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INTERCOM — A Message from the President

This first column was a joy for me because of the many congratulations that are in order. First of all, thank you and congratulations to Fred Lillibridge, Larry Beck, and Mark Chisholm for a wonderful conference in Cloudcroft. What a great setting! Fred, you were right; the accommodations were truly special. It was one of the most relaxing facilities we have been in. Fresh fudge on your pillow every night; what a great concept. The special event and dinner will also be remembered for a long time. It was great to see that we could have a good time and enter into the spirit of the evening even when everything doesn't go quite as planned. The formal program was also very strong. Several recurring themes emerged for me around distance learning and electronic access to information. Ric Voorhees (one of our own) set the tone with his well-received keynote address. Thank you to all of the presenters for taking the time and effort to put your presentations together. I realize it doesn't just happen overnight. Let me also offer some encouragement to those of you who are looking for a 'safe room' to present your first paper or demonstration. The RMAIR fall conference is just the place to offer a presentation. Remember that you're with friends.
Speaking of presentations, congratulations are also in order for Wendy Miley and Ernie Payne. Their demonstration, "Use of the INTRANet at the University of Arizona" was voted the best RMAIR paper and will be presented in Minneapolis as an example of what we are doing in the west. I strongly encourage you to attend their presentation if you are at the AIR Forum in May. Even if you have already seen it, a return trip may be in order since we are trying to get them a longer time slot to allow them to go into more detail.

Finally, congratulations to Fred Lillibridge who won our recent election and is the new RMAIR vice president. Fred has been very involved in our group and AIR with presentations, both regionally and nationally, as the local arrangements chair for the AIR Forum in Albuquerque, and as one of the arrangers for our Cloudcroft conference. Fred has also become a good friend and I look forward to working with him over the next year. As you may know, this is likely to be the last print issue of Panorama. We will be moving this publication to the RMAIR website for future issues. Thank you so much to Miriam Meyer and her staff at New Mexico State University for agreeing to provide a host location for our website. Wendy Miley, our Panorama editor, and her colleagues at the University of Arizona are also in our debt for the work they have done in moving our newsletter to this new format. Fred Lillibridge was also instrumental in bringing all the pieces together. It will take a lot more work and coordination between these folks and their institutions to make this goal a reality but I know we have great people involved and I'm very excited about it.

We, as institutional researchers, talk about ways we can help our institutions move forward by utilizing new means of information delivery. We have an opportunity to demonstrate that with the RMAIR website and I fully anticipate being able to share what we are doing with the rest of higher education soon. Thank you again for the opportunity and privilege to serve as your RMAIR president. Please don't hesitate to drop me a note or give me a call if you have any questions, concerns, or issues that may come up.

FROM THE EDITOR

At the October RMAIR conference Diane Muntal, past president passed the gavel on to Hans L'Orange, RMAIR president.

Welcome Hans. Congratulations are also in order for Fred Lillibridge, the election results were announced at the conference and Fred is RMAIR's newly elected vice-president. Welcome Fred. I look forward to working with all of you and offer any help and assistance with the future endeavors of RMAIR and Panorama.

Speaking of the recent fall RMAIR conference, it was a great one. The surroundings in Cloudcroft, New Mexico, were perfect; fall color was everywhere, the weather was sunny and cool, and that Lodge. What a great place! The change in the type of hotel accommodations was welcome with its homely, non-commercial atmosphere. Thank you Fred and Larry. Fred Lillibridge and Larry Beck were the local arrangement chairs. Every year I am impressed with the quality of the presentations and the timeliness of the keynote speakers' addresses, and think how can it get any better, but it always does. This year's conference was no exception. Thank you Mark for the quality conference proceedings. Mark Chisholm was the program chair. In addition, Steve Chambers prepared and presented "Techniques of Effective Reporting" as part of the AIR "Train the Trainer" program to
fellow RMAIRians in a pre-conference workshop at Cloudcroft. I heard that the workshop was a good one, sorry that I couldn't make it. Steve guessed it, I was out fishing in front of the Lodge. Seriously, thanks Steve for accepting the nomination to become part of the AIR "Train the Trainer" program and sharing with the membership what you had learned during last May's AIR forum program.

Panorama Comings & Goings

Chester Haughwout, a state reporter for Panorama since May of 1994 has recently retired from Eastern New Mexico University. On behalf of Panorama and RMAIR we all say thank you for your many years of volunteer service and congratulations on your retirement. Amy Holt and Alec Testa will be assuming the responsibilities of state reporting for New Mexico. Welcome aboard!

I would also like to welcome aboard Nicole Ventone of Phoenix University, located in Phoenix, Arizona. Nicole will be providing timely information on the private sector of higher education, Phoenix University highlights. Thank you Nicole for volunteering to be a member of the Arizona state reporting team.

CONFERENCE HIGHLIGHTS:

Highlights of the 1997 RMAIR Conference
by Richard C. Rindone

The TIME coincided with the final post season playoff games of the National and American baseball leagues.

The SETTING was 9,000 feet above sea level in the village of Cloudcroft, New Mexico. There was clear air and cool weather. The leaves in the southern New Mexico mountains had turned and were showing their color. The golf course was green and inviting even at that altitude. This was a spectacular setting overlooking the Tularosa Basin with White Sands National Monument in view some 4,500 feet below.

But neither the excitement of baseball, nor the spectacular view, nor the possible lack of oxygen for the "Altitudinally Challenged" made any difference for the OCCASION -- the 1997 RMAIR Conference at The Lodge in Cloudcroft, NM.

Thanks to Fred Lillibridge and Larry Beck of NMSU-Alamogordo, who were in charge of the local arrangements, and Mark Chisholm, UNM, who was the program chair. Because of them, all of us who were able to attend the conference enjoyed a very successful 3 days listening to and discussing many aspects of institutional research.

The pre-conference workshop on Wednesday brought the Train-the-Trainer workshop from the national AIR to our regional meeting. "Techniques of Effective Report Writing" was presented by Stephen Chambers, CU-Colorado Springs. This was a good workshop, especially for those new to IR. In addition to the basics about good writing, report formats, and the like; there was a discussion about data types and how to turn data into good information through appropriate charts and graphs. Another area beyond the basics was the topic of the political land mines to be negotiated in doing IR and providing reports. The workshop was well received. Chambers ended his presentation one hour early but questions and discussion were extensive. This prompted Fred Lillibridge to quip, "This is the first class I've ever attended where the professor ended an hour early but the students kept the class going for another 45 minutes."

Thursday morning announcements included the election results. Congratulations to Fred Lillibridge who becomes the new vice-president. In addition to Fred, officers for
service that could assist the IR function without taking valuable time.

The Thursday evening dinner provided excellent food and the opportunity for good conversation. The added feature was the live entertainment provided by the Cloudcroft Light Opera Company which produced a melodrama that allowed conferees to hiss and boo and recite lines. The melodrama kept everyone in stitches as the villain lost, the heroine won, and the cross-dresser proved to be the hero.

The annual business lunch on Friday brought the conference to an end. Out-going president, Diane Muntal, went on record as running the shortest business meeting in the history of RMAIR -- for which everyone was grateful. In retrospect, this was a conference where the serious mixed well with the light, the humorous, and the friendly. Everyone took something away from Cloudcroft that will prove to be useful (other than the hotel soap).

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RMAIR Listserv
by Fred Lillibrige, List Manager

A RMAIR listserv has been established on an INTERNET node at New Mexico State University.

Members and other interested individuals can subscribe to this public list by sending the e-mail message SUB RMAIR (your name) to this address:
LISTSERV@NMSU.EDU

You will be notified by e-mail after you are added to the RMAIR Listserv.

Once you have successfully subscribed, you can communicate with all RMAIR-list subscribers by addressing an e-mail message to the following address:
RMAIR@NMSU.EDU

The command to SIGnoff (cancel-your subscription to) the list is similar. You should use the same account you used to subscribe. Send the e-mail message SIG RMAIR to:
LISTSERV@NMSU.EDU.

If you want a list of other RMAIR Listserv users, you can send the e-mail message REV RMAIR to:
LISTSERV@NMSU.EDU. This will allow you to REView the list.

If you have any questions or have difficulty subscribing to the listserv, please contact Fred Lillibrige at New Mexico State University - Alamogordo,
INTERNET: flilibri@nmsu.edu,
Phoenix University
by Nicole Ventrone

The American Productivity and Quality Center (APQC) has selected the University of Phoenix as a "Best Practices" partner in measuring institutional performance outcomes. The University has been asked to showcase its innovative practices for measuring quality performance outcomes at a "Sharing Session" November 23 and 24, 1997 in Houston, Texas.

