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INTERCOM - A message from the President

I hope all of you are planning to join us in Aspen. Mark Meredith has an excellent program planned.

If you haven't sent your five dollars for the initial subscription to PANORAMA, please do so right away so you won't miss a single issue.

RMAIR was well represented at the recent Forum in Phoenix in May. Especially your President Elect, Sarah Lindquist and the Arizona members were instrumental in making the conference a great success. A number of from other states got a chance to pitch in behind the registration desk and other necessary jobs that a conference work. Hip, hip, hooray!

FROM THE EDITOR

We had two responses to our "I NEED HELP" column in the spring issue of the PANORAMA. Meredith Whitely (ISPMAW @ ASUIC) identified PRO-TEM's Notebook Version 2.3 as an inexpensive solution to the problem of keeping track of office files, monographs, journals and books on a keyword system. She uses the ERIC thesaurus for a standardized list of keywords.

John Muffo suggests using HEMS developed by Kathy Bissonnette (VM4320 @ WVNVM) and Jeff Dutton (ISTIPM @ UBVMSA). He uses it and finds it flexible enough to enter your own data as well.

If you would like to request assistance on a particular problem through PANORAMA please let us know.

See you at RMAIR in Aspen!

RMAIR/SCUP IN ASPEN!

The annual joint RMAIR/SCUP Fall Conference is scheduled in panoramic Aspen, Colorado, for September 21-23. Program materials and lodging/local arrangements information will be distributed in latter July. If you did not respond to the recent "call"

for attending and participating in the conference, and would like to receive this information, please contact Mark Meredith.

TECHNIQUES....

COST EFFECTIVE MEANS TO GATHER DEMOGRAPHIC AND FORECAST DATA.

Phyllis Edamasu, of South Mountain Community College in Phoenix, appeared as a panelist at the Phoenix AIR Forum. The panel, entitled "Cost Effective Means to Gather Demographic Data and Forecasts for the Social and Economic Future," was moderated by Loretta Seppanen, Washington State Board for Community College Education. Experience-based, cost effective means of gathering such data--as discussed by the panel--included: article/document issues scanning; age and educational census data; "central" statistics; and multiple-source, service area data.

Cathy Werner and Lowell Lueck of Western Illinois University described an environmental scanning process to identify short and long-term issues and committees which produce abstracts from articles and other documents pertaining to these issues. Published by the Institutional Research and Planning Office, these summaries include notes regarding implications of the trends for their University.

Age and Educational Census Data.
Glenn Forrester, British Columbia Research Council, discussed utilization of census data on age and educational attainment to establish levels of need for adult continuing education. Data were plotted on regional maps.

Central Statistics.
Thaly Nilsson, University of Uppsala, outlined the variety of statistics available for
educational planning in Sweden from one centralized source—Statistics for Sweden.

**Multiple-Source Service Area Data.** Edamatsu reported on a joint effort with the Phoenix Planning Department to analyze enrollment as related to demographic change in the SMCC college’s service area, now characterized by high percentages of black and Hispanic residents and low average household incomes. Accessibility of data and information from state, regional, and local agencies, including data in Lotus and dBase files, and problems in analysis caused by rapid growth, census tract splitting, and inconsistent boundary definitions were discussed.

**Forthcoming Data.** Seppanen noted that information will be collected on educational attainment, including Associate degrees, by the 1990 Census.

...Phyllis Edamatsu

**JOIN RMAIR for '88-'89... (and continue to receive PANORAMA)!**

This is the last '87-'88 issue. But, wait! Commencing with the annual Fall, 1988, Conference (in Aspen), you will have the opportunity to be a dues-paid RMAIR member. (A bargain at only $10 per year.) This membership fee will be included in the Conference registration. Those not attending the Conference will be able to simply pay the membership dues separately. In addition to the valued networking and collegial interaction among RMAIR members in our 8 states and 2 provinces, you will receive PANORAMA quarterly (said by some to be the best of the AIR regional newsletters).

**CAUSE...OFFERS ADMINISTRATIVE COMPUTING SEMINAR.**

CAUSE, a non-profit professional association for computing and information technology in higher education, has scheduled a seminar on "The Cutting Edge of Administrative Computing," July 28-29, at the California State University, Long Beach. The seminar will bring together several professionals in higher education information technology management from institutions nationally known for leadership in the field. Three formal sessions will focus on the theme, and small group discussions will allow participant-speaker interaction.

