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INTERCOM —
A Message from the President

It is a pleasure to start my first president's column with congratulations to a number of individuals. First, congratulations are in order for the excellent job done by Denise Sokol and Hans L'Orange in putting on the RMAIR conference in Breckenridge, Colorado. Denise, the accommodations, food, and mine tour were great and certainly enjoyed by the whole group. Hans, you put on a well rounded, interesting, and informative program. Thanks much to each of you, your efforts were well rewarded. Thanks also to those who made presentations, your presentations made the conference very worthwhile.

Speaking of presentations, the best presentation award was garnered by Mavis O'Connor and Keith Ickes for their presentation entitled "Caught in the Web: the Electronic Distribution of Information." Thus, my second set of congratulations goes to Mavis and Keith; you both did a masterful job of presenting. Note that this award carries with it an automatic spot on the agenda of the upcoming AIR Forum in Albuquerque. So for those that couldn't make the Breckenridge conference, you will have a chance to hear it at the Forum; I recommend you take it in, it was superb.

Congratulations are also in order for Diane Muntal who won the recent RMAIR election and is the new RMAIR vice president. Diane and I have worked well together for the last four years as publisher and editor of Panorama. I look forward to working with her again over the next two years.

Two members of RMAIR have agreed to take on responsibility for important positions within the organization. Wendy Miley has agreed to become the editor of Panorama and Jacki Stirn has agreed to take on the job of secretary for RMAIR. A voluntary organization can only be as good as the people who take on leadership and other responsible positions within it; over the years, RMAIR has been blessed in this regard. Wendy and Jacki carry on this tradition. I know you all will appreciate their efforts. If you want to contact either of them, their addresses and phone numbers are in the RMAIR officers' column.

Let me take this opportunity to remind members that the AIR Forum will be in Albuquerque, New Mexico this coming May and that our own Fred Lillibridge is the local arrangements chair. RMAIR will probably have some responsibilities for registration at the Forum. We had an enjoyable time working registration at the AIR Forum held in Phoenix in 1988. I'll keep you posted on proposed arrangements in the
February Panorama.

Last, but certainly not least, I want to thank the membership for the lovely clock presented to me in Breckenridge as a memento of my years as Panorama editor. It certainly was not expected, and that expectation made receiving it all the more enjoyable. It now sits on top of the bookcase in my office, and I really enjoy it. Thanks so very much.

FROM THE EDITOR

The conference in Breckenridge was excellent. Many thanks to Denise Sokol and Hans L’Orange for putting together an informative and educational experience for us all. The pace of this year’s conference was superb; allowing time for great dialogue and interaction among conference members. In addition, this is the first year RMAIR was able to offer an AIR professional development course, “Introduction to Statistics” taught by Connie Brizuela of the University of Wyoming, at the pre-conference workshop. Last year, RMAIR nominated Connie to join in AIR’s “Train the Trainer” program. The program was offered during last year’s AIR conference in Boston so that participants could return to their region and offer the same information to regional conference attendees.

For more information on the conference, a summary follows later on in this issue of Panorama. Van Christman has volunteered to write up the summary of the RMAIR conference again this year; and as always, he did a great job.

On with Panorama business, I would like to thank all of the Panorama staff for their support and efforts. The quality of your articles and the timeliness sending them in has made my job as editor much easier. I look forward to working with all of you and preparing the upcoming issues of Panorama.

There are some changes in state reporters for this coming year. In Arizona, Suellen Crano, Coordinator, with the Office of Academic Planning & Information Resources at the University of Arizona has agreed to be the reporter for U of A; and Ellen McGregor, Research Analyst, at Pima Community College has accepted to be the community college reporter.

Jacki Stim has moved on from state reporter to secretary of RMAIR. She will be taking over as secretary for Diane Muntal, who is the newly elected vice president. Congratulations Diane and Jacki.

On behalf of Panorama and RMAIR, I would like to thank Jacki for all of her contributions and many years of service to the Panorama. Your efforts will be missed. Jacki has recruited Pat Fay, Assistant Director, Institutional Research at Aims Community College to take over as the state reporter for Colorado.

Thanks to all of you who have volunteered to take on the responsibilities of state reporting for RMAIR’s Panorama.

