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INTERCOM — A Message from the President

As the end of another academic year arrives, I find myself again reminded of one of the basic
times for the existence of our reasons for being honored institutions. I just came back from
the graduation of my youngest daughter from college. It was impressive to see the over 1,700
individuals who had completed their college programs and were now being honored with a
traditional commencement. To know that, in some small way, the work of planners and institutional
reasons contributes to the education and training of people makes the many frustrations and
hours of work seem more worth while. I think that it is important for us to sit back, occasionally, and
remember that our institutions are never JUST about assessment, FTEs, faculty workloads, state and federal
reports, or even budgets. I find that I really have to make a special effort to keep this in mind,
considering my day-to-day activities that deal with these ancillary issues.

Well, enough of Ron’s philosophical rambling!

Plans are well on their way for our fall conference. Both Mike Dover and Kathy Chandler-Henry told me
that they would try to get something into this issue, so look for the REAL information about the
Cody meeting elsewhere. As you are enjoying the summer, keep in mind that fall is just around the
corner and that means that Cody isn’t too far off either. Think presentations!

By the time this reaches you I think that the New Orleans Forum will be
history, so I hope that those of you who had the chance to be there
enjoyed yourself AND that it was professionally rewarding. For those
of you who weren’t able to make it, have a GOOD summer and we’ll
plan to see you in Wyoming this fall.

FROM THE EDITOR

Another change in state reporters has occurred since the
last issue. Reports
from Utah have been missed for quite some time; however, that will
not be the case in the future.
Joseph Curtin and Nancy Smith of Utah Valley Community College
have agreed to be reporters for that state. I did not contact them until
just before the deadline for this issue and so did not ask them for a
report for this issue; their first column should appear in the next
issue of Panorama. You will recall
that I announced in the last issue that Dick Cady, Panorama’s
longtime reporter from New Mexico, was retiring and was
replaced by Chester Haughwaut.
and Amy Holt of Eastern New Mexico University. You can read Chester’s first report on New Mexico in this issue. I’m sure the rest of the RMAIR membership joins me in wishing a hearty welcome aboard to Amy, Joseph, Chester, and Nancy; and we all look forward to meeting you at future RMAIR and AIR meetings and to reading your state reports.

Speaking of future RMAIR meetings, this year’s chairpersons, Mike Dover, Local Arrangements, and Kathy Chandler-Henry, Program, have things well in hand. This year’s meeting will convene in Cody, Wyoming from October 12th through the 14th. If I know these two, we can all look forward to a very interesting and informative and enjoyable conference. For those needing more information, see the Announcements section below.

As always Nelle and I are looking for special features for publication in Panorama. If you have something you would like to share with other RMAIR professionals, or know someone else who has a project, report, or idea they could share, please contact either Nelle or me.

Last but not least, don’t forget to contact Larry Hunter and nominate someone for RMAIR vice president. As past president Larry is the chair of the Nominating Committee this year. Larry’s phone number, email, and mail address appear later in this issue.

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ANNOUNCEMENTS

RMAIR Annual Conference

Location: Cody, Wyoming

Dates: October 12-14, 1994

Accommodations: Cody Holiday Inn

Program Chair: Kathy Chandler-Henry

Ph: (303) 945-8691 Ext 336

Arrangements Chair: Michael Dover

Ph: (307) 754-6031
email:doverm@adm.nwc.whec.edu

If you have any questions, comments, or suggestions contact either Kathy or Mike. More information will be available at the AIR Forum in New Orleans. If you were not able to make the Forum, contact Kathy or Mike directly.

CAUSE Information Technology Self-Assessment

CAUSE has published Self-Assessment for Campus Information Technology Services by Linda H. Fleit as the twelfth in the association’s professional paper series.

In the paper, author Fleit states that the time for assessment of campus information technology services is now, as institutions of higher education grapple with the challenge of accountability and as technology grows in visibility on the college and university campus. Fleit describes many of the benefits of self-assessment, including its value as preventive medicine, as a diagnostic tool, as a comparative measure, and to promote alignment with users’ assessments.

The paper includes a comprehensive checklist for self-assessment, covering the areas of planning, policies and procedures, facilities and staff, products and services, organization and external relationships, and funding. The questions were developed to have a direct relationship between the answers and probable implications and consequences of the answers, so that problematic areas can be defined and improved. Also included is a document originally co-published by CAUSE and EDUCOM, Evaluation Guidelines for Institutional Information Technology Resources.