Among the Practices used by the University of Phoenix, the APQC recognized the University of Phoenix's Comprehensive Assessment and Continuous Improvement Model. The model includes such measures as Critical Thinking Skills Tests, Comprehensive Cognitive Assessments, Communication Skills Inventories, Student-End-of-Course-Surveys and Alumni Surveys.

APQC was formed to help educational organizations transfer "best-practice" processes through benchmarking best practice organizations from education, business, health care and government.

(Copies of the Comprehensive Assessment and Continuous Improvement Model may be requested by calling Nicole)
Ventrone at (602)966-9577, ext. 1347)

Other news: The New York Times recently recognized the University of Phoenix as the largest private university in the United States.

Pima Community College

Congratulations Ellen and Lou

Ellen N. McGregor and Louis C. Attinasi Jr.'s proposal on Transfer Readiness: An Alternative for Measuring the Effectiveness of the Community College Transfer Function has been accepted for presentation at the 1998 AERA annual meeting to be held in San Diego. The paper was based on research funded by the American Association of Community Colleges and the Sloan Foundation. Dr. McGregor presented the results of the study at the Annual AZAIR Conference held in Tucson in April.

COLORADO by Mark Klinger

Tax Refund Decided

The Colorado Legislature, in a special session in October, passed a bill, signed by the governor, which authorized a one-time tax credit to qualified Colorado residents in order to refund over $142 million in excess state revenues in compliance with the Tabor Amendment passed by Colorado voters in 1992. The bill also included a one-time appropriation of $432,829 to the Colorado Department of Revenue in order to administer the refund. Key qualification criteria for the tax credit as summarized in the fiscal note to the law enacted is as follows:

1. Full-year resident filers, or full-year residents 18 years of age and older.
2. $37 for individual ($74 for joint) returns with federal AGI $15,000 or less.
3. $60 for individual ($120 for joint) returns with federal AGI $15,001 to $100,000.
4. $80 for individual ($160 for joint) returns with federal AGI over $100,000.
5. If the credit exceeds income taxes otherwise due, the amount of excess credit would be refunded to the claimant.

University of Northern Colorado

Former U.S. Senator Hank Brown has been named president of the University of Northern Colorado by its Board of Trustees.

Colorado Disaster Areas Declared

Colorado Governor Roy Romer has named seven Colorado counties as disaster areas because of the recent blizzard. This will allow ranchers and others who qualify to apply for federal aid.

Colorado Higher Education Quality Indicator System

Progress is being made! The indicators have been determined and institutions are now preparing for implementation and reporting. More next issue.

Student Right to Know and the Graduation Rate Survey

The GRS survey instrument has now been sent. More next issue.

University of Colorado Boulder

Former U.S. Senator Hank Brown, a CU alumnus (bachelor, 1961; law degree, 1969), has donated his congressional papers to the archives of the CU libraries.

Health insurance premiums are going up substantially with monthly increases ranging from $68 for employee only to $1,360 for a family on the "Silver" plan.
The new Benson Earth Sciences building was recently dedicated. Besides donating $3 million toward the construction of the building, CU graduate Bruce Benson also donated another $3 million for the creation of an endowed chair in geological sciences.

Student Affairs Vice Chancellor Jean Kim recently released a concept paper entitled, "Culture of a Student-Centered Learning Environment," which discusses the "notion of putting the student at the center of what we do." This is part of a current discussion on re-engineering student affairs. You can find the paper by clicking on the "student centered" info button at http://www.colorado.edu/ralphie/. 

Kudos to all who planned, presented, and attended the recent RMAIR conference at Cloudcroft, NM.

IDAHO by Jerry Engstrom

Jerry will return with the latest breaking news from Idaho in February.

MONTANA by Cel Johnson

Fall enrollments for public higher education institutions in the Montana University System have increased overall since last fall. Total headcount enrollment in the system is 37,722, with enrollments at each of the schools as follows:

Montana State University
Bozeman 11,662
Billings 4,277
Northern 1,705
COT-Great Falls 977

University of Montana
Missoula 12,124
Montana Tech 2,232
Western 1,122
COT-Helena 731

Community Colleges
Dawson 557
Flathead Valley 1,730
Miles 595

Schools in the Montana University System are scrambling to make recommendations for complying with a state mandate that all administrative computing systems be replaced. The underlying objective of increasing compatibility among systems is sound, of course, but as anyone remotely connected with administrative systems well knows, conversion is a nightmare. Currently, committees are making recommendations for replacement software, with the two candidates being PeopleSoft and SCT Banner. Decisions are expected in the near future.