"Read All About It." Following in the announcement section, Fred Lillibridge, Local Arrangements Chair, asks for our support and help for the upcoming AIR conference in Albuquerque, New Mexico, May 5-8, 1996; so if you are interested in volunteering, let Fred know.

In addition, Jan Brown is the Track 2 Chair (Institutional Effectiveness, Student Learning, and Outcomes Assessment) and is looking for presentation facilitators. Again, if you are interested in volunteering and have not already done so, please contact her either by e-mail brown@unr.edu or phone (702) 784-6516.

ANNOUNCEMENTS

Highlights of the 1995 RMAIR Conference by Van Christman

Once again, the annual fall conference of the Rocky Mountain Association for Institutional Research was a good experience. The mix of free time for socializing, stimulating presentations, and the atmosphere of Breckenridge made for an enjoyable conference. Many thanks go to Denise Sokol for local arrangements and Hans L’Orange for putting together an excellent program.

The Wednesday night early registration and social activity were great for getting reacquainted with friends and associates. On Thursday morning, the conference officially began with a welcome from Susan Jones, RMAIR President. At this point, Larry Hunter gave the results of the election for vice-president, president-elect. The winner was Diane Muntal, senior analyst, University of Nevada, Las Vegas. Congratulations Diane. Due to last minute scheduling difficulties for the person who was to open the conference, Hans L’Orange presented "Opening Remarks." Hans did an excellent job of setting the stage for the conference. He indicated three areas where we as institutional researchers can rise to the challenge: (a) public call for more accountability, (b) changing technology, and (c) finding new ways to provide support. Thank you Hans for not only putting
together a stimulating program, but
getting it off to a great start.

Overall, the contributed papers and
discussions were excellent. It was
great to see the participation among
everyone as a subject was
presented. Again the informal
nature of this group caught me off
 guard, but it was a pleasant
surprise. It added to the overall
atmosphere and helped all involved
to take home more useful
information than would have
otherwise been possible. Nelle
Moore's presentation was especially
thought provoking as we all gazed
for a few minutes into the future
and contemplated the changes that
will face us and what we can do to
make the changes as smooth as
possible at our institutions.

A highlight of the meeting in
Breckenridge, for me, was the
Thursday evening tour of the
Country Boy Mine and the dinner
afterward. We may talk a lot about
gold but it isn't often that we get to
see where it really comes from. It
was a bit cold but the scenery was
wonderful and the company was
great. It is always nice to have an
opportunity to visit with colleagues
in an informal setting. Many of us
learn more from that than in all of
the formal presentations. This
time to share ideas with each other helps
each of us become better in our
jobs. It was a great experience to
be able to take a break and
rejuvenate ourselves so we could
dive back into our respective jobs.

Thanks again to all who
participated and put so much time
and effort into making this an
especially good fall conference.

AIR Forum 1996
by Fred Lillibrige,
AIR96 Local Arrangements Chair

AIR96 will be held in Albuquerque,
New Mexico from May 5 to May 8,
1996. A record number of
proposals have been received; so
we anticipate an excellent turnout
for the forum. Fortunately for me,
the Not-So-Local Arrangements
Committee includes many
experienced RMAIR members. The
committee is counting on active
participation of RMAIR members to
accomplish a couple of things:
First, to help staff the registration
and hospitality booths; and
secondly, to help set the tone for
the forum. We want forum
attendees to have a forum
experience that is more "western" in
nature. While the forum is
intended for sharing and learning,
we want this to take place in a
more relaxed setting. We want
participants to wear comfortable
attire, to dress like they would
among friends, to avoid any type of
formal attire such as neckties, high
heels, and so forth. I suppose that
we may also want to avoid golf
shoes, at least inside the convention
center.

We hope to offer opportunities for
hot air balloon rides and tours of
scenic New Mexico. We're
developing guides to local eating
establishments and walking tours.
We are considering reviving the
"Fun Run and Walk". This event
may be more formal than in the
recent past. Any experienced
runners or walkers are urged to
volunteer to help plan this event.

We are also considering
establishing a "computer lab" that
can be used by forum participants
to download electronic copies for
papers, access the Internet, and
make last minute changes in papers
and presentations. This is a pretty
ambitious proposal that may not
come to fruition; but we are
working hard to make it a reality. I
would appreciate input, suggestions,
and volunteers for this project.

