FROM THE EDITOR

The Middle East war is over, but the institutional research battle goes on. We get the feeling that many of you are recently enjoying the same kind of unprecedented success with our previously untested high tech tools that the coalition enjoyed in Iraq. We hope that you are NOT also having to spend as much effort as the Pentagon on "spin control" to keep collateral damage from making news.

This is not our thickest PANORAMA, but we have a variety of useful information for you. There is conference news. We hope to see all of you at San Francisco or Reno, if not both. There are ergonomic hints to assist in safeguarding your health. There are professional axioms. They may not all be rules you want to live by, but as it says in number 5, three out of four is a good batting average. As always there is the news ("and nothing but the news") from the states. Most important of all there is an appeal from the Coordinator for your participation. IF YOU LIKE TO READ 'EM, WHY NOT WRITE 'EM?

A N A P P E A L F O R PARTICIPATION FROM THE COORDINATOR!

RMAIR Members:
I expect this Panorama issue will be thin because I ran short on time to
Please contact me if you have something you would like to include in the newsletter. How about a write up of a project you’re working on, a reprint of, or excerpts from, an interesting article, or some ‘IR’ humor you’ve run across. If it’s been valuable or entertaining for you, it’s probably of interest to others.

After a telephone conversation with Larry, I think short summaries of up to 3 typed pages are preferable, due to limited space.

Thank you for your help. Send material via:

BITNET: rpgates@uwyo
FAX: (307)766-2271, Attn: Reta Gates x2896
or surface mail to my address on page one.

CONFERENC NEWS

P N A I R P, RMAIR, and SCUP will be holding their annual conference in Reno, Nevada from October 2-4, 1991. Vincent Tinto will be the keynote speaker who will speak on retention strategies. A call for papers has been mailed along with the preliminary agenda. Proposals should be sent to either:

Loretta S. Seppanen
Manager, Research & Analysis
317 7th Avenue, MS: FF-11
Olympia, WA 98504

H. Bruce Higey
Director, Institutional Studies
121 FOB
Brigham Young University
Provo, UT 84602

The proposal deadline is May 6, 1991.

The deadline for early registration, with reduced fees, is April 26, 1991 and the deadline for reserving the special block of rooms is May 4, 1991. The RMAIR Special Interest Group meeting is scheduled for Monday from 12:15 - 1:15, session 23N, in the Kent room.

FOCUS ON:

The following is a short compilation of helpful hints on ergonomics compiled by Reta Gates with special thanks to Barbara Rigg-Healy.

Ergonomics is one of the hot topics of the 90s, particularly with San Francisco’s recently established ergonomic safety ordinance. Ergonomics, derived from the Greek words ergon, meaning work and nomis, meaning natural laws, is the study of the relationship between humans and their working environment. In computing, it’s concerned with problems such as eye strain, back and neck discomfort and carpal tunnel syndrome. The following tips are compiled from several sources and may help you compute a little more comfortably.

1. Sit up straight in a comfortable chair that provides lumbar support.
2. Adjust the chair and table to keep feet flat on the floor and to allow your arms to be held just above horizontal, using a footrest if necessary.
3. Use a document holder to ease eye and neck strain.
4. Adjust the screen to allow you to look slightly downward and straight ahead. The top of your screen should be at eye level.
5. Prevent or reduce glare by keeping light sources at your side rather than directly in front of or behind you.
6. Reduce eye strain by periodically blinking, looking up from your work or restin; your eyes for a minute or two.
7. Schedule regular eye exams. A special pair of “computer” glasses, adjusted for the distance to your screen and tinted for computer glare and fluorescent lights, may relieve strain.
8. Take a 5 minute break every half hour or so to stretch and move around.
9. If possible, organize your work schedule to prevent long, uninterrupted periods at the computer.
10. Use common sense to determine what works best for you in creating a safe, comfortable and productive environment.

Sources:

CRT Newsletter, University of New Mexico, January/February 1991.


UW Info Tech News, University of Wyoming, October/November 1990.

UofS Ser News, University of Saskatchewan, April 1989.
I nominate the following people for RMAIR Vice President:

Name  Institution

1.