Publication of the paper was sponsored by Datatel, Inc., a CAUSE corporate member. Complimentary copies of the paper were mailed to all 3,200 CAUSE representatives. Copies may be purchased for $12 (CAUSE members), $24 (non-members). To order call the CAUSE order line (303) 939-0310; send e-mail to orders@cause.colorado.edu; or contact CAUSE, 4840 Pearl E. Circle, Suite 302E, Boulder, CO 80301.

Learning Action Plan by CAUSE and League

CAUSE and The League for Innovation in the Community College have announced the release of a joint publication, The Learning Action Plan: A New Approach to Information Technology Planning in Community Colleges by Jan A. Baltzer. This paper focuses on what institutions of higher education need to succeed and survive in the information age and offers the information technology leader on campus a blueprint for creating a unique and workable strategic plan for information technology in support of his or her institution’s mission.

The paper offers philosophical reasons for and pragmatic ways to design a new type of strategic plan for information technology using the Learning Action Plan model. This model incorporates several key success elements not found in traditional strategic plans: alignment, shared vision, strategic principles, the IT organizational structure, business process reengineering, and continuous feedback. With an emphasis on the importance of organizational culture, customer communities, and current technology base, this model focuses on what the IT organization must do to be vital and contributing part of the overall organization.

Baltzer incorporated this publication input from a task force of individuals from eleven community colleges in the U. S. and Canada. Collaboration took place through an Internet "electronic roundtable" set up and
supported by the CAUSE office, and facilitated through a "mediated idea discussion and summary" technique.

Jan Baltzer is Director of Computing and Communications for the Maricopa Community Colleges in Phoenix, Arizona. She serves on the Board of Trustees for the Corporation for Research and Educational Networking, is a member of the CAUSE Professional Development Committee, and is Director of the Manager's Program of the CAUSE Management Institute. Baltzer also wrote People and Process: Managing the Human Side of Information Technology Application in the CAUSE professional paper series.

Publication of the paper was sponsored by IBM Corporation. A complimentary copy of The Learning Action Plan is being mailed to all community colleges in North America and to all CAUSE member campuses. Additional copies may be purchased for $15 from both CAUSE and the League. For more information contact CAUSE at the numbers in the preceding announcement.

NEWS
FROM STATES AND PROVINCES

ARIZONA
by Phyllis Edamatsu

Budget News

A $4.2 billion state budget was passed for fiscal year 1994-95. Included in the budget is an increase of about 5% for the state's three universities. The University of Arizona will receive $208.2 million for its main campus, Arizona State University will receive $193.8 million for its main campus and $31.4 million for ASU West, and Northern Arizona University was awarded $79.0 million. An additional $2.1 million was appropriated to plan for a new campus, ASU East, at the former Williams Air Force Base. Similarly, $1.5 million was appropriated for the U of A to plan for a new 4-year institution in the Tucson area. NAU received $1.5 million to its statewide telecommunications network. Another $6.2 million was appropriated for enrollment growth at the universities.

Included also was a 5% salary increase for both faculty and staff to be distributed in two parts, 3% in July 1994 and 2% in April 1995. An additional $5.0 million was set aside for faculty salary market equity adjustments, university plans for the distribution of these adjustments will be presented at the May Arizona Board of Regents Meeting.

Tuition Increases

The Arizona Board of Regents raised tuition by $50 for residents and by $150 for nonresidents. Nonresident students will now pay $7,500 at the U of A and ASU and $6,680 at NAU. This is considerably less than the $250 resident and $350 resident tuition increases approved last year. The new tuition increase is expected to generate $4.9 million for the three universities. In addition, there will be $10.5 million in tuition set-aside funds for institutionally provided financial aid available to university students next year, compared to $8.9 million this year.

ASU now Research I

Arizona State University has been designated a Research I institution by the Carnegie Foundation. All Research I institutions must award 50 or more doctoral degrees and receive $40 million in annual federal funding. ASU is one of a handful of Research I schools that have neither a medical school nor land grant status. It had been named a Research II institution in 1987.

New President for NAU

Dr. Clara Lovett has been named President of Northern Arizona University by the Arizona Board of Regents. She replaces Dr. Eugene Hughes who left NAU last summer to become the President of Wichita State University. Dr. Lovett was formerly Provost and Vice President for Academic Affairs of George Mason University.