Active involvement of RMAIR
members is essential to achieve this
success. Please let me know if you
want to get involved. I want to
thank RMAIR President, Ken
Brown (before he changes his
mind), for offering to take an active
role in staffing the registration
booth. Contact me at (505) 439-
3624 or flilibr@nmsu.edu for more
information about how you can get
involved.

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FROM STATES
AND PROVINCES

ARIZONA

by Carol Diem

Arizona University System

Fall enrollment figures are in.
Overall, Arizona University System headcount is up
slightly, from 101,418 in 1994 to
101,828 in 1995, with Northern
Arizona University reporting the
greatest gains. Growth has been
greater for graduate than for
undergraduate students.

Two new Board of Regents
designees have been introduced.
Kurt Davis, an NAU graduate and
the current National Director of
Public Affairs and Corporate
Communications for Rural/Metro
Corporation; and Donald Ulrich, an
entrepreneur who is the current
Chairman of the ASU Foundation
Board, will join the board after
Senate confirmation in January.

The Board of Regents has begun a
discussion and review of tenure
issues that will continue over the
next year. This November, the
board will receive its first report on
degree programs requiring more
than 120 credit hours for
graduation, and will consider
requests for exceptions to the
requirement that programs not
require more than 120 hours. Work
with the community colleges on
articulation issues will continue.

Northern Arizona University
by Lisa Hopper

Northern Arizona University is
growing. The final enrollment
came in at 20,131 students, an
increase of 4.6%. Much of the
increase came from statewide
programs that grew by nearly 16%.
Statewide programs, delivering
instruction to numerous sites
throughout Arizona, continue to be
selected as one of the project's 21 participating colleges and universities nationwide, and has been clustered with two of its peers, Michigan State University and the University of Michigan. "The project is particularly concerned with the leadership questions associated with the change process: (a) What forms of leadership and decision making are conducive to enduring change? (b) How can campuses undergo the kinds of cultural and attitudinal transformations that are required to produce fundamental change?" The University was selected because of the campus wide recognition of the need for comprehensive change and because of the University's well-developed strategic planning and total quality management processes. The goal of the project is to not only help colleges and universities respond to external pressures for change, but to take charge of the change process through new forms of leadership. The first phase of the project was a site-visit from project staff in preparation for the Pew Higher Education Roundtable's (December 6-7 and January 19).

From there, the University will develop a change project for the next two years and will meet regularly with the members of the cluster to share experiences and strategies, and to discuss progress toward goals.

Keeping with change as a theme, a small group of University of Arizona faculty and administrators convened off-line and developed a forum for the campus to communicate about change and the future of the University through modern methods of communication. One of the outcomes has been the development of an "Understanding Change" homepage for the World Wide Web. Take a look at the homepage <http://ag.arizona.edu/change> to review some of the entries; to learn about change related activities at the University of Arizona; and to discover internet links and hard copy references on higher education, change, case histories, paradigm shifts, and driving forces for change. In addition, a change listserve has been made available on campus to interested individuals.

Pima Community College by
Ellen McGregor and Lou Attinasi

The Care and Feeding of a Data File

In a presentation at the recent RMAIR Conference, Lou Attinasi, Director of Institutional Research at Pima Community College, described the process used by the college to develop a longitudinal tracking, cohort file. The cohort file has proved useful in responding to various research questions. For example, the State Board requested a comparison of the persistence rate of students who had taken developmental course work with all full-time students. Using the cohort file, the information was readily available. The file also proved useful in responding to an internal inquiry concerning the general education, course taking behavior of graduates. The college is in the process of adding 1994-95 data to the cohort files. The files will then provide us with 21 semesters worth of data on its new-to-higher-education matriculants.

The Meaning of Program Intent

Community colleges in Arizona are exploring whether to have a formal program admissions policy. Currently, students indicate a program of interest on their application form, which they may or may not subsequently change. Does their course taking behavior reflect the program they have indicated? Research suggests that this is not always the case. One model of formal program admission the Arizona community colleges are examining is that used by Community College of Denver (CCD). CCD has established a formal program admission process for entering majors; which permits proper advising, tracking (especially useful for "Student Right to Know" reporting), and an understanding of enrollment patterns. The policy does not close the open door to the college community; but allows the student to explore their interests, take remedial coursework (if necessary), and then enroll in a specific major.
Colorado News

Judith Albino, President of the University of Colorado, announced that she will step down from the presidency on November 15. She will be remaining with the university as a faculty member at the Health Sciences Center in Denver. Her severance package was estimated to be $541,000.

