

APRIL 1995

PACRAO

NEWS

A Message From The President

As I sat on the platform at the close of the Spokane conference, my mind wandered only twice. I thought I would share both wanderings with you.

The first mental journey took me back to those early years in my career when I was just beginning as Assistant Registrar and attended my first PACRAO meeting in Portland, Oregon. I remember the richness of that meeting and how thrilled I was with each session, with the knowledge and experience of the presenters, and with the collegiality of the people. State Rep. Edith Green was the keynote speaker at that conference. That was more than 20 years ago.

The other wandering was to reflect on the richness of the Spokane conference and on how PACRAO has continued to provide professional development opportunities for members as well as timely information on issues we deal with at our colleges and universities. Conference programs have continued to energize and inspire us. Newsletters have kept us informed. Summer Success Seminars have reached out to people who cannot attend annual conferences.

I hope that if your mind wanders, it will head for the November conference in Newport Beach, California, and that you will let your feet follow. The Local Arrangements Committee, chaired by Michael Thompson and Elaine Wheeler, has planned a spectacular conference. Faith Weese and the Program Committee have planned a rich program that will improve your knowledge and excite your spirit. