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IN THIS ISSUE:
Intercom .......................... 1
From the Editor .................. 1
Conference News .................. 2
News from States & Provinces ... 2
Quarterly Quote ................... 6

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INTERCOM -- A Message from the President

The 1991 joint RMAIR/PNAIRP/ MSCUP conference was a great success, thanks to the hard work of local arrangements chair Jan Brown, program chair Bruce Higley, and all the conference presenters and participants. Thanks to all of you for your hard work and enthusiasm.

At the business meeting, the results of the election/appointment of new officers were announced. Larry Hunter was elected Vice-President, Ken Brown was appointed as Panorama Editor, and Ginny Feagler as Panorama Coordinator. Susan Jones agreed to serve as Program Chairperson for the Idaho conference and Archie George will serve as Local Arrangements Chairperson. Diane Muntal agreed to continue to serve as Financial Officer and take on the duties of Publisher of Panorama, and Rich Jacobs will continue as Archivist. Jacki Stim was appointed to the new post of Membership Coordinator. I would like to extend a special thank you to outgoing officers Kari Coburn, former President, Larry Hunter, former editor of Panorama, Rita Gates, former Coordinator of Panorama, and Rich Jacobs, formerly Publisher of Panorama. They have all contributed a great deal to RMAIR over the years with enthusiasm and energy!

Please be aware that Kari Coburn from UNLV and Mary Ricks from Portland State are on the AIR ballot as candidates for the nominating committee. I would also like to take this opportunity to invite all of you to communicate with me or any of the RMAIR officers on matters concerning RMAIR, and encourage you to take an active part in the organization by presenting papers, expressing your views, and volunteering for activities. I look forward to serving you as President and hope to hear from you!

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FROM THE EDITOR

Note that for the first time the whole staff of Panorama has changed at the same time. You will recall that a RMAIR newsletter was first suggested by Mark Meredith and, if memory serves me correctly, the suggestion was wholeheartedly supported by the membership. Larry Hunter and Rich Jacobs volunteered to serve, respectively, as editor and publisher. Mark served as the first coordinator, Tom Fields served in this position next, and he was followed by Reta Gates. These individuals deserve the credit for getting Panorama started and the hearty thanks of the membership for a job well done. They set a standard for excellence and dedication that will be difficult to match.

Introduced in this issue is a new feature, Quarterly Quotes. The first quote selected is by one of the founders of IR as a discipline, Sidney Suslow. If you have a favorite IR quote you would
like to share, please send it along. In this same vein, if you have read an IR or higher education related book and would like to write a review or have some other things you could share such as IR or computer techniques, cartoons, witty sayings, etc., please pass them along as well.

CONFERENCE NEWS

REMAIR/PNAIRP
Fall Conference in Reno!

by Mark Meredith

A successful joint conference was held in Reno during October 1-4, 1991, by members of the Rocky Mountain AIR, Pacific Northwest AIR and Planning, and Mountain SCUP. One hundred fifteen attendees came from 14 states and 3 provinces to share papers, discussion, and between-session exchange of ideas. The conference featured a preconference workshop (on decision support), reception, keynote speaker (Vincent Tinto on "Assessment of Retention and Opportunity for College and University Revitalization") followed by discussion group question formulation and responses from the speaker, parallel interest groups (PIGs) over lunch, 11 contributed papers and 3 demonstrations during concurrent sessions, and 2 panels. REMAIR and PNAIRP each held business meetings. REMAIR elected Larry Hunter as the new Vice President/President Elect. The 1992 REMAIR conference will be held in northern Idaho, possibly Coeur d'Alene, with Susan Jones (Wyoming) Chairing the program and Archie George (Idaho) Chairing local arrangements. After evaluation of the 1991 joint conference, REMAIR and PNAIRP will decide at a later date whether to hold another such conference, perhaps in two or three years.

ARIZONA -- Reported by Phyllis Edamatsu

The High School Report Card Committee, representing Arizona high schools, community colleges, universities, and its Board of Regents, has completed its revision of reports which outline the academic performance and persistence of Arizona high school graduates. Separate reports by each university and community college are sent to each high school in Arizona, with district and state-wide wrap-ups. In 1986 the Arizona legislature mandated that universities and community colleges within Arizona provide high schools annual feedback on their graduates in the areas of English and mathematics. Although this had been implemented, the report format was changed this year to provide additional information on ethnicity and grades. These reports, in the form of a one-page summary, now provide data in formats more useful to the high schools.