Chancellor John Buechner of the University of Colorado at Denver was named the 18th president of the University of Colorado on October 19, 1995, by the Board of Regents. Chancellor Buechner said that he was delighted, and would endeavor to provide the best possible leadership he could for the CU system. He said that there would be an orderly transition of leadership for the Denver campus and that he expected an interim chancellor to be named as soon as possible.

The University of Colorado at Boulder announces the creation of the Department of Ethnic Studies, one of only three in the nation. The program is designed to be comparative and not divided by ethnicity. This will allow students to look at the need of many societies without a filter.

CAPIR

The Colorado Association of Planners and Institutional Researchers met at the SHEEO offices in Denver on October 18 for a half day of presentations. The next meeting is set for April 17, 1996. Please contact Melodie Christal (303-299-3688 or mchristal@ecs.org) for information.

Comings and Goings

The Office of Planning and Institutional Research at the University of Colorado at Boulder welcomes Ann Long as their new programmer/analyst. Long time staff member Jean Endo is leaving the Boulder IR office to accept a position in the office of the Dean of Education at the University of Colorado at Denver. Jacki Stirn has left the Colorado Commission on Higher Education to accept the position of Director of Research and Records in the development office at Regis University in Denver. She has also finally found a kind person to take over the Idaho reporting for Panorama. Starting with the next issue, the new Colorado reporter will be Pat Fay who is the Assistant Director of Institutional Research at Aims Community College in Greeley.

IDAHO by Jerry Engstrom

Higher education continues to have a fairly high profile in Idaho. In the last issue of Panorama, I wrote about the interest at the legislative level in changing the governance of higher education in the state. That prospect seems less likely at this time. While many legislators appeared to favor a change, the issue becomes a good deal less clear when it comes to making a change. The question "a change to what?" has not been answered.

In the meantime, the State Board does what it can to demonstrate that there is no need for a change in governance. During the October Board meeting, National Center for Higher Education Management Systems (NCHEMS) presented the results of a study the board had commissioned. The study looked at the policy that has defined the roles and missions of the public institutions in the state since 1983. The report recommended a number of substantial changes that would affect engineering, health programs, vocational education, remedial education, and the delivery of community college services. In each case, the recommended action is to widen accessibility to these areas. Doing so will make a major change in the roles the institutions have been pursuing for the last decade.

The first major change was begun at the same board meeting. The board approved a motion that would transfer administrative authority for three bachelor degree programs in engineering that are currently being delivered by the University of Idaho at Boise to Boise State University (BSU) by the year 2001. This would establish, for the first time, engineering programs controlled by BSU. This has been a long debated change. As I have explained here in the past, the growth of high-tech industry in Boise has brought with it a demand for more educational opportunities in engineering. Some have felt that the University of Idaho responded too slowly to the increased demand. On the other hand they were given little financial support to speed a response to the increased demand. Regardless, the lack of a locally controlled engineering program in Boise is the most influential reason given for a local semiconductor manufacturer's (Micron Tech) building a new $2.5 billion plant in Lehi, Utah rather than in Boise, Idaho.

Further action on other recommended changes by the NCHEMS study is to be discussed during the board meeting in December.

To report more routine matters, enrollment in the college and universities continues the trend first seen last year. After a number of years of rapid growth (4% to 8% per year), enrollment has flattened. Full-time equivalents increased slightly less than a percentage point overall and headcount actually decreased by 0.5%.

MONTANA by Cel Johnson

Enrollment increased at some of the Montana public colleges since last fall and
The guide describes the most recent cave-in at the Country Boy Mine.
Former President Sokol models the latest in Carol Little millinery.