Montana State University-Bozeman's headcount enrollment for fall increased by 51 students over last fall, but FTE decreased by 1%, creating a revenue shortfall and precipitating discussions of where cuts can be made. President Malone is appointing a special planning task force to prioritize programs across the university; their recommendations will guide the budgeting process for next year and possible restructuring for the future. The cornerstone for the new Agricultural Bioscience Research Facility was laid on October 3. The building, funded primarily from federal sources, is scheduled to be completed January of 1999. Work is also underway on the first of three phases of the football stadium reconstruction. Marilyn Wessel, long-time director of University Relations, has accepted the position of dean and director of the Museum of the Rockies. Her former position will be filled by an interim director pending a national search.
next year. A national search is currently underway for a vice president for research; the current VP, Bob Swenson, retires in August of 1998.

Montana State University-Billings fall enrollment increased quite significantly over last fall’s, both in headcount and FTE. Some of their increase can no doubt be attributed to their new unified “one stop shopping” student services center. A parking garage is being built on campus, with construction proceeding on schedule. Searches to fill the positions of dean of arts and science and athletic director are in progress.

University of Montana-Missoula is winding down on construction after a period of considerable activity. One project currently underway is construction on a new building for Continuing Education. Ground breaking occurred last fall, and construction is expected to be complete sometime in the spring. With the addition of Joe McCormick as systems analyst, Jim Olocon now has a staff of three working on the project to unite all the UM campuses on common administrative software.

NEVADA by Jan Brown

University Of Nevada, Reno

The biennial legislative session concluded in July, and resulted in significant increases in funding for UNR. Our general operating biennial budget increased by nearly 18.6% over the previous biennium, and there was substantial funding for capital construction. Highlights include: Cost of living increases of 3% for each year of the biennium for both professional and classified employees; $5.8 million in the base budget for equipment acquisitions; base budget support for student financial aid of nearly $1 million; $12 million from estate tax funds, and an additional $7 million for various campus improvement projects. Capital construction funding includes $11.6 million toward the major portion of the cost for a combined parking garage/Student Services facility, and an additional $1.5 million for planning on several projects including a Human and Community Sciences building, a Library expansion, and additions to the Chemistry building and to the Medical School Library.

Fall 1997 student FTE enrollment statewide for the two universities and four community colleges increased over last fall by 7.3%. For UNR, FTE enrollment increased by 2.4% to 9,397, with the greatest increase occurring at the graduate level (2.7%). The UNR headcount increased by 1.3% to 12,442, with the greatest increase occurring at the graduate level with 2.4% to 3,169.

University Of Nevada, Las Vegas

UNLV’s 40th anniversary celebration begins with good news - FTE enrollment increased by 5.8% in fall 1997 to 14,447 and headcount enrollment increased by 3% to 20,272 students. Increasing numbers of students from Hawaii, New York, Arizona, Illinois, Utah, Oregon, Texas, and New Mexico are attending UNLV this fall.

UNLV’s Honors Program experienced an 84% jump in this year’s freshmen, increasing from 76 to 140. In its pursuit of a just and equitable community, UNLV continued to increase the number of women and minority new hires. Of the new teaching faculty hired, 46% were women and 19% were minorities. Of non-teaching faculty hired, 54% were women and 23% minorities.
UNLV continues its construction boom... The Paul B. Sogg Architecture building is completed and students and faculty are delighted to be in their new quarters. Work is in progress on the UNLV International Gaming Institute, the Paradise Elementary School, and the adjoining William Bennett Educational Development Center. Soon to begin is the construction of the state-of-the-art Lied Library and the Lee and Thomas Beam Music building.