Summary characteristics list the number of high school's students attending the university or community college during the summer, fall, or spring terms, and gives a percentage breakdown by gender and by ethnicity. The percent who were admitted meeting all academic standards is reported, as is the percent for all Arizona high schools combined. The first term average grade point average (GPA) for the high school for all coursework taken at the institution is included, as well as the average GPA for all Arizona high schools. Percent of fall enrollments continuing into spring semester is also reported for the school and the state.

The report also contains a synopsis of the first English and math course, by level. Included are enrollment by level (pre-freshman, freshman, advanced, or other lower division English and pre-intermediate, intermediate, or college algebra, calculus, and other lower division math), enrollment, average grade, and percent receiving a "C" or higher. Summary data for all Arizona high schools are included in each category.

Arizona State University is one of eight institutions which will participate in the Educational Testing Service (ETS) computer-based pilot testing program for the Graduate Record Examination (GRE) and a new basic skills test within the National Teachers Examination Program. Four pilot studies are planned before May 1993, according to Sarah Lindquist, Assistant Director of University Evaluation and Testing. Three studies involve testing with computer delivered versions of the GRE or the basic skills test. Another study involves independent student work with a basic skills instructional software package.

The target population for the basic skills test will be students planning a teaching career. For the GRE, ETS will recruit students who have already taken the paper and pencil test to compare their performance on the computer version. Computerized testing will make possible adaptive testing, where questions presented to the test-taker depend on his or her responses to a previous question. Immediate reporting of test scores and availability of testing any time during the year (as compared to the current schedule of five times a year) also become possible.

Again this year the Arizona legislature over-projected revenues. As a consequence, Governor Fife Symington has asked state agencies to prepare for midyear budget rescissions as high as 5%. This is nothing new as the state universities have suffered midyear budget rescissions in 8 of the last 11 years. At the University of Arizona, where a hiring freeze is already in place, President Pacheco said that "cuts at the higher possibilities would mean extensive layoffs at all levels in the university." Let's hope it doesn't get to that.

Finally, members of Arizona AIR met informally with AIR President Elf Chaffee who was on the ASU campus to conduct workshops for various university groups on Total Quality Management (TQM). After a discussion


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<th>UNIVERSITY OF COLORADO SYSTEM -- Reported by Jacki Sturm</th>
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An October announcement by Governor Roy Romer that he was cutting the state’s higher education budget by 3% left CU officials dealing with a $4.5 million cut in state general fund support. This comes after a statewide hiring freeze announced in August. Although decisions on how to absorb the funding cuts have not been finalized, the Board of Regents and President Judith Albino have rejected the possibility of midyear tuition hikes as a solution.

**University of Colorado at Boulder**

Although there were fewer freshmen this fall, undergraduate headcount enrollment at the Boulder campus rose 1.7% over last fall. The drop in freshmen was the result of an effort to stabilize overall enrollment. The graduate student population increased 6.8%. Graduate students are 19.8% of the total student population, up 0.8% from last fall. Total enrollment for fall 1991 is 25,571, up 2.7% from last fall.

Minority enrollment has also increased on the Boulder campus. Total minority enrollment is 12.5% of the total campus enrollment. Minority students now make up 20% of the freshmen class compared with 17% in fall 1990.

According to William Haid, Registrar, "This fall's registration was one of the smoothest in recent memory. The computerized Student Information System, aided by good planning by a lot of people, helped us eliminate many of the problems faced in prior years."

**University of Colorado at Colorado Springs**

Preliminary total fall headcount enrollment is 6,039, the highest in the history of the campus. Budget cutbacks have caused consideration of both travel restrictions and forced leave without pay in an effort not to impact the academic programs.

**IDAHO -- Reported by John W. Grahl**

Fall postsecondary education enrollments are higher than last year's by 6.3% in FTE and 6.2% in headcount.

Boise State University President John Keiser was fired by the State Board of Education in September, amid considerable controversy. Partly as a result, the state board is conducting an investigation into the practices of the foundations associated with all three universities.

To the surprise of many people, the proposal for a community college in Idaho Falls was defeated by a two to one vote. The assumption is that, as usual, raising the money was the big issue. An Idaho Falls legislator has promised to submit a bill in the next legislature for state funding of the proposed school, which would otherwise be funded from local taxes.