Former President Coburn thinks about dinner at the Wellington Inn.
decreased at others, but the crucial fact for the colleges will be how closely their fiscal year FTE enrollment approximates the projections they submitted to the commissioner's office. Yes, we're back to budgeting by enrollment projections here in Montana! After having abandoned that technique a decade ago, we've rediscovered it after cycling through several other alternatives. We have enrollment projections for resident and nonresident students, and targets for both. Funding is made on the basis of these, with the prospect of giving money back to the state if our enrollments fall short of the projections. I'll spare you the further complicating details at this time. Watching this process in its first year should be very interesting! Total enrollment in Montana public colleges this fall was 36,444, with breakdown by school as follows:

Montana State University  
- Bozeman: 11,267  
- Billings: 3,767  
- Tech-Billings: 439  
- Northern: 1,682  
- Tech-Great Falls: 854  
- 18,009

University of Montana  
- Missoula: 11,120  
- Tech-Missoula: 633  
- Montana Tech: 1,827  
- Technology-Butte: 335  
- Western Montana: 1,176  
- Tech-Helena: 518  
- 15,609

Community Colleges  
- Dawson: 536  
- Flathead Valley: 1,644  
- Miles: 647  
- 2,826

Jim Olomon reports that all is peaceful at the University of Montana Missoula, so he has little to report. Their many construction projects continue on schedule, and they have no major searches underway at the moment. They recently hired a new athletic director, Wayne Hogan. He promises more news when they begin to shuffle into those new buildings.

At MSU-Bozeman, we're searching for a provost and an executive director of information technology. The latter will have some management and coordinating responsibilities for all the MSU campuses. The campus recently had its mid-decade accreditation review by the Northwest Association of Schools and Colleges, and despite numerous budget cuts since our last accreditation, we seem to be moving in the right direction. I was particularly pleased that the reviewer was supportive of our efforts at outcomes assessment, since that's another new task that's been dumped on me this year. We've also had major changes in athletics—we hired a new director, Chuck Lindemann, and a new coach, Tracy Sheehan, for women's basketball.

The long-term athletic rivalry between MSU-Bozeman and UM-Missoula continues when the football teams meet on November 18 at the MSU-Bozeman campus. In the snow, of course. Those of you who have been watching the weather reports know that it's definitely winter in Montana!

The decline is largely contributed by rollovers and the reclassification of apprenticeship enrollments to non-state-supported enrollments. Fall 1995 student FTE is 3,451, with an unduplicated headcount of 8,458.

Institutional Research will become a more active player at the institution; dealing with enrollment management, and planning and development issues. The IR office is in the process of surveying non-returning students (those who attended spring 1995 but did not return in fall 1995). Results of the findings will be shared in an upcoming Panorama issue.

University Of Nevada, Las Vegas

UNLV's headcount decreased slightly in fall 1995 (0.3%), from 20,239 to 19,769. Most of the decrease can be attributed to a 22% drop in part-time non-admitted students, from 1,685 in fall 1994 to 1,313 in fall 1995. This decrease is the result of a policy change requiring non-admitted students to meet residency requirements. Beginning in fall 1995, non-admitted students not meeting residency requirements will pay a higher per credit fee.

UNLV's FTE decreased by 0.3%, from 13,211 to 13,166. Undergraduate FTE decreased by 1.5%; however, graduate FTE increased by 6.3%, from 1,999 to 2,124. The percentage of full-time students increased by 2% at the undergraduate level and 1% at the graduate level.

Delegates from at least 75 American colleges and universities, as well as UNLV alumni, faculty, staff, and students, attended President Carol Harter's inauguration in early October. The president stated that the purpose of UNLV's first presidential inauguration was to give the community "an opportunity to reaffirm its deep commitment to academics." The chancellor, past university presidents, representatives from local government, and university faculty and staff welcomed Dr. Harter as UNLV's seventh president.
Speeches and processions were followed by a reception, music performances by UNLV students, and campus tours.

Following a two day strategic planning workshop attended by 100 faculty, administrators, and support staff this past summer, Dr. Harter has created a Task Force on Planning composed of 30-35 members from the initial group. This group will ultimately develop UNLV's mission statement by extending the conversation initiated at the workshop to the campus community. Interviews are currently being conducted for a senior planning officer who will report to the president and be responsible for planning, assessment, and institutional research. The appointment will be made by the end of November.

University Of Nevada, Reno

Fall 1995 headcount and FTE are down compared to fall 1994 by approximately 3% and 2%, respectively. This is the first drop in fall enrollment since 1985, and several factors seem to have contributed to it (a) local service job market (good), (b) changes in residency and per-credit fee structure, (c) an increase in per-credit fees, and (d) fewer out-of-state students from California.

