative’s products, services, and support. The company is located in Emeryville, California, with offices in Australia, Canada, France, Hong Kong, Korea, Portugal, Spain, Sweden, Taiwan, Thailand, and the United Kingdom. (www.iii.com)

Nolij Corporation is the leading innovator in the document imaging and workflow space. The latest version of Nolij Web enterprise content management solution takes innovation to a whole new level. With its zero footprint Java framework and full support for any operating system and browser, Nolij Web has the features and functionality that colleges and universities demand. Hundreds of colleges and universities world-wide rely on Nolij solutions to improve the capture, input, availability and flow of information within and throughout their enterprise.
Conference Buildings

1. Dewing Hall
   • Banquet Hall
   • Bookstore
2. Dow Science Center
3. Hicks Center
   • Banquet Hall
   • Bookstore
4. Light Fine Arts Building
   • Dalton Theatre
5. Mandelle Hall
   • Olmsted Room
6. Upjohn Library Commons
   • Biggby Coffee
   • Information Services
   • Reading Room
7. Welles Hall
   • Student Dining Hall
   • Stone Room
8. Anderson Athletic Center
9. Arcus Center for Social Justice Leadership
10. Athletic Complex
11. Crissey Residence Hall
12. DeWaters Residence Hall
13. Facilities Management
14. Harmon Residence Hall
15. Hoben Residence Hall
16. Hodge House (President’s residence)
17. Humphrey House
18. Living/Learning Houses
19. Markin Racquet Center
20. Natatorium
21. Nelda K. Balch Playhouse
22. Olds-Upton Science Hall
23. Severn Residence Hall
24. Stetson Chapel
25. Stowe Tennis Stadium
26. Future home of the Arcus Center for Social Justice Leadership
27. Trowbridge Residence Hall
28. Lillian Anderson Arboretum

Kalamazoo College