Speakers include Robert C. Heterick, Jr., Vice President for Information Systems at Virginia Tech, who will offer projections about the technological future of higher education institutions; Ronald D. Bleed, Director of Management Systems and Computer Services for the Maricopa Community Colleges, who will relate experiences of his district (third largest in the U.S.) in positioning itself for the future through a network linking seven colleges and two centers, a decision support system, and district-wide electronic communication among faculty, staff, and administration; and Cedric S. Bennett, Director of Stanford University's Applications Support Center, who will cover implementation issues, including strategies for funding, support, and delivery of services to administrators throughout an institution to assure that the technology serves the institution rather than the reverse.

For further information, contact: CAUSE, 737 Twenty-Ninth St., Boulder, CO 80303. (Phone: 303-449-4439) (DAVIS@COLORADO).

**RMAIR/SCUP READING SURVEY.**

What books and articles are you reading, or have you recently read, on planning, institutional research, budgeting, facilities, higher education, and related topics?? Please jot down your list of up to three books and three articles that you have found useful and/or significant...and send your list to Mark Meredith. Please take a few moments and contribute to this survey. You will receive the results.

**SCUP NEWS.**

SCUP 23—the 1988 Annual Conference—is taking place July 31 to August 3 in Toronto at the Sheraton Centre Hotel. Newly elected officers from the Rocky Mountain area include Rich Harpel, Secretary, and Mark Meredith, Mountain Regional Representative. Members of the Mountain Regional Council to the present are Dan Paulien, Membership Coordinator, Bill Deno, Communications, and Geoff D’Attri, Program Coordinator.

**FOCUS ON...**

**THE EFFECTIVENESS OF STRATEGIC PLANNING IN ATTRACTION RESOURCES.**

A study entitled "After Six Years, Does Strategic Planning Make Any Difference?" was the third in a series on strategic planning. Two prior studies examined characteristics and practices of strategic planning, and differentiated "bona fide" strategic planning from other kinds of planning by means of a "strategy index."

The latest study made comparisons between samples of institutions having good and poor conceptions of planning strategically. Data from all three studies were used. Special focus was on recognized best institutions from "top ten" lists.

Three research questions and their answers--based upon findings--are as follows:

(1) Q: Does a process of bona fide strategic planning result in greater satisfaction for participants than planning processes that are less strategic?

A: Yes. Institutions planning strategically report greater satisfaction with the process. Strong needs expressed by respondents to find direction and get control of the institution may be connected to this satisfaction.

(2) Q: Do participants of a bona fide strategic planning process believe they are obtaining better results from the process than participants in less strategic processes?

A: Yes. Those planning more strategically believed they were getting better results. This belief may be associated with the inherently logical conclusion that a process requiring environmental scanning, that is vision directed, and that is oriented toward...
institutional changes matching anticipated changes "out there" simply makes good sense.

(3) Q: Were there real "bottom line" differences in resource acquisition in AY '86-87 compared to AY '80-81?

A: Yes. Educational and general expenditures increased more rapidly for those institutions engaged in bona fide strategic planning. Perhaps more important, when funding increases were corrected for inflation and based upon per faculty and per student, institutions not engaged in "correct" forms of strategic planning reported spending less in 86-87 than in 80-81. Over the six years, the more strategic institutions had a real, deflated gain of 17 percent in E & G funds, compared with a modest 1 percent gain for the less strategic group. When unitized, the 1 percent gain translated into an 8 percent loss per faculty and a 2 percent loss per student.

Conclusions: The study has implications for improving the management of institutions and for the rapid increase in the cost of higher education. Results appear to support administrators who have urged and adopted the strategic planning concept.

The data raise a more important concern—that some institutions may be becoming less healthy financially; while they are attracting more funding, there is less money per student educated. Of greater concern is that the spread between the best institutions and others appears to be widening.

---- Bob Cope, U. of Washington; ---- Oscar Lenning, Roberts Wesleyan College; ---- Mark Meredith, U. of Colorado at Boulder

NEWS FROM STATES AND PROVINCES

ALBERTA.....Reported by Ted Fullerton.

ECONOMY. Provincial unemployment dropped to near the national average, for the first time in several years. Winter Olympics and more stable world oil prices are probably responsible.

FUNDING. Provincial operating grants, which account for about two-thirds of most post-secondary institutional budgets, have increased 1.5% for 1988-89, following a 3% reduction in 1987-88. Provincial capital grants for replacement, renovation, and upgrading continue to decline. One major new capital project announced for 88-89 is the $100 million reconstruction and consolidation of the Grant MacEwan College Campuses in Edmonton. Other major capital projects are ongoing at Grane Prairie Regional College, Lakeland College in Lloydtown, and Mount Royal College in Calgary. In 1987, several new facilities were completed at the U. of Calgary in connection with the Winter Olympics.