Idaho higher education is not yet feeling the budget crunch which has affected so many other states. Even so, next year is expected to be a year of level or nearly-level budgets.

**MONTANA -- Reported by Jim Olomon**

The Montana University System is preparing to revert $6.8 million in University System general fund appropriations for the current year to meet an anticipated $73 million short-fall in state revenue collections for the biennium. The Governor had requested that the University System revert back $10.5 million in the current year but the Regents determined that only $6.8 million could be reverted without causing permanent damage to the units of the Montana University System. Presently there seems to be some confusion as to just what the short-fall may ultimately be, with the Legislative Fiscal Analyst projecting a biennial short-fall of perhaps only $3 to 4 million.

An injunction was filed by the combined student associations of the University System and about 20 other groups from around the state to prohibit the Governor from calling back any of the appropriation. A District Court judge has granted the injunction so the University System budget cuts are on hold at the present time. It is probable that the Governor will appeal the District Court decision to the Montana Supreme Court. A special legislative session is also a possibility.

Stay tuned!

**Eastern Montana College**

Fall 1991 was the first term of the Semester Calendar after being on the quarter calendar for 64 years. EMC experienced a decrease in enrollment which was expected to some degree. The Fall Semester headcount was 3,631 with an FTE of 2,810.

Eastern Montana College’s administration and faculty are working to increase cooperation between the college and school teachers and administrators. Through the newly formed Professional Development Schools—teachers, administrators and college professors are dedicating themselves to examining what’s now being done to make education more effective. Dr. Thomas H. Powell, Dean of School Education and Human Services, describes the Professional Development School as a learning community of practitioners, college faculty, students, administrators and pre-service teachers. It is an effort to create an innovative collaboration that brings together school and college resources to meet the varying needs of the broad area of education.

EMC has formed a Commitment to Quality task force consistent with the recommendations of the Education Commission for the 90’s and Beyond and commitments to the 52nd legislature. This effort will allow the campus to reach the average per student funding levels of our peer institutions by July 1, 1996. The task force is charged to assess and recommend program changes and enrollment targets. The effort is undertaken with the goal to maintain
and, over time, enhance the quality of public higher education in Montana.

University of Montana

UM’s fall quarter enrollment is 10,788 headcount and 9,473 FTE. These represent an increase of 7.3% in headcount enrollment and 7.5% in FTE enrollment. The number of entering first-time freshmen increased by 16.1% over fall quarter 1990.

The increased enrollments, when coupled with the appropriate callback, have UM struggling to make ends meet. The amount that UM is preparing to revert is slightly below $2 million in the current year. If the Governor’s reversion order stands, the University plans to impose a $7.50 per quarter credit hour surcharge on students enrolling for winter and spring quarters and plans to cut almost $600,000 from the existing operating budgets. These actions will allow the University to meet the reversion target and to establish a “safety-net” of approximately $100,000 to aid students who are severely disadvantaged by the fee increases.

THE UNIVERSITY OF NEVADA SYSTEM — Reported by Jan Brown

The System Office reports that Fall 1991 state-supported FTE enrollment totaled 34,468, a 9.2% increase over last fall.

The University of Nevada, Reno

UNR’s Fall FTE enrollment increased by 6.3% to 8,821. Headcount enrollment increased 2% to a total of 11,714. Both of these measures reflect a new high in student enrollment.

This fall saw the debut of a new student information system which, during this initial phase, is giving headaches to those of us who find ourselves in an unfamiliar data landscape with insufficient navigational tools, but which promises many improvements in the long run.

The construction of our new Engineering Lab is complete, and it will be ready for occupancy this month. A new Speech Pathology and Audiology building is 5% complete, and a new Journalism building is 27% complete.

Dare we mention the UNR Wolf Pack and its record-setting season?

Truckee Meadows Community College—Reno

TMCC’s enrollment for the Fall 1991 Semester increased again over the prior year. FTE students were up 7.1% to 3,515, but headcount decreased slightly. The college feels we are attracting more high school graduates who take heavier course loads than the older, working student. Average student age, however, remains over thirty.

Construction is underway on a 50,000 sq. ft. building on the main campus. The building will house a child care center, general classrooms, computer labs for developmental English and Math, and faculty offices. TMCC has also increased its leased space at a Reno shopping mall to 26,000 sq. ft. The college currently uses three local high schools for evening classes and will need to continue this in order to meet the increasing demand for community college courses.