2.

3.

Ergonomic Eyeshades,

Making Your Office Human
Friendly, Business Week,
August 20, 1990.

= = = = = = = = = = = = = = = = = = = =

IN REVIEW

Excerpted by
Robert F. Neub
from an article
in the Spring
1991 issue of
CAUSE / EFFECT which
was written by
Thomas West, Assistant Vice
Chancellor, Information Resources &
Technology, California State
University System

Axioms for Educational Management

AUTHORITY/CONTROL

#1 Wield Influence
   Assume a position of influence.
   If you wait for someone to give you
   authority commensurate with your
   perceived responsibilities, it will never
   happen.

#2 Tell All to All
   It is impossible to keep secrets in
   colleges and universities. Be open
   and communicate widely. Otherwise
   you will forget who you told and who
   you did not tell.

#3 Use the Informal/Gossip Network
   If you want something to be
   known in your organization in the
   shortest time possible, let the
   grapevine know about it. If used
   properly, it is a great mechanism.

PROJECT MANAGEMENT

#4 Employ Inverse Parkinson’s Law
   Collapse your project to fit the
   time allotted and increase your
   organization’s productivity.

DECISION-MAKING

#5 Make Decisions Decisively
   You should be able to make 50
   percent of your decisions correctly by
   a mere flip of a coin. If you have any
   intelligence, you should be able to
   discern which ones you might make
   incorrectly and make 50 percent of
   those correctly. Three out of four is
   a very good batting average in any
   league.

#6 Give Ownership Freely to Others
   For the ideas and results of any
   project or decision, give others the
   credit. They probably deserve it more
   than you think.

PEOPLE MANAGEMENT

#7 Respect the Power of the Lower
   Participant
   He or she who controls
   information or the access to
   information or access to people with
   information has power. Respect
   power and respect those people all
   the time.

STRATEGIC PLANNING

#8 Focus on the Individual
   The Copernican model (people)
   is more appropriate that the
   Ptolemaic model (technology). The
   goal of information resource
   management should be to increase the
   intellectual productivity and
   effectiveness of the faculty, students,
   and staff. All planning must focus on
   that goal.

#9 Understand Your Institution’s
   Culture
   Know well the wealth quotient,
   the locus of decision-making, the
   leadership style, and the mission of
   your institution. Make sure your unit
   is responsive to that culture.

#10 Emphasize Adaptive Planning
   Strategic planning is a process
   of development, implementation, and
   evaluation. All facets go on at the
   same time. You must recognize what
   is routine planning, what might need
   contingency planning because of
   uncertainty, and what might need
   opportunistic planning.

CHANGE MANAGEMENT

#11 Be an Agent of Change
   Being part of change is quite
   different from being an agent of
   change. To be a change agent, you
   must be willing to take risks, even
   lose your job.

#12 Make Change for Change’s Sake
   In spite of Machiavelli’s
   observation, whether you think it
   needs it or not, to avoid hardening of
   the categories and fossilization of your
professional staff, reorganize the organization and reassign the personnel periodically. It is easier to reassign existing human resources than to constantly deal with staff turnover.

CRISIS MANAGEMENT

#13 Under-react
Given a bit of time, 80 percent of the issue may go away.

PERSONAL GROWTH AND DEVELOPMENT

#14 Learn from the Best and Learn with the Rest
Always identify the best in your field and try to learn from them. However, never ignore the rest because many ideas are always emerging from the depths of the profession.

CALL FOR NOMINATIONS

To: Members of RMAIR

From: RMAIR Nominating Committee: Sarah Lindquist (immediate past president and chair), Ron Hagerman, and Sandra Johnson

The Nominating Committee requests that RMAIR members nominate candidates for election to the office of Vice President. The Vice President, who is also president-elect, serves three years - one as vice president, one as president, and one as immediate past president. The new vice president will take office the end of this year’s conference in Reno.

Nominations will close around the end of June. The nominating committee will bring forward the names of two candidates for this office. A ballot will be printed in the last issue of PANORAMA published before the Reno conference.