The IR office is in the process of developing an annual report directed to the academic departments, currently with the clever name of "The Academic Department Profiles", which is intended to assist the departments in their self-study activities for program review, which was mandated by the Board of Regents. The report will include 5 years of data on (a) degree program enrollments, (b) faculty staffing levels, (c) budget and expenditure figures, (d) grant and contract data, (e) degrees granted, (f) credit load data, (g) various staffing ratios, and (h) so forth.

Utah economy. The Utah Foundation's "1995 Statistical Review of Government in Utah" reports the following: "From June 1994 to June 1995, Utah added over 49,000 net new jobs; a job growth rate of 5.7%. This is 2 1/2 times the United States' average of 2.2%. 1995 will mark the eighth straight year that Utah's employment growth will have exceeded 3.0%; a feat not accomplished for over 20 years. The state's unemployment rate has fallen for the third straight year, and currently stands at 3.7 percent; well below the national unemployment rate of 6.1%." The strong economy and availability of jobs tend to entice students away from college and into the job market.

NEW MEXICO by
Chester Haugawaut

New Mexico institutions are scrambling for ways to adjust budgets. Governor Johnson has mandated a 2.5-3.0% budget reduction for the current fiscal year. With fall enrollments down or steady, which results in less tuition revenue, added to the state budget cut; New Mexico's four-year institutions are facing serious revenue shortfalls.

Fall Enrollment Comparisons:

<table>
<thead>
<tr>
<th>Institution</th>
<th>Fall 1994</th>
<th>Fall 1995</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highlands U</td>
<td>2,796</td>
<td>2,757</td>
<td>-1.39%</td>
</tr>
<tr>
<td>New Mexico SU</td>
<td>15,643</td>
<td>15,127</td>
<td>-3.29%</td>
</tr>
<tr>
<td>U New Mexico</td>
<td>24,334</td>
<td>24,431</td>
<td>.35%</td>
</tr>
<tr>
<td>W New Mexico</td>
<td>2,269</td>
<td>2,154</td>
<td>-5.06%</td>
</tr>
<tr>
<td>E New Mexico</td>
<td>3,853</td>
<td>3,632</td>
<td>-5.74%</td>
</tr>
</tbody>
</table>

Discussion has occurred about how these cuts will be implemented. The hope is that they will be done without decreasing services to students and with a minimal reduction of staff.

UTAH by Joseph Curtin

Utah continues to show overall growth in enrollment at its 10 major colleges and universities. This growth has slowed somewhat from prior years with some institutions even showing a slight decline. The total increase for the 10 schools is an additional 1,925 students or 1.36%. The slow-down in enrollment growth at the schools is partially attributed to a strong
University of Wyoming
by Sue Koller

The University of Wyoming's (UW) enrollment for fall 1995 is 11,361 with Laramie campus enrollment of 10,026. Though this represents a drop in enrollment, some decrease in enrollment was expected with the implementation of the new admissions standards for Wyoming students. The positive result of the standards has been better prepared freshmen classes. New first-year students have an average of 3.3 GPA on courses included in the pre-college curriculum, up from 3.1 last year. ACT scores and retention have also steadily increased in the last 5 years.

The American Heritage Center and Art Museum, sometimes called the "Teepee building," received an architectural design award from the Western Mountain Region of the American Institute of Architects. Other facility information includes a groundbreaking for a new livestock arena. The arena will serve many purposes from hosting animal science classes and rodeos to agricultural trade shows.

In late September (during RMAIR in Breckenridge), the university hosted an ethics conference. A gift of about $1.0 million in matching funds was donated for eventual development of an ethics center at UW. The conference included many state government representatives as well as our president and provost. It is truly a "top down" effort.

Due to his success as interim vice-president for research, William Gern, formerly of UW's Zoology department, has been permanently assigned as vice-president for research. There is still a national search for the vice president for information technology.

UW is facing the possibility of having to make cuts of at least $6 million for the 1997-98 biennium. The state of Wyoming has projected a shortfall of revenue for many reasons. The one that affects UW the most is a decline in federal mineral royalties. Since 40% of
Happy Holidays

from

the

RMAIR Officers