ENROLLMENT. Senior high school enrollments (grades 10-12) have grown modestly each year and by a total of 5% since 1980. University and college enrollments, in contrast, grew rapidly in the early 80's (10% per year), but have since slowed to around 2-3% per year. Participation rate increases among the 18-24 age group continue to outstrip declines in the absolute numbers of 18-24-year-olds.

ENROLLMENT CAPping. In consequence to declining real funding combined with growing demand, the two major Alberta universities have initiated enrollment control policies. The U. of Calgary has instituted a sliding-scale admission procedure that admits lower and lower qualified applicants until quotas are full. The U. of Alberta in Edmonton has elevated minimum entrance requirements. Consequently, the provincial government recently approved $1.6 million for a new university transfer program at Grant MacEwan College in Edmonton and $860 thousand for expansion of a university transfer program at Mount Royal College in Calgary.

FUNDING EQUITY STUDY. The Minister of Advanced Education commissioned a 1987 study to assess the equity of provincial operating grant distribution among and between institutions with similar program responsibilities. The study concluded that general equity existed. For the few cases of inequity, $760 thousand was allocated in January, 1988.

SYSTEM ORGANIZATION AND COORDINATION. A proposed change to enrollment reporting would base FTE calculations on program-specific student contact hours. Guidelines for adding, expanding, terminating, or changing programs have been proposed by the provincial government. There seems to be a growing sense that enrollment planning should be more cooperative and system-wide.

WCIRP CONFERENCE. A conference for Western Canadian Institutional Researchers and Planners will be held at the University of Calgary in early November, 1988. Contact Ron De Cuypere (403-220-4015) for details.

ARIZONA.....Reported by Art Ashton.

The Arizona Board of Regents adopted a policy following legislation to facilitate development of research discoveries which are not yet commercially viable and which require further development and refinement outside the scope of the normal university research mission. The policy also facilitates universities' participation in economic rewards if the technology is successfully commercialized.

The legislature is considering an appropriation to fund a new financial aid program which would be matched by adding a new surcharge to student registrations of $6 for full-time students and $3 for part-time students for summer school registrations. Annually, 50% of the funds will be placed in an investment account to serve as a financial endowment. The balance will be used for financial aid in the current year.

A review of the Organization, Funding Process, and Selected Administrative Systems of the Arizona universities and the Arizona Board of Regents was submitted by consultants, Coopers & Lybrand. Their recommendations cover organization and decision-
making, funding, information systems and technology, human resources management, physical resources management and procurement. The report (about 2" thick) makes a number of recommendations which will go to a Task Force on Excellence, Efficiency, and Competitiveness, and then to the Regents for consideration.

COLORADO..... Reported by Mark Meredith

STATE FUNDING. The overall higher education budget increased 8.0% for 1988-89. The state general fund portion increased 7.7%, and cash and other funds by 8.3%.

OTHER NEWS.

The spring CAPIR meeting (Colorado Association of Planners and Institutional Researchers) is being rescheduled. Contact Sandy Johnson (492-6294) at UC System for information.

At Colorado State U., Mavis O'Connor reports they are close to final interviews for selecting the new IR director. Reorganization of the office will result in a doubling of staff. The office will soon install a LAN network (IRELAN). The new Student Information System (SIS) by SCT is progressing, but not without some problems that accompany such a change.

Gregg Smith, Coordinator of IR and Evaluation at the State Board for Community Colleges Occupational Education (SBCCOE), reports that he will be presenting initial results of the Basic Skills study on Vocational Completers at the 1988 Voc-Ed Summer Workshop, August 2-5, at CSU.

The Acting Director of Planning at CU Boulder is Pete Barden, who has served the campus in a number of roles including Director of Financial Services and, most recently, Acting Director of the Alumni Office.

Steve Bronn, Director of Budget at the U. of Southern Colorado, reports that the sports complex financing plan is completed, and the City of Pueblo is expected to start constructing the golf course on USC land this fall.

Bob Booth, Director of IR at UC Health Sciences Center, is involved in implementing the new SIS, and in developing a funding formula for health sciences. Recent changes at HSC that are expected to have a positive effect on IR include transfer of strategic planning to the new Administrative Vice Chancellor, Doug Campbell, to whom IR reports, and creation of a new Associate Vice Chancellor/Chief Information Officer (in the process of being filled) which will be responsible for telecommunications, management systems, and academic computing.

Mark Chisholm, at the Colorado Commission on Higher Education, reports that the new Executive Director, David A. Longanecker, former SHEEO head in Minnesota, is now on board. Implementation of statewide admissions standards at public colleges and universities is proceeding well, as is the accountability project.