Please feel free to nominate others or yourself for this position. For your convenience, an “official” nomination form is printed on page three; however, nominations by electronic mail (ISPSBL@ASUACAD), telephone (602-965-7146), or in person are also encouraged.

FROM STATES AND PROVINCES
ARIZONA -- Reported by Phyllis Edamatsu

The Arizona Board of Regents approved a change in its guidelines for conducting the Presidential search at the University of Arizona. The Board clarified its intent that it would not select a president whose qualifications had not been reviewed and recommended by the search committee. The search is almost complete and an announcement of the choice for the new president is hoped for by the March 28 Board meeting.

Tuition and registration fees for the 1991-92 academic year for resident students increased by 3.3% to $1528, representing 19.7% of the cost of education. Tuition for non-resident students at the University of Arizona (U/A) and Arizona State University (ASU) is $6934, a 6.9% increase, representing 89.4% of the cost of education. Non-resident tuition at Northern Arizona University (NAU) increased by 5.6% to $6180. This represents 79.6% of the total cost.

Fall enrollments for the three universities are reported on page five. Both the University of Arizona and Arizona State University have had problems with overcrowding and have discussed capping enrollments.

Unfortunately, the state is experiencing financial problems. The Joint Legislative Budget Committee (JLBC) has recommended a combined 1991-92 budget for the three Universities that is $9.8 million below the 1990-91 budget. The final House/Senate budget compromise could be even more severe. The Arizona Council of University Presidents expressed its concerns that the JLBC budget would:

1. force a reduction of 407 full-time equivalent positions at the three universities;
2. reduce equipment funding significantly below current levels;
3. exclude resources requested to provide financial aid for needy students;
4. require the universities to closely examine limiting enrollment; and;

5. not provide pay increases for state employees or funds to continue the market salary adjustments for faculty and staff.

Although in recent years the appropriations bill has not been finalized until just prior to the end of the fiscal year, Governor Symington hopes to complete the process by late April.

Finally, a committee has been established to plan for a third campus for ASU, which will be built in the Phoenix metropolitan area.

COLORADO - Reported by Jacki Stirn

University of Colorado System

On March 21, the University of Colorado Board of Regents announced the five finalists to be the next university president. They are:

Gene R. Nichol Jr., dean of the CU Law School; Lawrence K. Pettit, chancellor of the Southern Illinois University system; Albert J. Simone, president of the University of Hawaii in Oahu; Joan Krueger Wadlow, provost of the University of Oklahoma and Luther S. Williams, assistant director of education and human resources at the National Science Foundation. The candidates will be visiting the campuses in April.

University of Colorado

The Boulder Campus

The Boulder campus continues to buck the national trends with an increase in spring enrollment over the same period last year. 23,815 students are currently enrolled compared to 22,908 students enrolled at spring census 1990. Undergraduate headcount enrollment is up 3.45% and graduate headcount enrollment has risen 6.09%. Undergrad FTE is up 3.63% with a 9.45% increase in the graduate FTE reflecting an increase in the total credit hours taken by UCB students over the previous spring semester. Minority registrations are also up as a percentage of the total enrollment. 11.38% of UCB students are classified as minorities while last spring showed a minority enrollment of 10.30%. This increase is also close to the percentage of minority enrollment for last fall when 11.41% of the enrollees were minorities.

Also, on the Boulder campus, there has been an increase in all types of applications for summer/fall 91. (Because of a change in policy, the numbers must be combined to be comparable.) Undergraduate applications increased by 2.66% over summer/fall 90. Transfer applications were up 3.67% and graduate applications increased by 15.69%. The percentage of freshmen admitted was lower -- 64.4% of the students were admitted for summer/fall 91 as compared with 73.3% for the same period in 1990.

The Colorado Springs Campus

The Colorado Springs City Council recently issued a proclamation congratulating UCSS on its 25th anniversary. Enrollments in FY 89-90 were the highest in the history of the campus.