NEW MEXICO
by Amy Holt and Alec Testa

NM Public State Institution Enrollment Numbers
Headcount

<table>
<thead>
<tr>
<th></th>
<th>F96</th>
<th>F97</th>
<th>%Diff.</th>
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<tbody>
<tr>
<td>ENMU</td>
<td>3,617</td>
<td>3,495</td>
<td>-3.4%</td>
</tr>
<tr>
<td>NMHU</td>
<td>2,751</td>
<td>2,543</td>
<td>-7.6%</td>
</tr>
<tr>
<td>WNMU</td>
<td>2,157</td>
<td>Not Available</td>
<td></td>
</tr>
<tr>
<td>NMSU</td>
<td>14,748</td>
<td>15,067</td>
<td>2.2%</td>
</tr>
<tr>
<td>UNM</td>
<td>23,617</td>
<td>23,770</td>
<td>0.7%</td>
</tr>
</tbody>
</table>

First-time Freshman Headcount

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>ENMU</td>
<td>478 488 2.1%</td>
</tr>
<tr>
<td>NMHU</td>
<td>368 320 -13.0%</td>
</tr>
<tr>
<td>WNMU</td>
<td>Not available</td>
</tr>
<tr>
<td>NMSU</td>
<td>1,520 1,701 11.9%</td>
</tr>
</tbody>
</table>

UNM 1,660 2,162 30.2%

The New Mexico Success Lottery Scholarship appears to have had an impact on the first-time freshman entering New Mexico postsecondary institutions for fall 1997. The Lottery Scholarship is given in the spring to first-time New Mexico high school graduates who obtain a 2.5 or higher GPA in the first semester at a New Mexico postsecondary institution. Since the Lottery Scholarship does not go into effect until spring 1998, several of the institutions developed a "bridge" program that paid the tuition for first-time freshman that met the Lottery requirements.

New Mexico Assessment, Accountability And Quality

Several statewide organizations are asking New Mexico publicly supported higher education institutions to speak to issues of assessment, accountability, and quality. In years past, these questions had been asked by the state coordinating agency, the Commission on Higher Education, and the regional accrediting agency, the North Central Association. More so than in the past, state legislatures are asking higher education to be accountable for the funds that it receives. Annually, New Mexico higher education institution representatives meet with the legislative Finance Committee at an interim meeting and discuss their funding needs. However, these efforts have been augmented by a newly formed Excellence in Higher Education Committee. After several hearings, this committee will be ready to present legislation during the 1998 session.

It appears likely that New Mexico higher education institutions may be required to report on annual objectives and biannually their success in achieving them. At least that is what one draft bill would suggest.

It is possible that New Mexico legislatures are influenced by the activities of adjacent states, most notably, Colorado and Texas. However, the efforts being discussed here are not duplication of those efforts, but, perhaps, are a hybrid model.

In addition, a state roundtable for the Future of New Mexico Higher Education has been formed and they are addressing many of the issues of concern to the Excellence in Higher Education Committee.

Finally, another association that has been formed is the New Mexico Higher Education Assessment Association (NMEAA). NMEAA recently filed By-laws and Articles of Incorporation. Two Rocky Mountain AIR members, Fred Lillibridge of New Mexico State
The Lodge, an excellent conference facility and hotel – complete with antiques, an in-house ghost named Rebecca, and homemade fudge placed on your pillow each evening.

Thursday evening's entertainment - *Double Take at Beatrice's Boardin' House or Things Ain't Always What They Seem*. Sisters Augusta and Adelaide Worthy keep us laughing with their antics. Adelaide demonstrates her affection for a RMAIRian golfer from Idaho.
Fred Lillibridge (New Mexico State University-Almagordo) explains the intricacies of obtaining a liquor license for conference events, while Larry Beck (New Mexico State University-Almagordo) recalls his conversations on the subject with the mayor of Cloudcroft.

President Hans L’Orange (University of Colorado-Boulder) celebrating the beginning of his term of office.

RMAIRians enjoying a business lunch and the shortest business meeting on record.

Photos courtesy of Diane Muntal
University-Alamogordo and Alec Testa of Eastern New Mexico University are currently president elect and president of NMEA, respectively. The association will hold its Fifth Statewide Assessment Conference on February 12-13, 1998 in Albuquerque, New Mexico. Please feel free to call on either Fred (505-439-3624) or Alec (505-562-2315) for more information.

In summary, New Mexico is facing the assessment, accountability, and quality concerns faced by other states. More than nearly 25 states have some accountability measures for publicly supported higher education institutions and hopefully New Mexico can glean the most useful elements from these efforts.

