IN THIS ISSUE: SPRING, 1988

INTERCOM..........................1
FROM THE EDITOR....................1
TECHNIQUES..........................1
ORGANIZATIONS.......................2
RMAIR AT PHOENIX....................2
FOCUS ON............................2
PLAN YOUR NETWORK..................3
I NEED HELP..........................3
I HAVE AN IDEA.......................3
NEWS FROM THE STATES..............3

RMAIR 1987-88 OFFICERS
President-- Rich Jacobs
Director, Inst. Research
Utah State University UMC 1435
Logan, UT 84322 (801-750-1168)

Vice President-- Sarah Lindquist
Sr. Mgmt. Research Analyst
Arizona State University
Univ. Office of Inst. Analysis
Tempe, AZ 85287 (602-965-1565)

Secretary-- Bruce Higley
Director, Inst. Studies
Brigham Young University B-373
Provo, UT 84062 (801-378-6661)

PANORAMA 1988
Coordinator-- Mark Meredith
Director, Mgmt. Info. Exch. &
Analysis
Univ. of Colorado at Boulder CB 15
Boulder, CO 80309 (303-492-8632)

Editor-- Larry Hunter
Director, Mgmt. Information Services
University of Idaho
Moscow, ID 83843 (208-885-7994)

Publisher-- Rich Jacobs
Utah State University

INTERCOM - A message from the
President

Greetings to each of you nestled in
your own "little" institution some-
where in the Rocky Mountain region.

This is the second issue of PANORAMA, and we hope that it
finds you well and happy, doing many
marvelous things through your institu-
tional research efforts.

We are happy to inform you that the
recent amendment to the bylaws--in-
itiating an annual membership fee
($10.) and changing the membership
criteria--passed almost unanimously.
This fee will become effective as of the
September '88 Conference in Aspen,
and will give RMAIR some funds to
operate PANORAMA and provide
some flexibility for the annual Con-
ference.

I am very appreciative of the efforts
of each contributor who helps put
PANORAMA together quarterly. We
have received some excellent com-
ments on the first issue, and are plan-
ning some even better things in sub-
sequent issues.

As indicated in the first issue, sub-
scriptions are needed to operate
PANORAMA--$5 for the three 1988
issues. A number of RMAIR mem-
bers have already sent in their sub-
scription, but many others have yet to
do so. Consequently, we are sending
this second issue to all RMAIR mem-
bers to encourage more to subscribe.
SEND IN YOUR SUBSCRIPTION
TODAY (immediately) and help sup-
port the cause for this year. !*

Best wishes for a successful year.

---------Rich Jacobs

FROM THE EDITOR

The second issue of PANORAMA is
now history. All involved are hoping
readers will call or write, or make the
effort at Phoenix or Aspen, to give us
your advice on how it can best be made
useful and interesting to you.

A somewhat unexpected spin-off of
the newsletter effort has been that the
question of the exact boundaries of the
RMAIR region is being more explicit-
ly raised than was the case before. In
the more informal atmosphere of
years gone by, people from Tucson to
Saskatoon to Arkansas have always
felt free to attend the fall meeting as
they wished, provided they knew when
or where it was scheduled.

Now individuals are being asked to
take a recurring responsibility to
report, contribute, and pay dues or
subscriptions. Time and money are
scarce, so some people may feel they
must limit the number of professional
associations in which they are actively
involved. Some have faced this before
when choosing between state, regional,
and national activities. Others are on the
boundary between regional groups and
would like to partici-

tipate in some of the activities of
both regions.

Whatever the problems, we feel that
there will always be sufficient interest
to support certain activities and the
sharing of information related to in-
titutional research among those
professionals in the provinces and
states along or near the Rocky Moun-
tains. We hope people will always feel
as free as before to choose those ac-
tivities that are most valuable to them,
whatever region or group is the spon-
or. At the same time we must all find
new ways to give something to the profes-
sion for the good of all.

---------Larry Hunter

TECHNIQUES......

KEY STEPS IN LINKING YOUR
FACULTY PRODUCTIVITY
MODEL WITH PLANNING AND
BUDGETING.

