

**CLAREMONT MCKENNA COLLEGE**  
**INFORMATION TECHNOLOGY**  
**2002 STRATEGIC PLAN TRACKING REPORT**

**Update – Fall 2010**

In May 2009, the Board of Trustees authorized the College to undertake a strategic planning process during the 2009-10 academic year. The goal was to focus on selected topics and issues, such as master planning, financial planning, athletics, and globalization, all of which were emerging priorities across the College. The strategic planning process did not reopen other issues, such as the College's mission and the teacher-scholar model, which were considered well-positioned within the 2002 Strategic Plan. The decision was made not to discuss Information Technology as a specific topic because IT was included among those issues deemed already well-positioned within the 2002 Strategic Plan.

On April 30, 2010, President Gann prepared a memorandum for the Board of Trustees regarding an "Update on 2009-10 Strategic Planning Process." The memorandum was organized based on four topic groups. Group 1 involved key strategic topics: enrollment growth, admission and financial aid, selected topics within Academic Affairs, master planning, and financial planning. Group 2 included other academic planning topics: curriculum planning, selected governance and organizational topics, and research institutes. Group 3 involved Student Affairs and Career Services, including career planning and various co-curricular topics. Finally, Group 4 addressed topics across the college, such as Athletics, Globalization, and sustainability.

The Information Technology Tracking Report prepared in the summer of 2009 already maps out Information Technology Goals – long-term, major targets or end results related to the survival, value and growth of the institution and reflecting specific College recommendations – that are applicable to achieving most of the new objectives in the Memorandum. Accordingly, in this update, I utilize the same format of that report and simply add new Information Technology Initiatives – the particular actions or means that will make it possible to achieve the goals – only where necessary so that Information Technology aligns with the new College goals discussed in the April 30, 2010 Memorandum.

**GROUP 1: KEY STRATEGIC TOPICS**

**Enrollment Growth in Claremont**

In October 2009, the Board of Trustees approved a modest increase in undergraduate enrollment from 1,130 FTE to 1,150 FTE beginning in 2010-11 through a planned increase in the level of off-campus housing. The proposed master plan indicates that the next major phase of residential growth would occur through either a new student apartment complex, or through the addition of two new residence halls on the site of Pritzlaff Field. With respect to graduate enrollment levels, the College planned to incorporate this analysis as part of strategic financial planning analysis during summer 2010.

*New IT Initiative: 2.3.5. Provide leadership on planning for information technology in new residential capital projects for the next major phase of residential growth approved by the Trustees in October 2009.*

**Admission and Financial Aid**

The Admission and Financial Aid Office was charged with evaluating and assessing the current and projected marketplace for students, including developing recommendations regarding the optimal allocation of the College's financial aid resources and recommendations regarding the marketing of CMC to prospective students

and families. Among the objectives critical to Information Technology, the review noted specifically “the need to continue to invest in, and even increase, the resources devoted to CMC’s presence on the web.”

Information Technology support for Admission and Financial Aid are already mentioned in strategic initiatives 1.9.5., 2.4.3. and 2.4.11. While this point in the Memorandum does not require the addition of new IT initiatives, we concur with the Memorandum that the College needs to make appropriate plans to invest in web resources.

### **Academic Affairs – Selected Topics**

The Academic Affairs Committee reviewed the Department of Psychology’s external review materials and facilities needs in July 2009. Among the objectives most critical to Information Technology, the review noted specifically plans for a future psychology building, Joint Science modular buildings and JS Building #2.

*New IT Initiative: 2.3.6. Provide leadership on planning for information technology in new academic capital projects, including a future psychology building; JS modular units; and JS Building #2.*

The Board voted to approve several academic revenue initiatives, including operating a “pilot” summer program in 2010 and implementing a new policy to allow for a reasonable number (e.g., 5-10) visiting students to enroll at CMC.

*1.10. Recommendation: Work to support new Summer School programs and other academic revenue initiatives.*

*1.10.1. ITS worked with Public Affairs to build a new website presence for the summer program.*

*1.10.2. ITS rescheduled classroom upgrades to accommodate classes.*

*1.10.3. ITS made changes in the Jenzabar student information system to accommodate the new summer program.*

*1.10.4. ITS created a residential support program for summer students (lab support, Resnet, RTA).*

### **Financial Planning**

The Memorandum noted the objective to develop a sustainable financial planning framework to provide for the financial equilibrium of the College. Of particular note to Information Technology was the recognition of the need to develop a longer-term, strategic financial planning discussion that addresses such issues as Capital Planning, including appropriate funding for renewal and replacement of facilities and funding for new or expanded facilities.

*ITS reaffirms the following:*

*2.5. Recommendation: Assist College Financial Planning for a comprehensive analysis of the transfer rate for renewal and replacement reserves by providing input regarding actual projected capital replacement requirements adequate for Information Technology capital and networking infrastructure to be incorporated into the master planning process.*

## **GROUP 2: OTHER ACADEMIC PLANNING TOPICS**

### **Curricular Planning**

As part of the strategic planning process and in consultation with the faculty, the Dean of the Faculty identified several curricular items for review in 2009-10, including the consideration of the WRITE program (writing and exposition, research, information technology), and measuring student learning outcomes. The Memorandum specifically notes, too, the need for more attention to the WASC reaccreditation process.