UTAH by Laura Lowe

The State Board of Regents has named James Bernard Machen the new president of the University of Utah. Dr. Machen most recently has been executive vice president for academic affairs at the University of Michigan, a public university with about 37,000 students in Ann Arbor. Dr. Machen earned his Ph.D. in Educational Psychology and a master's degree in Pediatric Dentistry at the University of Iowa. He received his DDS at the St. Louis University of Dentistry and his bachelor's degree at Vanderbilt University. Dr. Machen will take over the state's flagship university January 1, replacing Interim President Jerilyn McIntyre, who has led the University since January and will return to her permanent position as vice president for academic affairs.

On October 29, 1997, Utah's governor, Mike Leavitt, inaugurated the Utah Education Network Satellite Services which will deliver classes live to more than 2,600 Utah State University students scattered in 75 classrooms at 53 sites throughout Utah. The Utah Education Network is a group of higher- and public-education schools and includes two public broadcasting channels at the University of Utah. Part of the Western Governor's University, the new system will use digital satellite technology will full-motion, full-color video along with two-way communication. It is designed to broadcast four simultaneous classes on four channels to the remote sites and can be expanded as needed. Utah State University, the state's land-grant university, is the first to use the new technology, but all of Utah's higher education institutions may participate in the future.

The final commissioning of ROTC cadets at Utah State University took place at a ceremony held in June bringing 109 years of Army tradition at USU to an end. The government eliminated the program because of a sharp decline in interest. At one time in the program's history, USU was known as the West Point of the West, second only to the U.S. Military Academy in the number of Army second lieutenants commissioned. Many of those USU Army commissionees chose the military as a career, enough so that those "alums" often referred to West Point as the USU of the East.

Administrators at institutions along the Wasatch front feared that I-15 construction would keep students away. Enrollment figures show that construction has not been a significant factor. At the University of Utah, FTE enrollment is 21,203, an increase of 203 over last year. At Utah State University, the number of FTE's is up nearly 500 to 16,222. Both Utah Valley State College and Salt Lake Community College have recorded a record number of students in the classroom this fall. One reason students may be braving the traffic-tangled roadways is next fall's switch from quarters to
semesters at Utah's public colleges.

**Weber State University**
by Brian Shuppy

Four years of enrollment decline have ended in dramatic fashion. Autumn quarter 1997 headcount is 14,613, producing 11,117 FTE. This is a 5% increase in students, and 7% increase in FTE from autumn 1996.

New freshman totaled 2,479, which is an increase of 280 (13%) from the prior year, and is the largest freshman class since 1991.

This is the third consecutive quarter that enrollment has been up at WSU. This is the result of hard work by our faculty and staff to meet the needs of our students. Their desire to offer classes at convenient times and help finish their degrees on schedule has contributed to our growth.

Total degrees awarded for 1996-97 were 3,001. The breakdown by degree is 94 certificates, 1,239 associate degrees, 1,597 bachelor degrees, and 71 master degrees.

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**WYOMING** by Renee A. Tihen

The University of Wyoming student headcount for fall 1997 is 11,094. This is 1% below the 1996 count, and OIA has been kept busy analyzing the nature and possible causes of the decline. Connie Brizuela and Sue Koller nevertheless attended the RMAIR conference at Cloudcroft, and were glad they did. They returned feeling enthusiastic about the ideas that were shared there, and are anxious to try some of them here in Laramie. The integrated information warehouse and business rules ideas made an especially strong impression.

A special session of the Wyoming Legislature in June of this year produced a remedial plan to comply with the state Supreme Court's ruling that the present education funding plan is inequitable. Although funds for the new plan were appropriated, implementation is delayed because the school districts that brought the original suit are expected to do so again over the new approach. Temporary funding arrangements have been made until the issue is settled, which is not anticipated for several more years. While not directly affecting higher education, our proportion of total state funding will be affected by changes in K-12 funding requirements.

At his October 4 installation as UW's 22nd president, President Philip Dubois announced that he plans to concentrate on recruitment and retention. He also hopes to increase the number of patents held by the University and to contribute to the economic development of the state, so that fewer UW graduates will have to leave the state to find employment. Private fund raising and our athletic programs both contribute to our goals and will be supported, but academics should be our first priority.