The use of computer/microcom-
puter technology to support faculty
load, reallocation, and funding
decisions and to link them with your
planning and budgeting process can
be enhanced by following certain
steps. Since faculty salaries and
benefits account for the major portion of most institutional operating budgets, redirecting of faculty resources into new uses is essential to maintain and enhance educational quality in the face of tight funding. So, let the technology help you! These steps require peer-institution based faculty productivity and average salary data, preferably by discipline and instructional level. They also require an enrollment forecasting model, by discipline and level, with an average student-load based capability to project student-credit-hours.

1. Toward the end of each year, examine departmental faculty FTE, salaries, and student-credit-hour productivity.

2. Project your enrollments for next year, incorporating assumptions about mix by level and discipline, consistent with your planning goals and objectives and with student demand trends, including appropriate assumptions about average student load. If funding and load differs between academic year and summer session, split the data into separate packages. If required, subtract restricted funds (contract/grant)student-credit-hours.

3. Project your faculty FTE based upon your productivity formula(s). Test any productivity "equity" concerns that might exist (comparing formula to actual load) by varying the productivity values. Test these against different enrollment scenarios developed in Step 2. Examine aggregate (total campus) as well as by-discipline productivity ratios.

4. Apply your average faculty salary data, as projected for next year, to the scenarios of projected faculty FTE by discipline and level or in whatever aggregation suits your institution.

5. Determine the enrollment and faculty resource pattern which best fits your environmental opportunities, institutional planning goals and objectives, and funding realities. If your situation includes flexibility in setting tuition, build in this capability.

---Geoffrey D’Atri

ORGANIZATIONS

AAPICU

The American Association of Presidents of Independent Colleges and Universities (AAPICU), currently headquartered on the Brigham Young University campus, provides an opportunity for presidents to exchange views, compare experiences, examine common problems, and take action on matters of special concern. This group is committed to the value of diversity among colleges and universities and works to maintain the independence necessary for private institutions to pursue their distinctive educational goals. Membership is open to chief executive officers of any private college or university with regional accreditation. Regular activities include an annual conference and ongoing action to convince Congress and administrative agencies of the merits of phrasing new tax and regulatory enactments in ways which further the interests of independent higher education. AAPICU brings together college and university presidents on institutional matters, dealing with real issues in concrete ways, and provides a setting to share insights gained from working with common challenges and responsibilities. For further information, contact Executive Director Ronald G. Hyde, C-366 ASB, Provo, Utah 84602.

RMAIR PARTICIPANTS IN PHOENIX AIR FORUM!

A number of RMAIR names appear in the PHOENIX AIR FORUM program. Here, for your information, is a quick summary. WORKSHOPS: Meredith, Yancey. DEMO: Day and Edamatsu; PRACTICUM: Brinkman; PANELS: Caldwell, Edamatsu, Ewell, Mingle, Yancey; CONTRIBUTED PAPERS: Gosman, Meredith; CONVENERS: Chambers, Jacobs, Meredith, Witschner; FACILITATORS: Armijo, A. Clark, Coburn, Endo, Hart, Hunter, Tetlow, Yancey. RMAIR looks well represented!

FOCUS ON......

BENEFITTING FROM RESOURCE REALLOCATION

The process of resource reallocation takes many different forms among institutions. While there appears to be no basis for asserting that there is one "best way" to reallocate in terms of techniques, organization, and procedures there are, however, several recommended guidelines that can be followed to optimize the process and the results.

(1) OBTAIN INSTITUTION-WIDE SUPPORT OF THE PROCESS/METHOD.

Develop and present the process/method with participation and consensus from all key units. This will help promote clarity of assumptions, methods, and rationales for each part of the process. Widespread support will help minimize a possible split of units into "winners and losers" camps after reallocation occurs, and foster an institution-wide "all winners" attitude.

(2) LINK YOUR RESOURCE REALLOCATION PROCESS/METHOD INTO YOUR STRATEGIC PLANNING.

This link will produce a more focused view of which programs/departments are strong or weak, related to institutional mission and purpose, and which should be strengthened or scaled back, related to environmental demands, opportunities and threats.