Fall 1990 Enrollment for Arizona Universities

<table>
<thead>
<tr>
<th>Headcount</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1989</td>
<td>1990</td>
</tr>
<tr>
<td>U/A</td>
<td>36,767</td>
</tr>
<tr>
<td>ASU</td>
<td>41,627</td>
</tr>
<tr>
<td>ASU WEST</td>
<td>3,799</td>
</tr>
<tr>
<td>ASU/ASU W.</td>
<td>43,546</td>
</tr>
<tr>
<td>NAU</td>
<td>16,050</td>
</tr>
<tr>
<td>TOTALS</td>
<td>95,972</td>
</tr>
</tbody>
</table>

*ASU/ASU West 1989 & 1990 Unduplicated Headcount. Unduplicated figures

2. Annual public higher education accountability reports were submitted to the Colorado Commission on Higher Education (CCHE) in November. CCHE recently approved all 11 System college reports.

3. CCOES, with a vast amount of assistance from the Community College of Aurora, has nearly completed a set of generic, machine scorable accountability/assessment surveys. There are six: Currently Enrolled Students, Non-returning Students, A.A. & A.S. Degree Recipients, A.G.S. Degree Recipients, A.A.S. Degree and Certificate Recipients, and Employers. We hope to standardize data collection across community colleges for these surveys within a few years. The payoff for CCOES is the ability to aggregate data at the System level. The payoff for community colleges is that forms are scored and data is analyzed for them by the System staff.

4. In cooperation with CCHE, CCOES is undertaking a number of studies related to performance of community college transfer students at Colorado public postsecondary institutions. A second series of studies on retention and completion is also underway.

5. CCOES is continuing to employ the Colorado Department of Labor
and Employment's "Unemployment Insurance File" to track employment patterns and wage earnings of recent community college graduates.

6. As required by recent federal legislation, the Carl D. Perkins Vocational and Applied Technology Act of 1990, CCOES is working on developing a statewide system of core performance measures and standards for vocational-technical education students and programs. These are to be in place by academic year 1992-93.

IDAHO - Reported by John Grahlt

Idaho's legislative session is about over. Action has sometimes been slowed by the even split between parties in the Senate, but in spite of that the session has not been as rancorous as some past ones.

The fiscal 1992 lump sum appropriation for higher education is $171,619,400; up approximately 6.1% over last year. At this writing, the State Board of Education has not made the allocation of the lump sum to the various institutions, but tentatively it will be as follows: University of Idaho will get $63,956,100; Boise State University will get $46,499,800; Idaho State University will get $39,705,200; and Lewis-Clark State College will get $8,858,200. The remainder will go to the junior colleges and others.

For the first time the state is providing funds for minority scholarships to the tune of $100,000 to be parcelled out in $2,500 lumps. Students in either public or private non-religious schools will be eligible.

Several proposals have been made for state funding of community college districts. So far none has been passed.

The generic higher education building in Idaho Falls has received $3.1 million to begin actual construction. Boise State University has also received $2.2 million to start construction of its Canyon County vo-tech center.

MONTANA - Reported by Jim Olomon

Montana's biennial legislature is currently in session and has not yet resolved the Montana University System budget for the next biennium. The topic of raises for classified employees has recently become a complicating factor. The Montana Public Employees Association is demanding a $1 per hour salary increase, which would cost the state $119 million over the biennium, with $65 million coming from the state general fund. Governor Stephens' proposed pay plan would give state workers a 4.5 percent increase for each year of the biennium at a total cost of $55 million for the biennium, $28 million of which would be state money. MPEA employees staged a one day walk-out on March 27 to participate in a demonstration at the state capitol in Helena. The union is threatening to strike if their demands are not met. Meanwhile, the legislators have introduced a bill which would increase the daily rate of pay for a legislator by $16.

Several bills have been introduced in the session concerning the Montana University System. One bill of particular interest is one which would permit a lump sum appropriation to be made to the Board of Regents of the Montana University System. The Regents would then have the authority to distribute funding to the individual units of the University System.

Other bills introduced include: creating a college savings bond program; establishing a joint committee on Post-Secondary Education policy and budget; and one recommending postponing the impending semester conversion.