President Dubois later announced that he will submit a budget to the Legislature that, for the first time in 10 years, will not include a tuition increase. Faculty and staff increases will be pared back. In addition, the number of Western Undergraduate Exchange (WUE) slots has been increased to 500. More than 800 Western Interstate Commission for Higher Education (WICHE) students from other states are now attending Wyoming community colleges with WUE tuition reductions. The additional WUE slots at the University of Wyoming will make it possible for more of these students to transfer to the University and complete their education at WUE.
rates. The admissions office will begin evaluating applications on December 1, 1997, and make the awards on a first come, first served basis to students who have completed 30 transferable hours with at least a 3.0 average.

The Board of Trustees is considering a report and recommendation that we adopt a new Chicano studies program. People of Hispanic origin make up the largest minority in Wyoming, 5.7% of the state's population. Of the UW undergraduate population, 5.5% are Hispanic, 1.1% are of African American descent, and .95% are American Indians. There have been African American and American Indian programs for several years. A Chicano studies program would be organized in the same manner, offering a minor and having a director with an "academic home" in an existing department.

The Trustees also discussed adopting a Bachelor of Science program in microbiology. The department of Microbiology offered an undergraduate degree from 1980 to 1985, when the department was dissolved. Since then, demand for the program and employment opportunities have grown. The proposed program would be administered by the College of Agriculture as a cross-college curriculum involving nine departments in three colleges.

Henry Bauer, professor and head of the Department of Computer Science, was appointed to a 3 year term as associate dean of the College of Arts and Sciences to replace Thomas Buchanan, who is now serving as associate provost. Donald Warder was reappointed as dean of the graduate school and professor of geography for 1 year.

Charles Krir, former head of the Psychology Department, was selected as dean of the UW College of Education for a 3 year term. Dr. Krir has served on the Board of Albany County School District #1 for 10 years, and was chairman in 1993-94. He was also a member of the State Advisory Committee on Innovative Education.

Larry Fahlberg, associate professor in the School of Physical and Health Education since 1990, was fatally injured in a fall while climbing in Grand Teton National Park on August 23. A memorial was held on September 10 in Laramie.

The College of Agriculture has unveiled a new strategic plan that focuses on the agricultural and natural and human resources needs of the state. Dean Steve Horn said the plan positions the college to be a credible leader in this era of change. Educational, research, and statewide outreach/service needs are addressed, along with an attempt to balance the needs of both traditional and new constituencies. The plan focuses on agricultural sustainability, while addressing the public's natural resource concerns. Academic departments within the college were reconfigured and renamed.

Community Colleges

A private university near Portland, Ore., and Casper College have teamed up to bring a master's degree in physical therapy to Casper College. Coordinator Ray Wilson said that once the Casper program is accredited by a national physical therapy association, Pacific University will accept applicants to the program. Classes could start as early as June 1998, with enrollment limited to 12 students.

Concurrent enrollment has been implemented between many of Wyoming's high schools and community colleges. Northern Wyoming Community College District's two campuses now have nearly 600 high school students taking community college courses. Most are bused to the Sheridan campus and take largely vocational courses. The program offers greater challenges to high school students and allows them to save time and money in their postsecondary education by
taking as many as 12 hours of college credits. Students in Natrona county may take courses for free at the Casper College campus. Instructors are high school teachers who have been approved by the college to teach courses, just as part-time or adjunct faculty teach for them. Douglas high school students will soon be able to take courses for Eastern Wyoming College credit, following a model from a community college in Morgan, Colorado.

Wyoming community colleges are coping with static enrollments and a financing system that contains incentives to expand both enrollments and physical plant. Overall enrollment has not grown, so the size of the pie remains nearly the same as the size of the slices for each college vary. Officials all agree that the funding system has led to constant evolution in the way colleges deliver services, coping with Wyoming’s peculiar geography, public finances, customer demands, and available funds. State funding for instructional and operating expenses are tied directly to each college’s percentage of the total number of FTE’s served in the state. Plant maintenance funds are based on each college’s proportion of total square footage in all college buildings. The Community College Commission last year rejected a plan to build a new horse arena at the Northern Community College District’s campus in Sheridan. Steve Maier, president of the Northern District, cited the difficulties of a system that could cause a college to lose money if it is not growing faster than the other colleges. The table below shows the total FTE numbers at Wyoming community colleges since the 1991-92 academic year. Northern has been the second fastest growing community college in Wyoming over the last 10 years, largely because they opened a second campus in Gillette. Northern’s 55% growth rate was second only to that of Western Wyoming College in Rock Springs, which grew in enrollment by 82.5% in the same period. The other colleges have grown about 30% over 10 years.