(3) BALANCE YOUR PROCESS/METHOD WITH QUANTITATIVE AND QUALITATIVE MEASURES.

A quantitative, statistical method (i.e., faculty/staff load, supply and expense model, formula) is helpful and must have a clear, sound basis for underlying numbers and their application. More important, however, is development and use of QUALITATIVE factors that address the role, values, function, and direction of each

AIR ANNUAL FORUM -- PHOENIX, ARIZONA -- MAY 15-18, 1988

2
unit. The qualitative side should include planning and vision of what is to be. Attempting to ride strictly on the merits of a quantitative model will not succeed because it can only deal with a very limited part of the whole enterprise.

(4) INCORPORATE THESE GUIDELINES INTO YOUR EXAMINATION OF HOW OTHER INSTITUTIONS CONDUCT REALLOCATION, as well as into your own process.

--------Virginia Feagler

PLANNING AND IMPLEMENTING YOUR NETWORK AND TELECOMMUNICATIONS.

One of today's key concerns among AIR members is planning and implementing an institutional networking and telecommunications system. Those experienced in this process offer the following suggestions for planning and implementing.

1. ANTICIPATE INCREASED COSTS.
Recent experience shows that increased use of telecommunications in office automation applications among colleges and universities is accompanied by increased expenditures and budgets.

2. IDENTIFY YOUR OBJECTIVES.
Typical objectives of implementing telecommunication systems are to: establish workstation access to internal and external systems and individuals—including linking faculty, students, and administrators; process, store, retrieve written, spoken, and drawn information; conduct institutional management, instruction, research, and public service activity; and manage the network to operate at reasonable cost and speed. You may have other more specific objectives.

3. SEE THE HISTORICAL PERSPECTIVE.
Looking at the historical evolution of telecommunications in an institution—
al environment, common characteristics of today's telecommunications system appear to be complexity and lack of real standardization.

4. INCLUDE SUCCESS ELEMENTS IN YOUR PLANNING AND IMPLEMENTATION.
The following success elements should help optimize your telecommunications planning and implementation efforts: plan, plan, plan; involve executive officers; define your requirements thoroughly; carefully attend to RFPs, bids, and contracts; install, test, validate, and audit; emphasize user training; establish a good management/organization structure with central executive responsibility; and have a good crystal ball.

5. LOOK AT OTHER CONCERNS.
Other issues to include in your planning and implementing are: differences for higher education versus private industry; consideration of a national E-Mail system, such as BITNET; and investigation of telecommunications and networking planning and implementation—including procedures, problems, solutions, and results--at other institutions.
-- Jane Ryland, CAUSE President
(Highlights from a panel presentation/discussion at the AIR Forum.)

I NEED HELP!

(If you have a specific need which PANORAMA readers might be able to help you with, send a brief description to the Editor, so it can appear in this column.)

Do you have, or know someone who has, an inexpensive program that allows entry and retrieval--on a "keyword" basis--of a variety of information that you can not otherwise easily find? Things like IR files, professional papers, factbook data, and odds 'n ends. Such a retrieval system might work along the lines of the ERIC system with its descriptor terms that can be searched. If you have information or leads on this, send it to Editor Larry Hunter!

I HAVE AN IDEA!

If you have an idea that you have translated into action--such as a better way to accomplish certain tasks, or a software shortcut, or a timesaver, or whatever--let us know. Send your working ideas to Editor Larry Hunter, and share them with RMAIR members.

NEWS FROM STATES AND PROVINCES

ARIZONA.....Reported by Art Ashton

Arizona Education Telecommunications Cooperative (AETC) being formed. A paper on a proposed Arizona Education Telecommunications Cooperative has been drafted and is in the process of being adopted by the Department of Education, the State Board of Directors for Community Colleges, and the Arizona Board of Regents. In addition, consideration is being given to joining a proposed WICHE Regional Telecommunications Cooperative. This is an effort to establish a structure to coordinate, facilitate, and enable joint efforts in telecommunications. Draft reports on the need for telecommunications (voice, data, video), a survey of current software and hardware, and a series of recommendations has been submitted by independent consultants.

