IN THIS ISSUE:
Intercom .......................... 1
From the Editor ...................... 2
Announcements ....................... 3
News from the States ............... 3
RMAIR Conference Pictures ....... 4
News from the States (Continued) 6

**INCOM**—A Message from the President

Well, this is my first President’s column and as my first official act I would like to again thank Ken Brown, Wendy Miley, and Sandy Johnson for the outstanding job they did on the conference held in Tucson last month. I felt that it was one of the best we have had, both in terms of the local arrangements and the program content. Based on what we heard, it appears that colleges and universities throughout the region and the rest of the country will continue to face financial and other challenges which will change the way we do business.

Susan Jones was elected to be Vice-President/President-Elect for 1994, and will serve with Past-President Larry Hunter and me on the Executive Committee. Diane Muntal of UNLV will continue to be the official keeper of the accounts and publisher of the Panorama and Ken Brown of the University of Arizona will continue to be the Panorama editor—I’m working on it Ken! Nelle Moore of San Juan College in Farmington, New Mexico has agreed to be the Panorama Coordinator for 1994. Archie George of the University of Idaho was elected by acclamation to be the official, unofficial photographer for RMAIR. My thanks to all who will be working with me this next year.

It was decided at the business meeting to hold the 1994 fall conference in Cody, Wyoming at a date yet to be determined. The 1994 conference will be earlier in the year than the Tucson conference in the hope that we get to Cody before winter does. Mike Dover of Northwest College in Powell, Wyoming presented an inspired proposal and will be the coordinator of local arrangements. Kathy Chandler-Henry of Colorado Mountain College agreed to serve as program chair, so I’m looking forward to a conference and program at least as good as this last one.

An announcement was made at the conference about a new "Train the Trainer" program that the Associated Groups Committee and the Professional Development Committee of the national AIR have put together. I would like to be sure that all RMAIR members are aware of this opportunity. Nominations or Applications for Participants in the AIR "Train the Trainer" Program are now being accepted.

RMAIR received an announcement from the AGC and PDO Board of the Association for Institutional Research that they are sponsoring several opportunities for representatives of state, regional, or sector groups to attend a pre-Forum Workshop in New Orleans at a discounted registration fee (half the regular cost). Two spaces in three different workshops have been set aside for participants selected by members of the AIR Associated Groups Committee in accordance with guidelines listed below. The three workshops are: (a) "Theory and Practice of Institutional Research" by
FROM THE EDITOR

Congratulations to Susan Jones on her election as Vice President. I'm sure she will be able to keep the other two members of the Executive Committee in line.

I also want to thank Nelle Moore for agreeing to be the Coordinator for Panorama. Nelle is the Director of Institutional Research, Grant Development, and Planning at San Juan College in Farmington, New Mexico. As you can see from her title, she wears quite a few hats at San Juan College. She has already been hard at work as the state reporters can attest. Welcome aboard Nelle.

We are seeking a state reporter for Utah. If you know of someone who you feel could/would be a good candidate for this job, please contact either Nelle or me.

Sandy Johnson, Wendy Miley, and I thank all who attended the recent RMAIR conference in Tucson. The turnout exceeded our expectations. Hope you all enjoyed your visit and found the conference to be of value professionally. We enjoyed putting it together for you.

Many thanks to Alan Clark who wrote the report on the conference despite a heavier than expected workload when he returned to Ricks. Thanks also to Archie George for taking the photos that appear in this issue.

Have a Happy Holiday Season and a Prosperous New Year.

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Highlights of the 1993 RMAIR Conference by Alan Clark

The annual fall conference of the Rocky Mountain Association for Institutional Research has come and gone. Those who attended took back many good ideas and fond memories—those of us from northern regions wish we could have brought some of the delightful weather back with us.

One obvious conclusion soon became apparent as those who attended became acquainted with one another: Arizona supports its own, 54% of those registered were from that state. The adjacent state of Colorado was a runner-up—with smaller groups from other states. For the second straight year we missed our friends from Canada.

After the official welcome from Michael Cusanovich, Vice President for Research and Graduate Studies at the University of Arizona, the keynote address was presented by Elaine El-Khawas from the American Council on Education. She identified several major issues facing higher education in the future, such as finances, control, and accountability, and focused her discussion on how we can think about or react to these. Her audience became such active participants in the ensuing discussion, and the dialog became so earnest, that no time was left for the scheduled follow-up panel. (The panelists got off easier than some of us thought proper.)