The college is now offering A.A.S. degrees in substance abuse and military occupations, and certificate programs in industrial management, medical records technology and paramedics.

TMCC has begun a strategic planning process which will include a survey of current and former students, employees and community representatives. All University of Nevada System institutions are reviewing their academic master plans.

University of Nevada—Las Vegas

In its first quarterly collection of Nevada’s new business tax, the state received $2 million less than the projected $15 million. Sales tax revenues are well below projections and casino revenues are flat when compared to last year’s performance.

Due to these revenue shortfalls, Governor Miller has delayed the cost of living increase of 4% for state employees and teachers. The increase, scheduled for October 1, may be granted in January depending on the condition of the state economy.

In an unprecedented move, the Board of Regents approved the scheduled 4% increase for University of Nevada system faculty and professional staff because of contractual obligations. In order to pay for this increase, UNLV will delay maintenance and repairs to its’ physical plant.

Future raises, scheduled for April and July of 1992 are likely to be eliminated or reduced since they are tied to revenue triggers.

UNLV’s student population grew by 7% this fall, to 19,504. This figure may be revised downwards, however, due to a new student accounting system and recent changes in tuition payment and refund schedules. FTE increased by 9.8% to 13,325.

Jim Weaver, Associate Athletic Director at the University of Florida, has been appointed UNLV’s new Athletic Director.

NEW MEXICO --

Reported by Richard H. Cady

State appropriations for Higher Education in New Mexico rose 4.2% from FY91 to FY92: Four-Year up 2.7%, Two-Year up 7.8%, Medical School up 4.0%, educational TV, down 0.8%, athletics up 2.8%, student financial aid/scholarships up 11.6%.

The outlook for state revenue for FY’93 is uncertain, as it is in other states with perhaps a 4 to 5% increase for FY’93, not enough to cover inflationary increases in costs. Happily there have so far been no reductions in overall appropriations or recision as in some other states.

FTE enrollment continued to increase Fall 1990 to Fall 1991: 1.8% at public four-year institutions, 8.7% at public two-year, 12.9% at voc-tech, 1.5% in the small private sector and 4.6% overall.
The main issue in public postsecondary education remains minority student participation, persistence and graduation.

The legislature saddled the institutions and the Commission with numerous resolutions requiring extensive data collection, interpretation and planning effort. These are treated here as having the force of law and have tied up considerable analytical resources. Relief is not in sight. Little legislative action on the basis of this work is anticipated.

The Commission on Higher Education and the State Board of Education have planned a giant "womb to tomb" data system to cover K-12 and college postgraduate outcomes for all students. This dubious enterprise will cost $millions. No additional funding for the schools or postsecondary institutions who feed this giant is planned. Typical.

WYOMING -- Reported by
Michael Dover

University of Wyoming

Sitting in the RMAIR conference in Reno, we were feeling very lucky. Our state did not seem to have the financial problems some of our neighboring states were having... then came November 13. The Governor announced that the state of Wyoming is facing a $152 million deficit in the 1993-1994 biennium budget. All state agencies must cut 12% from their budget. Starting immediately there was a freeze on hiring, out-of-state travel, procurement of any new or replacement equipment, and limited purchase of supplies and contractual service for all state agencies. Although there is an appeals board, we expect things are going to be very tight.

The University of Wyoming is expected to cut $20 million from the budget and has so far identified $8.5 million in savings without cutting personnel and programs. Unfortunately, if the University is forced to make the additional cuts, President Terry Roark says it will be necessary to terminate programs and personnel.

On a more upbeat note, University of Wyoming enrollment is up 12,656 for Fall '91, an increase of 1%. We also have two new employees in our office: Suzann Koller, who started in July, and Angie Bules, who started in November and accepted the position a little over a week before the hiring freeze—-whew!

Wyoming Community Colleges

Although the community colleges are not state agencies in the strictest sense, the state budget short-fall for the 1993-94 biennium will have substantial impact on operations at each of the seven institutions. Statewide growth in community college enrollment of 8% has created fiscal difficulties for several institutions even prior to the Governor's announcement.

Installation of the new computer hardware and the COLLEAGUE software from Datatel has been completed at each of the Wyoming community colleges. Training is underway and will continue through the remainder of the 1991-92 academic year. Discussions of common data elements and definitions are being conducted in anticipation of common data reporting to the state community college commission.