**FTE’s At Wyoming Community Colleges**

One FTE is equal to a full-time student’s course load, whether that’s one student taking a number of courses or a number of students each taking one course.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>1991-92</td>
<td>14,691</td>
</tr>
<tr>
<td>1992-93</td>
<td>14,125</td>
</tr>
<tr>
<td>1993-94</td>
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<td>1994-95</td>
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<td>14,091</td>
</tr>
<tr>
<td>1996-97</td>
<td>14,298</td>
</tr>
</tbody>
</table>

Source: Casper Star-Tribune

Meanwhile, community college administrators are looking at performance based funding models, rather than the present FTE based model. They cited South Carolina as a state that is already moving toward such a system. Eastern Wyoming College Academic Dean Ann Beaulieu, in her first year here after many years in Washington state higher education, said that there is more focus on outcomes and accountability in education, which provides a philosophical framework for funding on the same bases. Wyoming community college administrators warned against over-reliance on standardized tests and loss of flexibility in what could be taught under such a system. Some also expressed concern that care be taken to compare colleges on value added measures, since different colleges draw from different pools of students, some of whom enter postsecondary education more generally disadvantaged than others.
ANNOUNCEMENTS

from the Editor

RMAIR Website:
http://www.nmsu.edu/~RMAIR/

RMAIR now has an official website, thanks to Fred Lillibridge and Miriam Meyer and her staff over at New Mexico State University. If you have not visited the site, take a look, it is impressive. If your institution hasn't been linked to the RMAIR website yet, let Fred know -- flillibr@nmsu.edu, phone 505-439-3624, fax 505-439-3643.

Panorama is going WEB -- Last Hardcopy Issue

This issue of Panorama will be the last paper-published copy. This coming February, Panorama will be going on-line and will be published on the web. All the details have not been worked out yet, but the process is currently underway. Panorama will move into the 21st century (little cheesy but hey, marketing is not my forte) and will change not only where you get your copy, but will have a new look that will take advantage of the latest web technology.

Around the end of February or beginning of March 1998, when the completed issue is put up on the web, the readership will be notified through the RMAIR listserv that the issue is available. We at DAPS will be working closely with Fred Lillibridge, who has helped set up the official RMAIR website, to make this all happen. Anna Wilkinson and Kristie Gallardo of DAPS, at the University of Arizona, have been researching and working on our new WEB based newsletter format, and have some great ideas in store for the membership. In the meantime, we at DAPS welcome your comments, suggestions, and feedback; so please call or email me.

Just for general information, the process of coordinating the newsletter including state reporters sending in their quarterly news reports will remain the same. Even though the Panorama will be moving to a different format, the professional look, consistency, quality, and timeliness as in the past will still be there -- thanks to all those who volunteer their time and expertise to make it happen.

Speaking of special thanks, not only was Diane Muntal from the University of Nevada-Las Vegas, last year's RMAIR president, but Diane has been publisher of Panorama for the past 6 years, since December 1991. Diane has put in many years of dedicated volunteer service to Panorama and I certainly will miss working with her on the publication. Diane has done an excellent job getting RMAIR's quarterly newsletter pictures and delightful captions added, printed, and mailed to the membership. Diane was always there to lend a hand and assist in whatever was needed. I have enjoyed working with Diane, and look forward to working with her as her responsibilities of past-president take over.

Special thanks also go to Jackie Stirn from WICHE in Boulder, Colorado, for maintaining the RMAIR membership database and preparing labels for all those issues of Panorama. Thanks Jackie.

And last, but not at all least, all RMAIRians and especially myself would like to sincerely thank Nelle Moore, coordinator, from San Juan College, New Mexico, and all Panorama state reporters past and present for all your efforts and hard work. It is your state reports that make Panorama a great newsletter. I look forward to continuing to work with all of you in the months ahead.
RMAIR IS MOVING INTO THE 21\textsuperscript{ST} CENTURY

RMAIR WEBSITE
http://www.nmsu.edu/~RMAIR

PANORAMA IS GOING WEB

This is the last hard copy issue.

February 1998's Issue will be on the web.
HAPPY HOLIDAYS
from the
RMAIR OFFICERS
"We've all heard that a million monkeys hanging on a million typewriters would eventually reproduce the entire works of Shakespeare. Now — thanks to the Internet — we know this is not true"

Robert Silensky