Eastern Montana College

Eastern Montana College's Spring Quarter commenced March 25th. As of March 22nd, the preliminary Spring Enrollment was 3,508, an increase of nearly 4% over Spring Quarter 1990. The increase is attributed to the number of continuing students from Winter Quarter. The Winter Quarter headcount enrollment was slightly lower than the previous Winter Quarter (3,909 vs. 3,941), but student FTE increased by 1.5%.

Montana State University

Dr. Michael Malone is the new president of Montana State University. Malone, formerly MSU's Vice President for Academic Affairs, had been acting president since January 1, 1991, following the retirement of Dr. William Tietz. Dr. Malone came to MSU as an assistant professor of history in 1967. He became head of the Department of History and Philosophy in 1976, Dean of Graduate Studies in 1976, and has assisted in the Office of Academic Affairs in various capacities since 1984.

University of Montana

UM is in the final stages of selecting a new Vice President for Fiscal Affairs. Applications closed on April first for the Provost and Vice President for Academic Affairs position.

The winter quarter enrollment at UM was 9,794, up 3.4% over winter quarter 1990. Spring quarter classes begin on April 2.

NEVADA -- Reported by Jan Brown

University of Nevada, Reno

- UNR will have a new Vice President for Academic Affairs as of July. Dr. Robert A. Hoover, Dean of Humanities & Arts at Utah State University, has accepted the position.

- A new center for research and technological innovation in the field of mineral bioprocessing will be established in the Mackay School of Mines at UNR. The Center for Mineral Bioprocessing will focus on the usage of micro-organisms such as bacteria and algae to process minerals and to break down and render harmless toxic materials that are discharged from mineral processing operations. The center will also explore ways to collect the organisms once they have assimilated the metals.

- UNR received more than $27 million in sponsored awards for research, teaching and service during fiscal year 1990, an increase of nearly $4.5 million over the previous year.
Some 60% of the funds were from the federal government, 28% from state and local governments, and 11% from industry and foundations.

- Plans are moving forward for the 1991 RMAIR/PNAIR/SCUP (how's that for alphabet soup). The call for papers has been mailed, and the program is shaping up nicely.

UNLV

Governor Miller's proposed budget of $2.2 billion calls for a 34.7% increase in state spending over the next two years. Miller seeks to increase college and university spending from $164.1 million this year to $194.7 million next year and $208.7 million in 1992-93.

Included in the Governor's budget are UNLV's capital improvement requests for $21.9 million to build a classroom and office complex, $12.5 million to build a chemistry and physics building, and $12.3 million to construct an architecture building.

However, additional taxes required to fund Miller's budget have not yet been approved by the Legislature. Without new taxes, UNLV's budget would be reduced from 10-15 percent. President Maxson told legislators that if the Legislature does not approve any new taxes to balance the governor's budget, the Board of Regents has agreed that UNLV will be required to cap enrollments and eliminate programs in order to maintain quality education.

In 1990-91 UNLV's annual headcount enrollment increased by 9.7% from 16,009 to 17,557. Annual FTE enrollment increased by 10.9%, from 10,556 to 11,707. Without enrollment caps, headcount and FTE enrollments are projected to increase by 11% and 10% respectively over the next two years of the biennium.

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UTAH - Reported by Lisa Peterson

Legislative Highlights

By the close of the legislative session on February 27, Utah higher education had received a $24.2 million increase in state tax dollars, or an 8.18 percent increase. This amount brings higher education's share of tax dollars to $319.6 million and total revenue to $430 million.

The increase awarded by the legislature was well below the $57.6 million sought by the Board of Regents -- $13 million of which was to pay for 6,552 new full-time students. With the lower total appropriation, higher education received $10.0 million for new students, meaning only 4,623 or 70.6 percent of new students will be funded. The low funding makes enrollment management at the Utah institutions necessary.

Another result of the low funding is that faculty salaries will fail to keep pace with a national inflation rate of 6.3 percent. Faculty and staff will receive a 4.5 percent compensation package which translates into a 3.1 percent increase in salaries.

The legislature funded University Centers that will allow the four year institutions in the state to offer select baccalaureate program to students on some two-year institutions' campuses.