IDAHO..... Reported by John Grahl

Next year's appropriation for Idaho's college and three universities is $129,128,100, up 3.8% over FY 88. Community colleges will get $6,107,300, an increase of 4.3%. Public disagreements among the institutions are said by some to have influenced the legislature negatively at appropriation time, though the college and university share of general account money remained at 15.5%, the same as last year.

Richard Sperring has resigned as the Executive Director of the State Board of Education, which has responsibility for higher education as well as public schools in Idaho. The board's chief academic officer, Rayburn Barton, has been appointed Acting Director to replace him. No search for a permanent replacement has begun.

At Idaho State University, Philip Eastman retired as Vice President of Financial Affairs on June 25, 1988. Phil had been with ISU for 32 years and had been vice president since 1976. At this writing the search for a replacement is winding down with the final choice expected momentarily.

This spring the Ricks college Academic Council toured the colleges of northern and western Idaho, talking transfers and cementing relations generally. Over the past two years the council has visited all but one of the other colleges in the state.

Dr. Joe Geiger has joined the University of Idaho as financial vice president. He comes to Idaho from Colorado and many of you know him as a participant in RMAIR and AIR activities.

MONTANA..... Reported by Jim Olomon

Since Montana has a biennial legislature which meets in odd-numbered years, appropriations for individual units of Montana University System were made in March of 1987. For the Montana University System the appropriation for FY 88 was $73,265,269 and the appropriation for FY 89 is $73,355,462, or an increase of .12%. For the University of Montana, the appropriation for FY 88 was $23,062,160 and the appropriation for FY 89 is $23,162,841 or an increase of .44%.

Geoff D'Attri, who has been the Director of Student Life at Northern Montana College in Havre has left the world of higher education and lower pay for the greener world of private financial investment and business capitalization. Geoff is relocating to Bozeman in his new venture. He is also former Director of Institutional Studies at Eastern Montana College in Billings and a member of AIR, RMAIR, and SCUP. Good luck in your new endeavor, Geoff!

NEVADA..... Reported by Janice Brown

The University of Nevada System Board of Regents approved a System fiscal year 1988-89 operating budget of nearly $150 million, an increase over 1987-88 of 7.1%.

In June the UNR Office of the Chancellor submitted to the Board of
Regents a report on minority participation and success throughout the System. The report, "Preparing to Win," was a product of the System's Student Minority Outreach Task Force, chaired by Karen Steinberg. It recommended to the Board ways to increase minority recruitment, admissions, and retention.

Dr. Jim Rimpau has left the UNReno Office of Planning, Budget & Analysis in order to join the System Office as a research analyst.

University of Nevada-Las Vegas has adopted a professional salary model piloted by UNReno. The key feature of the model includes development of salary ranges tied to academic conditions, recognition of premium salary for certain discipline groups, and consistent application of salary schedules.

The Howard R. Hughes College of Engineering at UNLV will move to its new 101,000 sq. ft. facility in Fall 1988. The newly established college is developing programs in aerospace engineering, nuclear waste management, information science, and architecture.

The new 4-building residence hall complex at UNLV is nearing completion and will be housing 600 students in Fall 1988.

A Freshman survey to gather information on student characteristics, classroom scheduling preferences, and perceptions of quality, is being conducted by the UNLV Office of Analysis & Planning and the Division of Student Services.

A $5 million federal grant will be used to establish on the University of Nevada-Reno campus the National Strategic Materials Research and Policy Center. The center will help evaluate public policy affecting strategic materials availability to the industrial sector, and stimulate research and development in materials science. The 80-year-old historic Mackay School of Mines building will be renovated to house the center.

The UNR College of Business Administration has a new undergraduate degree program in logistics management which will be in place Fall 1988.

The curriculum will focus on logistics management, transportation, distribution, and analysis and design of logistical systems. In addition, as a result of the support and cooperation of area leaders, a new Center for Logistics Management has been created in the college. The center will train students for jobs in logistics, offer seminars and workshops to people already working in logistics, build a logistics library, and provide continuing research.

NEW MEXICO...Reported by Richard Cady, UNM

The New Mexico Commission on Higher Education is working behind closed doors to produce the second five-year plan for higher education. Enrollment projections and other topics were challenged by institutions in public hearings. Both WICHE and UNM's projections of high school graduates in NM show a 20% to 25% increase by 2000. Baby boom echo in NM may be greater than prior peak value of high school graduates in 1979. Commission staff disagree. Intention of the Commission is to adopt a plan and to propose necessary legislation in September-October 1988.