Overall, the contributed papers and the demonstration were well presented and were well received; there were so many of the former that two tracks were offered for a few blocks of time. The panel discussions were especially informative; for the panelists, rest assured that the extra time and effort it took to prepare these was worthwhile.

It was nice to have the vice-president/president-elect of AIR in attendance—our own Rich Howard. Terry Russell, the executive director of AIR, was also present and gave a provocative presentation about "Less is More."

Thursday evening’s trip to the University of Arizona Museum of Art, which featured ancient musty relics and modern appealing relishes, was fascinating. The western barbecue banquet back at the hotel was likewise fulfilling—in a different way.

The announcements made, actions taken, and decisions effected at the business meeting will undoubtedly be referred to elsewhere in this issue, but mention ought to be made of the location for next year’s conference; Cody, Wyoming should be a delightful place to visit in the early fall.

Mike Middaugh, (b) "Introduction to Statistics" by Marian Pagano, (c) "Effective Reporting" by Jeff Seybert.

To have a nominee considered, RMAIR must submit a proposal including, among other details, the following information to the AGC by December 31: (a) Qualifications of nominee to present information on the topic; (b) Proposed plan for disseminating workshop information to members of RMAIR; (c) Reporting and evaluation plan to ensure information is disseminated and proposed activities by participant are implemented.

To encourage participation by RMAIR members, the Executive Committee has agreed that if a RMAIR member is selected to participate in this reduced fee program, RMAIR will contribute the other half of the registration fee.

The Executive Committee would like to make this opportunity available to all members of RMAIR, so if you feel that you have the background to make a good trainer and are willing to present what you learn in New Orleans to your RMAIR colleagues next year, please submit your responses to the three criteria above, to me no later than December 17 indicating the session you would like to attend. (Regardless of the date, give me a call if you are interested and we will talk about the responses to the three items above over the phone.) A committee of former RMAIR Presidents and I will review these proposals and select the one that we feel is the strongest for each session and forward it to the Associated Groups Committee for their evaluation. If you would like to nominate someone who would be a good trainer and who would be willing to participate in this program, please let me know as soon as possible (by e-mail or by phone), so they can be contacted about participating and given an opportunity to respond to the selection criteria.

Send e-mail to "scc05@ewu.edu". Snail-mail to: Ronald Hagerman Director, Resource Development, Planning & Institutional Research Spokane Falls Community College 3410 W. Ft. George Wright Dr. Spokane, WA 99204 (509) 533-4172 or fax (509) 533-3225

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significant cultural changes in the last decade, with the networking of previously independent computers and workstations. Perhaps the greatest impact is in the area of interpersonal communications. Networks tend to dissolve barriers of time-zone differences, distance, and traditional departmental segregation. And nowhere should networking have more impact than on instruction, as these technologies have unique potential to foster a student-centered learning environment.

A copy of the report and a cover letter was mailed to presidents and chancellors of all US colleges universities and to primary representatives of the institutional members of the three sponsoring organizations. In his cover letter to presidents, James Dunderstadt, president of the University of Michigan, wrote "geographical and cultural barriers that previously impeded open and free exchange of ideas have been lowered by access to national and international networks. Our leadership will be needed to insure that higher education benefits from these developments."

The report is available for $5.00 through the CAUSE office, (303) 449-4430, fax (303) 449-0461, and is available electronically via the Internet by sending e-mail to HEIRA@CAUSE.colorado.edu containing the message, GET HEIRA.ES3. Background papers from the contributing editors are also available as described in the report.

The HEIRAAlliance Releases Third Executive Strategies Report

"What Presidents Need to Know ... about the Impact of Networking on Campus"

The impact of networking on campus is the focus of a new report for college and university presidents published by the Higher Education Information Resources Alliance. The HEIRAAlliance was formed in 1990 by the Association of Research Libraries, CAUSE, and EDUCOM to bring together the information technology and library communities on issues of shared interest.

The HEIRAAlliance Executives Strategies Report #3 examines the increasingly significant role networking will play in higher education—in the educational process, in library and research operations, in administration, and in opportunities for community service. This four-page report is based on background papers prepared by teams from five colleges and universities: Case Western Reserve University, Drake University, St. Petersburg Junior College, the University of Guelph, and the University of Michigan. Each team of contributing editors comprised the institution’s president and leaders from the campus’ information technology department and library.