Community Colleges by Chris Myers

Pima Community College

A "seamless" degree program has been finalized between the University of Arizona (UA) and Pima Community College (PCC). This Sequential Degree Program will enable students to concurrently enroll at both institutions while taking the majority of their classes at PCC's new Desert Vista Campus. The program's objective is to help students overcome barriers to access and success while enabling them to earn an associate's degree at PCC and a bachelor's degree at the UA. Initially, the Sequential Degree Program will offer selected academic programs, including court administration, education/teacher training, business administration, languages, non-traditional nursing, optical sciences, and interdisciplinary sciences.

An employer needs assessment was recently completed by the Institutional Research Office at PCC. Pima County employers were surveyed to provide information needed by Program and Services Review, for the development of new instructional programs and for marketing purposes. The results showed that PCC is serving employers well by being sensitive to community needs, offering a variety of courses, and producing well trained graduates. At the same time, respondents indicated that PCC's programs could be improved through providing more hands-on experience, such as co-op classes and internships. Survey results also revealed that employers valued work related knowledge, skills, and
attitudes more than basic general education knowledge and abilities. For Example, the respondents rated quality of work and having a positive attitude toward work as being more important than math computation and written communications skills. Contact Chris Myers at (602) 748-4934 for more information.

Central Arizona College

Central Arizona College (CAC) recently completed an enrollment forecasting study using a model developed for such a purposes specifically for community colleges. Information about the forecasting model, which was funded by a Title III grant, and results of the study are available from Beth Price; Beth can be contacted at (602) 426-4206.

Statewide CC Data Effort

The Statewide Research Advisory Committee (SRAC), a group of institutional researchers from Arizona community colleges, is completing the second year of data collection for a statewide community college data base. In addition to including data elements from each of the state’s community colleges, SRAC hopes to add data from each of the Arizona’s state universities using a common format.

Greg Smith who is now Vice-President of Information Resources & Planning at the Community College of Denver.

Sandy Johnson who is interim Director of Budgets and Planning at the State Colleges of Colorado will be leaving Colorado at the beginning of August for the wilds of the New York City area. Sandy was active in RMAIR and the Colorado Association for Planning and Institutional Research (CAPIR), and she will definitely be missed! Patty O’Connor of the Colorado Commission on Higher Education will be leaving Colorado at the end of May to relocate to upstate New York, having literally bought the farm.

Jacki Stirn will be leaving the University of Colorado at the beginning of May to take Patty’s position as Information & Research Analyst at the Commission.

CAPIR News

The CAPIR spring meeting was held on the afternoon of April 20 with very good attendance. Presentations were made by Jacki Stirn, Lou McClelland, and Mark Chisholm. New officers were elected as follows:

President: Rick Voorhees, CCCOES
Vice President: Hans L’Orange, University of Colorado, Boulder
Treasurer: Rick Podolak, Colorado Student Loan Program

The next meeting will be held in the fall.

Assessment

The second annual Colorado Higher Education Assessment Conference was held in Fort Collins, March 11-12. Presentations covered a wide range of topics, including retention and graduation, survey methods, critical thinking skills, and how to meet the state accountability requirements. Next year’s conference is being planned and is expected to be held in metro Denver.

Community College of Denver

The Community College of Denver had an NCA Special Emphasis self-study (Integration of Accountability and Planning) and received a glowing report and the full ten-year accreditation.

University of Colorado

Search committees are close to selecting the Chancellor for the Boulder campus and the Vice-President for Administration in the Central Administration. Recently, Ric Porecca was selected as the new Budget Director for the Boulder Campus to replace Gordon Johnson who will be retiring at the end of June.

IDAHO by Jerry Engstrom

The Legislative session ended mid-April and while the economy of the state remains strong, so does the demand for state general account dollars. This year public higher education received an 8.3% increase in appropriation excluding employee compensation. College and university classified employees will receive 5.3% increase in salary: faculty and other exempt employees will receive a 4.3% increase. These increases are the less than we had hoped, but are okay in the current climate of cut-backs in higher education funding.