Budget Study Report. The Board of Regents approved the Budget Study Report as recommended by the Strategic Planning Committee. Initiated in 1986 by the Board of Regents, in cooperation with the State Legislature, purposes of this study of state-funded operating budgets of the universities were to: resolve questions of congruence between the level of funding for a university and its size and academic mission; assure that students at all of Arizona's public universities have access to high quality programs; and identify deficiencies that may have arisen because of inade-
quate funding for enrollment growth. The study focused primarily on instruction and student services, but also reviewed budgets for organized research, public service, academic support, and institutional analysis.

**Phoenix Cardinals.** The Cardinals have moved to Phoenix. (Editor’s note: That is the football Cardinals, not the real Cardinals.)

---

**COLORADO...** Reported by Mark Meredith (MEREDITH@COLORADO)

CAPIR (Colorado Association of Planners Institutional Researchers) will hold its spring meeting in May (Denver). Contact Sandy Johnson, 492-6294, UC System, for information.

Tim Griffin, IR Director at Community College of Denver, reports that CCD is participating in a 5-year facilities master plan for the Auraria Campus, along with UC Denver and Metropolitan State College. CCD is in the planning stage, with MSC, of BRIDGE—an early support program to help transition graduating high school seniors into college.

Kathy Chandler-Henry, Planning Research Coordinator at Colorado Mountain College, reports that the hiring of two new executive deans—Dr. Bob R. Evans, Educational Services, and Dr. Bob Spuhler, Student Services.

Denise Sokol, in charge of Planning and Institutional Research at UC Denver, reports the addition of Institutional Analyst Terry Bittner to the staff.

Mavis O’Connor, Budget and Planning at Colorado State University, reports that their vacant IR Director position is now being advertised. The position will report to the Provost.

John Witts truck, SHEEO, reports projects in progress include a major cost containment initiative comprised of data gathering on tuition rate-setting policies and levels of incremental state support; factors which impact cost and price; and tuition trends. Other projects involve institutional default rates as a possible review in-

dicator, and Ford Foundation grants to states to implement SHEEO recommendations on minority student participation. John reminds us that the CESIPEDS Advisory Committee has made recommendations to CES regarding 90-91 data collection, and CES will present their “package” to OMB for approval this summer.

Bob Shirley, President of the U. of Southern Colorado, reports that as a result of planning, they have added 2 new masters programs (Systems Engineering and Applied and Natural Science); installed a new public TV station; are assembling a financing package for a new sports complex; continue to reallocate resources to priority programs; and plan to develop adjacent land for a golf course surrounded by residential area.

Carole Johnson, Associate Vice President for Planning, Research, and Evaluation at the State Board for Community Colleges’ Occupational Education (SBCCOE) reports that new Coordinator of IR and Evaluation, Dr. Gregg Smith, has been hired. Current PER activities include follow up studies on program completers; validating tests of math and science competency; and accountability.

At UC Boulder, former Director of Planning Rich Harper has taken a new position as Director of Federal Relations with the UC System Office. National searches will be getting underway soon for the Chancellor and Vice Chancellor positions—to be filled by September, 1989.

---

**IDAHO...** Reported by Ron Hagerman and John Grahl

Spring enrollment for the state higher education system is 26,103, up 5.2% from last year. Ricks College enrollment is 6,944.

The state has changed its higher education funding formula from enrollment-driven to a modified base-plus plan. A proposed fee increase for state schools was shelved. A plan is in the works to expand the state telecommunications network to include satellite transmitting and receiving. At present, 4 year schools are connected by microwave centered on Boise.

At Ricks College, Institutional Research is involved in a comprehensive self-study in preparation for their first full-scale accreditation team visit in almost 10 years.

The College of Idaho (Caldwell) has hired Carol Kriz as their first Director of Enrollment Services. Ms. Kriz has national-level experience in this capacity, and will direct a more market-oriented admissions program.