Although the fiscal picture is not as favorable as was hoped for, Utah institutions are heartened by the funding that was appropriated by the legislature.

Presidential Appointments and Searches

On January 1, Dr. Frank W. Budd assumed his responsibilities as Salt Lake Community College's new president. Dr. Budd came to SLCC from Riverside Community College in Southern California where he had served as assistant superintendent and vice president of academic services.

Weber State University inaugurated Dr. Paul H. Thompson as its 17th president on January 11. Dr. Thompson was a vice president at Brigham Young University before being selected in July by the Board of Regents.

The search continues for a University of Utah president. Some 29 top candidates have been identified from a list of 240 applicants and nominees. The Board of Regents hopes to name a new president by July 1.

Winter Enrollment

The 1991 winter quarter headcount for Utah public institutions increased by 5,959 students or by 7.78 percent over the 1990 winter quarter. FTEs increased by 3,394 students or by 5.94 percent over the same period. Increases of this size highlight the significant challenge that the system faces in providing both quality and access.

Brigham Young University

During the current Winter Semester, BYU's enrollment is 27,304 full-time day students, 2,839 part-time students, and 759 evening students for a combined total of 30,902. The enrollment ceiling calls for 27,000 full-time students, 2,000 part-time day students, and 1,500 evening only students for a combined total of 30,500. So, further retrenchment is needed to meet the Board mandated ceiling.

On March 6th, a ground-breaking ceremony marked the beginning of construction for a BYU Museum of Fine Arts. It will be a four-level 100,000 square foot museum which will be the largest art museum between Denver and the Pacific Coast. It will house more than 15,000 art objects representing all major artistic styles and eras. It will take about two years to complete.

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WYOMING -- Reported by Robert F. Neeb

- "I Survived the Self-Study" brags Michael Dover's new shirt. A management audit by MGT of Wyoming colleges was recently completed and celebrated by Mike, Director of Institutional Research at Northwest College. Now if he can just get through the self-study required for reaccreditation by the NCA--his next shirt will read "I Survived Self Study II."

- The 1991 Wyoming legislature reversed a constitutional requirement for open admissions of state high school graduates to the University of Wyoming. The Office of Institutional Analysis has been researching the
effects of establishing these new standards.

- An "Omnibus Education Bill" from the 1991 Wyoming legislature, asked that the Community College Commission assess the educational needs of communities and to evaluate each college's response to local needs. To avoid duplication and competition, each college will be assigned a service area in the state.

- A high-level, post secondary education planning and coordinating council was established by the 1991 Wyoming legislature. The council's purpose is to develop a long-range design for higher education in the state.

- After a management audit by NCHEMS and a reaccreditation self-study, the University of Wyoming went through a reallocation process. Each program, department, and degree was evaluated. The Office of Institutional Analysis provided program/departmental profiles with ratios for comparing University units. Reallocation sought internal funds by discontinuing some programs. Updated profiles are now utilized in annual fiscal planning.

- Like most colleges and universities, the University of Wyoming has projected tuition and fees increases over the next three years to bring educational costs up to the 15th percentile of public, doctoral institutions. Studies by the Office of Institutional Analysis show that many institutions now charge a "differential tuition" rate for some programs, i.e. engineering and business courses/majors. Following this trend, pharmacy, law, and graduate programs will have higher fees than the usual undergraduate rates.

- The continued development and maintenance of a Wyoming course system with common numbers were recently legislated. Previously, all courses accepted for University transfer were assigned a common name and number. Transferring between state colleges and university should be easier with a single course system.

- The Office of Institutional Analysis at the University of Wyoming has incorporated new position titles. With the changes from "research associates," Susan Jones has been promoted to Senior Information Specialist and Reta Gates to Information Specialist II.

- Additional positions and funds were provided the Wyoming Community College Commission to expand data collection and analysis for state colleges.

- An entry level position as an Information Specialist I, is open at the University of Wyoming. Any graduating students with Institutional Research experience may be referred to the Office of Institutional Analysis.

Institutional Research
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H. Bruce Higley
Director of I.R.
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