I believe that Idaho is the only state in which the state governing board for higher education is also the Board for public elementary and secondary education. Each year there seems to be legislation
focusing on our Board and its relationship with public education. For the last several years legislation has been discussed or introduced that would divide the Board into two separate bodies. This session surprised us when lawmakers worked to strengthen the power of the Board over public education rather than to eliminate its role. This switch was caused by legislators disagreement (or impatience) with the elected Superintendent of Public Instruction’s school reform efforts.

Several bills were introduced to change the relationship between the Board and the Superintendent. One, for example, would have had the Board approve all hiring in the Department of Education. The only legislation that passed will sunset current Board rules that apply to public education. As of April 1, 1996 all current Board rules will be rendered void. The Board must evaluate and promulgate all new rules to cover public education. The Board itself has been moving forward with some of its current interests. Among them are studies of the expenditures of institutional presidents, plans to move to more equitable funding of men and women’s sports, and proposals to reduce or eliminate the practice of granting tenure for campus administrative staff. Another issue that was before the Board again was that of nonresident tuition. In the Board’s last meeting it voted to increase nonresident tuition within two years to $7,000 per year. This figure is an approximation of the average nonresident tuition charged by surrounding states (current nonresident tuition is in the $4,000 to $5,000 range). The Board will require that the institutions implement at least one-third of the increase this fall. Nonresidents currently enrolled also will face a tuition increase, but a smaller one.

In other news, both the president and academic vice-president of Lewis Clark State College have accepted positions at institutions in other states.

MONTANA
by Cel Johnson

Reorganization

May is a time of frantic activity and little real news. Units of the Montana University System are still struggling with the reorganization, which realigns the two universities, four colleges, and five vo-techs into two subsystems, The University of Montana and Montana State University. The reorganization takes effect on June 30, 1994, but so far there has been little direction from the Board of Regents or the Commissioner’s Office as to how this is to occur. One wag describes the reorganization as similar to “watching a bunch of five-year-olds plan to build a house;” another likens it to “rearranging deck chairs on the Titanic.” Meetings are being held on a variety of topics relating to the reorganization, but no one has a clear vision of what the pending two-university system is supposed to be. Mass confusion prevails.

Campus Construction

On a brighter note, some badly-needed construction is beginning this spring on the Missoula and Bozeman campuses. The 1993 state legislature authorized construction of a new building for the College of Business in Missoula and a new engineering/physical sciences complex in Bozeman. Additional construction over the next two to three years has been made possible at both universities by monies realized through refinancing bonds to take advantage of lower interest rates. Missoula will construct a residence hall, remodel others, build more family housing, and add to the existing health service facility and the student union. Bozeman will replace an outdated utility tunnel (which requires tearing up the center of campus), build 48 new family housing units, remodel a residence hall, and modernize the campus lighting system. Both campuses anticipate being major mudholes for the foreseeable future. The universities are also working with the four-year campuses on possible bond refinancing so that mud can come to those campuses as well.

Personnel Moves

Montana State University-Bozeman has just filled the position of Vice Provost for Student Affairs with Dr. Allen Yarnell, who currently holds a similar position at UCLA. Searches for the Director of International Education, the Dean of Arts and Architecture, and the Vice President for Administration should be completed soon. The University of Montana at Missoula is currently searching for the Dean of Forestry and Legal Council.

Faculty Salaries

Faculty at the unionized campuses have been trying to negotiate a new contract for months, so far to no avail. Faculty salaries are likely to be a hot topic once again at the 1995 legislative session, which begins in January.

NEVADA
by Jan Brown

University of Nevada, Reno

UNR has been the fortunate recipient of several notable gifts this Spring, among which are California’s largest private wetlands reserve, a pristine bird sanctuary donated by Daniel and Althea Brimm; and a $1M gift from International Game Technology for establishing an innovative Computer Engineering Program.

As Nevada’s population continues to grow and high school graduate classes increase in size as expected, UNR’s recently revised enrollment projections from Fall 1993 to Fall
2000 reflect a 27% increase in headcount and FTE.

The 1993-94 Academic Program Review process is nearing completion as far as Institutional Analysis involvement is concerned, and the 1994-95 Review is in the beginning stages. Our adventures into this area may eventually be shared at a future RMAIR meeting.

University of Nevada, Las Vegas

After ten years as president of UNLV, Dr. Robert Maxson will be leaving to assume the presidency of California State University, Long Beach, as of June 1, 1994. During Maxson's tenure at UNLV headcount doubled to over 19,500 students, 27 new degree programs were added (including 8 PhD's), 35 new buildings were constructed, and more than $100 million was raised in private donations.