The state legislature adjourned after an unusually long session, with higher education General Account funding set at $105.9 million, providing for M.C.O. but not much else. The legislature left some of its appropriation unfunded, apparently counting on our brisk economy to create new revenues. **Buy spuds, PLEASE!** The legislature also passed a bill petioning the governor to examine the state’s higher education structure and governance with the goal of making it “more efficient and responsive to the needs of all Idahoans.”

---

**MONTANA.....** Reported by Jim Olomon

UM enrollment applications are up 40% over the same date last year. Entering freshman are up 46% over the same date last year.

UM has purchased an integrated student-records system from Systems and Computer Technology (SCT). The system includes software packages for Student Records, Admissions, Financial Aid, Accounts Receivable and operates in the ORACLE database environment.

As of March 15, EMC enrollment applications for Fall quarter, 1988, are running ahead of 1987 figures. The Master of Education, Educational Computing Option, was implemented Winter Quarter, 1988 at EMC—a program designed to provide state-of-the-art education for teachers and others in the analyses, adaptation, evaluation, and use of microcomputers and software as institutional and curriculum-building tools. Start-
ing Fall, 1988, EMC in cooperation with UM will offer an MBA program in Billings. The degree may be completed in three years through televised coursework as well as traditional classroom instruction.

NMC admissions applications for Fall term 1988 are up significantly over this time one year ago. NMC has implemented a strategic planning process covering the next 2-3 years.

During the last legislative session the Montana Legislature placed the Voc-\textit{tech} schools under the Montana University System Board of Regents. Previously, they had been under control of local high school districts. Reporting alternatives being considered for individual vo-tech schools are: 1) President of the nearest (in most cases) Montana University System institution, 2) all to a single President of a Montana University System institution, or 3) some other combination/permission (limited only to your imagination).

The Montana University System Board of Regents will vote at their May meeting on proposed new Admissions requirements for the University System effective Fall, 1990. Entering full-time Freshmen under 21 enrolling at UM, MSU and Montana College of Mineral Science and Technology (Montana Tech) would be required to meet one of the following: a high school GPA of 2.5, ACT of 20, or placement in the upper third of their graduating class. Other units of the System would require a 2.00 GPA, ACT score of 18, or placement in the upper half of their graduating class. Requirements would be placed on non-resident entering freshmen. All students would be required to have completed a college-prep curriculum consisting of 3 years math, 4 years English, 3 years social studies, 2 years laboratory sciences, 1 year visual or performing arts and 2 years foreign language.

University of Montana, Montana State University, Eastern Montana College, and Northern Montana College will convert to the Early Semester Calendar beginning Autumn 1992---a change mandated by the Montana University System Board of Regents.

---

NEVADA...Reported by Janice Brown

A "Good Neighbor" policy developed at UNR has been adopted by the Nevada system. Effective Fall 1988, people from specified neighboring states' counties adjacent to the state border will be able to attend UNR, UNLV or any of the four community colleges at a non-resident tuition rate of $200 per semester. Normal non-resident tuition is $1100 per semester for 7 or more credits.

In April UNR will open a branch campus in Tokyo under Japanese sponsorship, offering 2-year certificate programs emphasizing English language skills and office management. A cooperative faculty/student exchange program has been established between UNR and Kyunghee University in the Republic of Korea.

UNR's annualized headcount for the 87-88 academic year reached 10,332, highest in the history of the campus.

UNLV now has a new College of Engineering, added PhD programs in English and Sociology, and has a new residence hall complex under construction which is to open in August 1988 and house up to 406 students.

The UNLV Spring 1988 headcount is up 9% and FTE up 12%. The headcount increase is mainly in Arts, Letters, Science, Mathematics, Engineering, and Business Economics.

---

NEW MEXICO...reported by Dick Cady (TFIELD@UNMB)

In its 1988 session, the New Mexico legislature and Governor:
- directed development of a new funding formula and appropriated $50,000 for it.
- vetoed appropriation of additional funds for remedial education in the two-year sector, caused by getting four-year institutions out of remedial education. The Governor also vetoed a $6 million appropriation for a new library at New Mexico Tech. This veto strengthens the position of the Commission on Higher Education which recommended no funding for the project.