Pointed out in the report is that many colleges and universities have observed

Arizona Legislature in its last session, the State Auditor General’s Office is conducting two performance audits of the state’s three universities. Both audits are scheduled for completion by January 1, 1995. Working with the six state legislators specified in the bill as well as other members of the state legislature and university staff, the auditor general’s office is first reviewing factors impacting student experience at the universities. In particular they are reviewing graduation, success, and satisfaction of students attending the universities. One of the overall questions being asked is whether a person can actually graduate in four years. It is expected that this review will be completed by spring.

The second audit scheduled to begin next spring will examine the administrative structure of the universities. Reviewing the positions and responsibilities of administration, the office will analyze the universities’ responses to recent budget cuts. It will also look for ways to further streamline the organizational structure of the universities. Completion of this study will most likely be close to the 1995 legislative deadline.

Fall Enrollment

Fall enrollment at the state’s three universities is approaching the 100,000 headcount level. In addition, first time FTE displays a significant increase, meaning there are more full-time students. Enrollment is as follows: U of A 35,279 headcount (31,381 FTE); ASU--Main 41,250 (35,179); ASU--West 4,495 (2,802); NAU 18,817 (16,441); System Total 99,841 headcount (85,807 FTE).

Part-Time Faculty Workload Survey

The three universities working with the Board of Regents has completed a Part-Time Faculty Workload Survey. While both part-time faculty and graduate assistants were surveyed, there was a higher response rate from part-time faculty. The survey gathered: (a) general information, such as highest degree earned, whether the person was currently working toward a degree, reasons for teaching, other teaching jobs currently held; (b) information on workload, and information on how the
Elaine El-Khawas (American Council of Education), RMAIR keynote speaker, draws the audience out by her easy manner to produce an interesting exchange of ideas.

Wendy Miley, Local Arrangements (University of Arizona) plans her escape. Her last words, according to RMAIR members, were “Arizona, year 2050!”

Fred Lillibrige and Larry Beck (New Mexico State University-Alamogordo) plan for the 1995 RMAIR conference in New Mexico at the Wednesday evening conference. “This conference hosting looks like a piece of cake!”
Denise Sokol (University of Colorado at Denver) gives up using the overhead projector.

Sandy Johnson, Program Chair (University of Colorado System) enjoys the results of her hard work.

Fred Lillibridge (New Mexico State University-Alamogordo), Alan Clark (Ricks College), Tom Wickenden (Northern Arizona University) and Sarah Lindquist (Arizona State University) demonstrate TQM (Total Quality Management) at the Western barbecue.
individual spent his or her time at group instruction, one-on-one instruction, instruction-related activities, research, and other related activities; (c) professional and departmental activities and evaluation and training; and (d) demographic information. Results showed some differences among the universities due to differences in their missions.

**COLORADO**

by Jacki Stirn

University of Colorado

James Corbridge will resign as chancellor of the Boulder campus at the end of the academic year. He plans to return to teaching at the University of Colorado law school. He has been chancellor since 1986.

Fall headcount enrollment at the Boulder campus was 25,103, a 0.3% decline from last fall. At the Denver campus, the headcount enrollment was 10,677, a 3.7% drop from last fall and at the Colorado Springs campus, 5,724 students were enrolled, a 0.5% decrease. The Health Sciences Center posted a 8.7% increase over last fall to a total of 2,120 students. Although there was a decrease in headcount enrollment, the number of FTE students within the system increased by 0.3%.

Legislative News

Under Senate Bill 136, the Legislature has the authority to earmark additional resources to fund specific policy areas outside the base allocation it provides to the state's higher education governing boards. The five policy areas, announced at the end of October, were: linking K-12 and higher education, productivity, enrollment, workforce training and retraining, and financial aid. Reporting requirements for these policy areas have yet to be established.

**MONTANA**

by Cel Johnson

Institutional researchers in Montana welcome Nancy Krogh, Director of Grants and Institutional Research at Rocky Mountain College, a private liberal arts and education college in Billings, Montana. Those of you who are curious about private higher education in Montana can contact Nancy at (406) 657-1004.