Although the majority of UNLV's faculty and staff supported Vice President and Provost John Unruie as interim president, the Board of Regents named local businessman, Dr. Kenny Guinn. Guinn is a former executive of Southwest Gas, Pri-Merit Bank of Nevada, and the Clark County School District. He is currently chairman of the UNLV Foundation. Guinn was chosen by the regents because of his considerable experience in working with the legislature and community.

UNLV just dedicated the Student Services Complex, housing the Donald W. Reynolds Student Service Center, Newmont Student Development Center, and the Jean Nidetch Women's Center. This facility, built thanks to three major private donations, will house all student services presently scattered throughout the campus. This fall classes will be held in the new 152,000 sq. ft. Classroom Building Center. All in all, over 600 offices will move into new quarters this summer, with the support of two campus movers and three computer technicians!

Reduced funding slowed down UNLV's growth in 1993-94. Annual headcount increased by 2.9% at 19,265, and FTE remained nearly flat at 12,580, reflecting a decrease in full-time students. UNLV benefitted from sharply increased tuition costs in California by enrolling a record number of 802 students from California, representing an increase of 90% over the previous year.

New Management Software

At ENMU the big news is the installation of new data management software. For many years our programmers were writing software code to manage student data, course data, faculty data, and other data elements necessary to report to the state and federal government. Eastern has now purchased the Computer Management Development Software (CMDs) system. The IR staff in particular is anticipating greater access and reporting capabilities.

In future columns we will attempt to report items of interest from the other New Mexico institutions. Good luck to Richard Cady and best wishes to the new planner a UNM.

Wyoming

The University of Wyoming is one of the first institutions in the nation to be reviewed under the NCAA certification process. At the end of five years, every Division I athletics program in the country will have undergone this process. The review's purpose is to guarantee a continuing commitment to and compliance with the operating principles of a Division I athletics program. Areas of evaluations include governance and commitment to rules compliance, academic integrity, fiscal integrity, and commitment to equity.

The Wyoming legislature approved the university's requested budget with very few changes. Additional monies approved were $3.1 million in capital funds for the Americans with Disabilities Act renovations and $4.4 million in deferred maintenance. The University of Wyoming is required to generate
$1.47 million to qualify for a $3 million match of money by the state. Although no addition money for salary adjustments was approved, savings generated by various state agencies and reversion of unspent money will been set aside for possible salary adjustments. A footnote to the budget bill would have required UW to offer 10% of all full-ride athletic scholarships to Wyoming students, but the governor vetoed this section. All in all, it was a surprisingly good legislative session for the University.

Last but certainly not least, the first year of faculty workload reporting has been successfully completed. Of course, the nightmarish responsibility of compiling this information fell on Institutional Analysis. With less than two weeks to enter, check, and re-evaluate the information, a report was sent to the trustees. The report describes the average weekly workload in the areas of teaching, research, advising, service, and administration. This information was mandated by the trustees, and its purpose was to inform the legislature and the public of how faculty spend their time. The president of UW believes that this information "...contributes materially to the cordial reception given the University of Wyoming in [the legislature] this year."

Community Colleges
As assessment issues move to the forefront, several of the community colleges which heretofore have not had an institutional research person are adding a person to perform the IR function to their staff. In most cases, IR is serving in a technical advisory capacity to institutional assessment committees. Student outcomes, institutional quality, and general evaluation are parts of the assessment activity. In addition, most colleges are beginning strategic and long range planning in order to cope with a more austere fiscal climate. Like the university, some of the colleges are taking a close look at faculty workloads. The new data systems utilizing COLLEAGUE have been a tremendous help in organizing the necessary data. It appears that workload projects will be a central feature in IR offices for the next year or two.

Campus construction is underway at several of the community colleges with major renovations and new buildings in progress or nearing completion. Local support has been favorable in nearly every case when seeking bonds for funding.

In northwest Wyoming, we are looking forward to October and the annual RMAIR meeting October 12-14, 1994. Arrangements are underway. You'll be hearing more soon...

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To nominate someone for Vice President please contact Larry Hunter by e-mail, phone, or fax:

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phone: (208) 885-7994
fax: (208) 885-5752

or for the more primitive:

Larry Hunter
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Please don't forget to nominate someone for Vice President!

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