The New Mexico Commission on Higher Education is preparing a new comprehensive plan for postsecondary education. A draft "contextual analysis" has been circulated and criticized. Extensive public hearings have been held with wide participation by institutions, interest groups, and government entities. The timetable calls for completion in Fall, 1988, in time for the legislative session.

In other news, Southwest SCUP held a conference in Albuquerque, March 23-25. Seventy-one persons registered with heavy representation from Texas and New Mexico. The general theme was accountability. University of Houston, Downtown, and University of New Mexico were sponsors.

At the University of New Mexico a draft of a new strategic plan is about to be circulated for comment.

A public-interest group---New Mexico First---will hold a town hall on state postsecondary education during Fall, 1988, to review an issue-oriented, forward-looking report.

---

SASKATCHEWAN...report by Jack Billinton (BILLINTON@SASK)

Faculty at the University of Saskatchewan have been on strike for nearly two weeks. After two separate study sessions, the faculty voted 424 to 412 in favor of a strike, the first full one in the University's history, and coming in the last two weeks of term, just before final exams. Both sides are meeting with a conciliator.
The University of Regina’s enrollment shows a 5% increase for full-time students and a 2.3% decrease for part-time students. Registrar Nowell Stables suggests that much of the increase is in the number of credit hours taught, up 3.6% overall.

The Government of Saskatchewan tabled next year’s budget in the Legislature. With only general details released, U. of Saskatchewan President Leo Kristjanson indicates that the amount allocated to the University falls far short of needs.

UTAH..... Reported by Gary Oyler

USU just celebrated it’s 100th birthday on March 8. There were many celebrations and memorable activities. Rich attended all of them. USU initiated a Strategic Planning project. Phase I will be to identify the process and make committee assignments.

The State Board of Regents was considering a recommendation to convert all state colleges and universities to the early semester calendar by 1989. Discussion has been delayed until more substantial evidence of academic and financial benefits become available.

With 3,000 new students expected to seek access to higher education next fall, budgets will be lean. The 88-89 Utah State Appropriation for higher education will cover most basics, but faculty and staff are not celebrating.

With no new salary dollars provided, 2 out of the last 3 years have left employees without salary increases. The other year resulted in a 9% base budget cut to allow institutions to reallocate funds and give a 2.9% salary increase. Utah is hoping for a more encouraging economic future.

Dr. Leonard Romney has joined the University of Utah administration team as the Assistant Vice President for Administrative Services. Leonard was formerly an Associate Commissioner at the Utah State Board of Regents. Some of you may remember Leonard from NCHEM’s --- back in the good old days.

Utah Valley Community College has selected semi-finalists who were nominated for the presidential post, with selection slated at the April 22 Regents meeting.

WYOMING.....Reported by Roger Howey

The Wyoming Community College Commission, authorized by the Wyoming Legislature to determine funding allocations among the seven community colleges, is moving closer to a formula funding approach for the 89-90 fiscal years. The attempt is to equalize expenditures among colleges based on FTEs. A majority of presidents feel that immediate transition to formula funding as proposed is too drastic and could cause severe cuts (up to 20%) for some colleges.

The University of Wyoming is determining how it will handle cuts of $5-6 million in its budget for next year. The Legislature provided, however, salary increase monies to keep the University competitive in attracting and retaining faculty.

Western Wyoming College and Sheridan College are both in the process of selecting new presidents, slated to be on board by July 1.

Sheridan College is working cooperatively with the three school districts in its service area to provide a Remedial and Enrichment Summer School---to spark the interest of high school students who need drive or preparation to go to college.

The Computer Advisory Committee at Laramie County Community College is striving to provide all faculty members with access to computers. Northwest Community College has started a grant program through its foundation to encourage faculty members to purchase their own computers and 73% took part. Both colleges are working vigorously to help students develop English, math, science, artistic and other potentials through computer technology.

Institutional Research
UMC 1410
Utah State University
Logan, UT 84322

Higley, H. Bruce
Dir, Institutional Studies
Brigham Young University
B-373 AB
Provo, UT 84602