Public higher education in Montana is bracing for another legislative session. This one, a special session called for November 29, is necessary to balance the state budget after a tax-revolt initiative succeeded in suspending a state income tax hike. Governor Marc Racicot has recommended cutting about $12 million from the university system budget. Commissioner of Higher Education Jeff Baker proposes cutting about $6.6 million, a figure closer to the percentage share of the general fund that the university system spends. The Governor says there can be no across-the-board cuts to state agencies because of the gouging that occurred during the last regular legislative session. The Governor's budget director maintains that $8.4 million can be saved by raising tuition for nonresidents, reducing state money for athletics, and increasing faculty workloads. Needless to say, these proposals have made the budget director extremely popular with all constituencies involved. Furthermore, the entire question of the legality of the income tax suspension is soon to be debated in state district court.

Meanwhile, enrollments are up in the university system even as cuts are being planned at the state level. Fall headcount enrollments for the two universities and the four public colleges are as follows:

<table>
<thead>
<tr>
<th>University</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Montana</td>
<td>10,828</td>
</tr>
<tr>
<td>Montana State University</td>
<td>10,798</td>
</tr>
<tr>
<td>Eastern Montana College</td>
<td>3,732</td>
</tr>
<tr>
<td>Montana College of</td>
<td>1,992</td>
</tr>
<tr>
<td>Mineral Sci. &amp; Tech.</td>
<td>1,921</td>
</tr>
<tr>
<td>Northern Montana College</td>
<td>1,120</td>
</tr>
<tr>
<td>Western Montana Col. of UM</td>
<td>1,120</td>
</tr>
</tbody>
</table>

For the first time, total enrollment in these schools has topped 30,000, with total fall headcount enrollment at 30,391.

Also on the public higher education horizon looms the Commissioner's proposal to restructure the system. His initial proposal called for two universities in the system, each with two branch campuses. Western and Eastern would be branch campuses of the University of Montana, and Northern and Tech would be branch campuses of Montana State University. Due to impassioned outcries from various constituencies, the Board of Regents has postponed their decision on restructuring until their January meeting to allow more time for public input. The colleges are reluctant to lose their status as independent entities, and the universities are reluctant to absorb the workload of administering branch campuses with no additional funding or staff support. This should be one to watch! Montana is, indeed, an interesting place to live!

**NEVADA**

by Jan Brown

The Nevada folks extend their thanks and congratulations to Ken Brown, Wendy Miley, Sandy Johnson, and the rest of their staff for putting together an excellent conference in high style. We enjoyed our visit to Tucson.

University of Nevada, Reno

Looking back on this year's biennial legislative session, two aspects of the funding for Nevada's higher education system were notable: (a) formula funding was suspended and the system was basically given funding equal to last year's reduced budget plus a lump sum to be distributed internally; (b) the portion of the state's budget allocated to higher education was reduced from 21% to 17%. UNR's 1993-94 operating budget increased 6.9% over the 1992-93 reduced budget, resulting in an amount about 1% over last year's unreduced budget.

Tuition and fees for the universities
increased this fall: fees rose 1.8% to $55.50 per undergraduate credit and by 4.7% to $77.50 per graduate credit. Out-of-state tuition increased by 6.2% to $2,150 per semester.

Fall 1993 headcount reached a record 12,137, up 2% over last fall. On-campus FTE, however, was nearly flat; it increased by 0.7% to 9,010. The proportion of nondegree students has been gradually trending downward since 1990, and the trend continued this fall with a drop from 5.1% to 4.3% of total enrollment. The undergraduate major with the highest enrollment (330) is Premedicine.

This fall marked the opening of our newest dormitory, Canada Hall, a student designed facility. Planning began with student volunteers in 1989. The students met with the architects and engineers, and the result was a building designed 100% with student ideas. It has ten wings and houses 223 students in apartment-style three-bedroom, two-bath suites of 1,400 square feet each.

Also new on campus is a $3.5 million Sports Medicine Complex, a privately-funded, unique state-of-the-art building housing a 7,000 square foot weight room, a physical therapy wing, an x-ray facility, and an orthopedic procedure clinic. The Complex is designed to help Nevada athletes as well as the general public, and has available two physicians, three therapists, and twelve to thirteen orthopedic specialists.