An interim space and facilities utilization standard was adopted at the beginning of the current academic year by the state commission. Three institutions have presented plans for expanding and/or renovating facilities on their campuses under the new interim standard. All 7 institutions are in the process of examining their facilities’ inventories in preparation for adoption of the new federal taxonomy.

Wyoming community colleges are examining student assessment this year both from an individual college perspective as well as in response to a state legislative directive to develop statewide student outcomes measures.

So much for news from Wyoming Community Colleges... I think I hear the buffalo calling...
"PRACTICAL PLANNING IDEAS AND ISSUES: A WORKING SPECTRUM" is the theme for the Mountain SCUP first Annual Conference being held in Denver at the Brown Palace Hotel, March 11-13. I would like to remind you of the following several things:

(1) PROPOSALS ARE DUE NEXT WEEK (postmarked DECEMBER 10TH). Send your proposal for a paper, panel, case study, or other event, on academic planning; budget, resource planning, and development; facilities planning; and/or institutional governance and policy planning, to:

CAROL FUTHEY, PROGRAM CHAIR
DIRECTOR OF PLANNING
METROPOLITAN STATE COLLEGE
OFFICE OF THE PRESIDENT
CB1 PO BOX 173362
DENVER, COLORADO 80217-3362
FAX (303) 556-3912
PHONE (303) 556-4559

(2) PUT THE DATES ON YOUR 1992 CALENDAR... March 11-13, and plan to attend! You'll be glad you did.

(3) TELL A COLLEAGUE... about the conference dates and location, and about the proposal due date. Non-members are also welcome to submit papers and attend.

(4) This unique conference will feature OUTSTANDING KEY SPEAKERS AND PRESENTERS ON THE FOUR MAJOR PLANNING CATEGORIES stated above in (1)... PLUS DINNER AT THE WESTERN MUSEUM OF ART, CAMPUS TOURS, AND A POST-CONFERENCE SKI WEEKEND OPTION AT WINTER PARK (via the Rio Grande Ski Train). And, of course, lots of opportunity for IDEA AND INFORMATION INTERCHANGE WITH YOUR PROFESSIONAL PLANNING COUNTERPARTS from the Mountain Region AND neighboring states.

(5) WATCH FOR DETAILS LATER THIS MONTH OR RIGHT AFTER JANUARY 1ST.

--Mark Meredith, Conference Advisor
QUARTERLY QUOTE

An Institutional research agency must not be given a task assignment orientation, for although it may have utility, it will have no direction, and the result will be a circular fulfillment of assignments which will generate as many problems as are solved. If there is no underlying attitude of constructive criticism, the institutional research agency can only function through the abilities of its staff to choose their methods carefully in order to provide one or more acceptable resolutions for each task. A task-oriented agency models its attitudes in conformity with the dominant biases and vested interests of the institution, and although it may have high utility for the institution, it can not be called institutional research. An institutional research agency may accept tasks for which there cannot be discerned any relationship with the goals of higher education, but such acceptances must not be a dominant feature of the agency’s efforts if it is to retain the institutional research name. The implication of this last statement is important, and it should be clearly delineated. The institutional research function must not be defined as an array of routine, periodic, or special tasks unrelated to the fundamental concern with the purpose and quality of higher education. Functions do exist as operational entities which sustain academic and administrative activities without regard to their purpose and quality. Sustenance of this kind is important to the continued existence of the institution, but the transitory and essentially aimless role of this type of operational agency does not encompass a sufficient boundary for institutional research.

No implication is intended that institutional research agencies formulate purposes and values superior to those already common to the institution. A necessary conceptual boundary for institutional research is that it incorporate those purposes and values; but this incorporation is not sufficient, and it must not be slavish. There must be within the institutional research role a sufficient degree of independence which permits it to fully examine and criticize the institution, including its purposes and values. This aspect alone would not establish the institutional research role as unique, for higher education institutions have not lacked for critics. Its uniqueness rests in the combination of its role as a positive critic concerned with the enhancement and advancement of higher education and its role as researcher, quantifier, and assessor of quantifier, and assessor of quantitative and qualitative information about the institution.

Sidney Suslow, A Declaration on Institutional Research, AIR, 1972, pp 2-3.

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