In parallel, a revised funding formula is being developed by the Commission staff.

New Mexico First, a 600-member statewide organization of opinion leaders concerned with public policy, chose postsecondary education for its topic in Fall 1988. UNM is assigned the research and writing tasks. Report will be debated and publicized in October, 1988 at the time the Commission's plan is revealed. Some differences are likely.

Eastern New Mexico University has started a student assessment program and New Mexico State University will do so soon. Some legislators are discussing the mandating of "accountability" which is to be accomplished by assessment. Even Colorado's House Bill 1187 has its devotees in New Mexico's legislature. All seats in the legislature are open to election this year.

Preliminary indication is that 7% faculty salary increase at UNM and 4% to 7% elsewhere in the state has not resulted in significant gains toward average of peer comparison groups.

UNM's strategic plan and "vision statement" were published for comment in same procedure used at UC Boulder.

SASKATCHEWAN...Reported by Jack Billington

The faculty strike, outlined in a previous newsletter, at the University of Saskatchewan was terminated by back-to-work legislation. Students finished classes and wrote their finals on time. The issues have not been resolved, as the faculty voted down a tentative contract that had been accepted by their negotiating team.

Final working drawings for the new Agriculture Building at U of S are under review. The project will be funded mainly from Provincial resources, but $12 million will come through private-sector donations (of which over $8 million has already been raised).

U of Saskatchewan enrollment quotas implemented in the College of Arts and Science for the first time in 1987-88 have come under review. Approximately 500 students were denied access to the College because of the quotas. The Issues and Options Project staff are working on the final draft of an accessibility discussion paper which includes input from all areas of the University as well as external organizations.

The University of Regina is expected to name a new Vice-President Academic shortly, and further appointments at the senior level will be forthcoming.

The University and the Government have announced that a new building will be built on the U of Regina campus for the Language Institute. Costing approximately $10 million, it hopefully will open in the fall of 1990.

At Saskatchewan Institute of Applied Arts and Science, the Departments of
Advanced Education and Education were amalgamated in late 1987. There was considerable reshuffling of staff and one outcome was the reorganization of the Province's Technical Institutes and Community Colleges. The four institutes and several community colleges were joined to create the Saskatchewan Institute of Applied Arts and Science. The remainder of the Community Colleges within the province were also reorganized. S.I.A.A.S. will have a President (yet to be named) reporting to a Board of Governors. The thrust of these changes was to emphasize career development as opposed to offering personal growth courses.

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UTAH..... Reported by Gail Norris

In February the legislature appropriated $259,613,700 in state tax funds to the Utah System of Higher Education for 1988-89. This represents a 0.86% increase over 1987-88. The total expenditure budget of $347,948,900 represented a 2.15% increase. The expenditure increase was mainly due to tuition increases of 8% at the four-year institutions and 6% at the two-year institutions. Major factors included in the budget are one-fifth of the Regents request for reimbursed overhead replacement and enrollment growth, and funding for 68% of mandated costs. No funding was provided by the legislature for salary increases, however, some small increases may be given by using productivity savings, turnover savings, or from other internal reallocations.

Three higher education capital facilities projects were authorized during the session to be financed with supplemental appropriations—completion of the Snow College Career Center ($2.7 million), partial construction of a University of Utah animal care facility ($3.1 million), and partial renovation of Old Main at Utah State University ($2 million).

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WYOMING..... Reported by Roger Hovey

The Wyoming Community College Commission is seeking to restore balance to funding of the state's seven community colleges, aiming roughly at a 50-50 distribution between local revenues and state aid. Because of the recent rapid decline in local revenues, state aid now funds over 71 percent of the system's total operating budget. (Last year the state's share was 68%.) A task force created by the commission proposes to restore balance by creating a community college foundation program that would distribute revenues among the colleges through a "formula funding" approach. The foundation program itself would be funded through a four-mill property tax levied throughout the state. There is concern among college officials that the formula approach will destroy the individuality of the colleges, causing many high-cost programs to be hurt or eliminated by the "equalizing".

Don Gardner, Vice President for Finance at the University of Wyoming, is leaving for a new position at Florida Atlantic University. Don reports that a new provost has been hired at UW, Al Karnig from Arizona State University, who has a keen interest in institutional research.

Sheridan College and Western Wyoming College both have new presidents on board. Sheridan's new president is Dr. Stephen J. Maier from New Mexico Junior College and Western's is Dr. Tex L. Boggs from the University of Kentucky.

Northwest Community College is conducting a search to replace its retiring president of nearly 22 years, Dr. Sinclair Orendorff, who resigned June 30. He has had the longest tenure of any Wyoming community college president.