ITS is challenged in this area because of the downsizing in Instructional Technology. Funding in the area of instruction, learning, and research now supports just one instructional technologist, whereas our 2002 Strategic Plan recognized the goal of hiring more staffing in this area.

*ITS reaffirms the following:*

*1.1. Recommendation: Recognize the importance of information technology and academic computing in our curriculum; work to achieve and support student “fluency” in information technology so that we succeed in educating students to be effective consumers and producers of information.*

*ITS reaffirms the following:*

*1.3. Recommendation: Hire educational technologists (preferably one in science a second in humanities and a third in social science) to work with faculty members to create improved course content and support enhanced student educational experiences.*

We add:

*1.1.6. Assist the College in evaluating possible options to support a potential WRITE program or alternative and new programs within the Writing Center.*

We add:

*1.5. Recommendation: Assist the College in its assessment efforts of student learning and the WASC accreditation process by means of appropriate information technology.*

*1.5.1. Support accreditation software Xitracis to assist in report management.*

*1.5.2. Provide survey support to the WASC Committee to assess student fluency in Information technology, including, potentially, electronic portfolios.*

In September 2010, the College determined that it may be advisable to transition the Information Technology Advisory Board Networking Trip to Silicon Valley into a semester program in a similar model as that of our Washington, D.C. Semester Program. The pertinent recommendation in the Strategic Plan Tracking Report is Recommendation 5.7.: *Work to raise restricted funds and endowments to secure the ongoing information technology needs and career enhancements for our students.*

We add:

*5.7.3. With Off-Campus Studies and the Dean of the Faculty office, participate in planning for a Silicon Valley Semester Program building off the success of the ITAB Silicon Valley Networking Trip.*

### **GROUP 3: STUDENT AFFAIRS AND CAREER SERVICES**

This segment of the Memorandum concerns the development and maintenance of a comparative advantage in the area of career services, including graduate and professional school advising and placement, is a key priority for CMC.

*ITS reaffirms the following:*

*4.4. Recommendation: Assist the College in enhancing career services by implementation of quality information technology.*

### **GROUP 4: TOPICS ACROSS THE COLLEGE**

#### **Globalization**

The 2002 Strategic Plan identified globalization as one of the most important “external” factors that would shape both the future of CMC as well as the lives and experiences of our students. The 2002 Plan noted that everything from communications, financial investments, and commerce to politics, science, and technology must now be viewed from international as well as domestic perspectives, and that CMC needed to ensure that its students receive the knowledge and skills they will need to excel in an increasingly global environment.

As more specific information becomes available, ITS will work to align its strategic planning in accord with the College’s new directions.

#### **Sustainability**

Sustainability is an important issue that has emerged since the 2002 Strategic Plan, and accordingly this was identified as a major, institution-wide topic during the 2009-10 strategic planning process. The Buildings and Grounds Committee reviewed the draft plan in March 2010, and the College is in the process of finalizing the plan based on feedback from the Committee.

ITS has already worked to align itself with this goal. We note the following:

- We have researched and implemented ways to strengthen communication to support air travel reduction and thereby reduce greenhouse gas emissions related to travel by teleconferencing and web conferencing, including offering branded WebEx accounts for online meetings.
- Voice over IP (VoIP) in all new construction reduces the telephony wiring infrastructure by sharing the existing Ethernet copper.
- ITS works with a recycler for retired equipment to ensure that harmful materials such as lead, mercury, and hexavalent chromium out of landfills.
- ITS is working with Facilities to implement building operating systems that will help reduce electrical consumption.
- Our virtualization projects allow our system administrators to combine several physical systems into virtual machines on one single, powerful system, thereby unplugging the original hardware and reducing power and cooling consumption.
- ITS has worked with the Development Department to implement PaperSave, which has helped eliminate the need for multiple paper copies.

Given the pervasiveness of information technology initiatives needed to support sustainability, we have organized these into a new strategic planning goal, specific College recommendations, and correlative ITS initiatives. We expect to expand this segment as we learn more through our ongoing cooperation with the implementation team of CMC's Climate Action Plan.

**Strategic Information Technology Goal #6. IT Alignment with College Sustainability Efforts** – Intentionally integrate sustainability in the culture of Information Technology Services and improve the “greening” of the College by IT resources

6.1. Recommendation: Support the College's conservation of energy.

6.1.1. Support teleconferencing and web conferencing to help reduce air travel and thereby reduce greenhouse gas emissions related to travel.

6.1.2. Implement building operating systems that will help monitor reduce electrical consumption.

6.1.3. Continue virtualization efforts to reduce energy costs.

6.2. Recommendation: Support the College's reduction of consumption.

6.2.1. Implement and support Voice over IP (VoIP) in all new construction thereby reducing the telephony wiring infrastructure by sharing the existing Ethernet copper.

6.2.2. Work with departments to reduce the need for paper and other consumables.

6.3. Recommendation: Consciously practice green management practices to limit adverse environmental effects.

6.3.1. Work with a recycler to retire equipment to ensure that harmful materials such as lead, mercury, and hexavalent chromium out of landfills and to help replace equipment that otherwise would need to be manufactured, saving further energy and emissions.

6.3.2. Practice environmentally preferable purchasing to have a lesser or reduced effect on human health and the environment when compared with competing goods or services that serve the same purpose.