University of Nevada, Las Vegas

Although UNLV's fall 1993 headcount increased by nearly 500 students (2.5%) to 19,682, FTE decreased by 59 (0.5%) to 12,885. As might be expected, a record low of 56% of undergraduates and 15% of graduates attended full-time. Non-resident headcount increased to 15%, mostly due to the influx of students from California.

UNLV received an additional $6 million for the 1993-95 biennium, representing a 7.5% increase over the reduced 1992-93 budget. The allocation fell short of the amount needed to restore cuts made to the university’s 1991-93 budget because of declining state revenues.

Although UNLV was fortunate enough to obtain the capital improvement funding needed to build a Classroom/Office Complex, Student Services Building, and a Physics Building, no money was provided to furnish and maintain the buildings.

For the second year in a row, UNLV faculty and professional staff will not receive COLA increases. As of January 1994, a 2% merit increase will be granted retroactive to July 1993.

Truckee Meadows Community College

The 1993-94 academic year promises to be one of change at Truckee Meadows Community College. The official fall 1993 enrollment report showed little increase in state-supported course enrollment, but a large increase in non-state supported students (courses which are self-supporting). Some of the change is due to timing differences. TMCC is starting a Weekend College in the spring—all courses for an associate of arts degree will be offered between Friday evening and Sunday evening. Students could go on to receive a bachelor’s degree in UNR’s weekend program.

TMCC’s academic faculty voted to enter collective bargaining for the first time in the school’s history (also they are the first faculty in the UCCSN system to seek a union). Collective bargaining has been underway since July but no agreement on a contract has been reached. Issues of concern to the faculty are workload and governance.

TMCC added 11,500 square feet to its center at Old Town Mall, a shopping center in south Reno. The new space is occupied by a learning resource center, classrooms, a re-entry center, an ESL center, and administrative offices. Total TMCC space at the mall is 38,000 square feet.

NEW MEXICO

The leadership in the state legislature has stressed that accountability, faculty workload, program duplication, 2-year to 4-year articulation, and minority participation will be warm topics at the upcoming legislative session. A cap on tuition might be passed. Enrollment caps seem less likely.

Operation of the education center at Taos, New Mexico has been taken over by the University of New Mexico. Expansion of offerings and enrollment has occurred.

New population projections to the year 2020 are available from the Bureau of Business and Economic Research at the University of New Mexico.

Community Colleges

San Juan College (SJC) in Farmington, NM just received an unqualified 10 year reaccreditation from NCA. In the exit interview, the Evaluation Team commended SJC on its well organized and comprehensive self-study report. The Team also said that SJC's outcomes assessment plan was among the best they had seen. Anyone who is gearing up to do a self-study may want to contact Nelle Moore at (505) 399-6438.

WYOMING

University of Wyoming

The University of Wyoming's fall enrollment is 12,012. This is a small drop for the overall enrollment (forty less than last year), and on-campus enrollment dropped after five years of steady growth. On a more upbeat note, UW is ranked 13th among top state

The University of Wyoming is celebrating the 100th anniversary of intercollegiate football. At this writing, Wyoming is ranked 19th in the nation and is undefeated in the WAC.

After a year-long search, Steven W. Horn, Colorado Commissioner of Agriculture, was appointed the Dean of the College of Agriculture effective December 1.

In other administrative news, Provost Albert K. Karnig has been reappointed for another five year term. Our particular interest in this issue is that Dr. Karnig developed the current Office of Institutional Analysis. Dr. Karnig came to UW from Arizona State University in 1988.

Early this fall, the University dedicated the Centennial Complex. This facility has greatly expanded the space available to house the collections of the American Heritage Center and the University Art Museum. The complex was built with funds coming mainly from the University's Centennial Campaign.

For those of you going to Cody next year, the American Heritage Center has increased its collection of letters concerning William F. "Buffalo Bill" Cody. If interested, you'll have to stop in Laramie for a tour.

Community Colleges

The Wyoming Community College Commission has adopted substantial changes in the rules governing the state's seven community colleges. Work is underway to develop appropriate auditing standards for areas other than fiscal accounting.

Budgetary discussion are currently underway for the next biennium. Concerns are again being raised about Wyoming's declining valuations (based largely on minerals and oil).

The community colleges held their first statewide conference to develop a united agenda for state leaders. The conference was very successful in developing a joint position which advocates the roles of the state's community colleges.

Preparations are already underway for 1994 in Cody. We look forward to seeing everyone next year at the RMAIR conference.

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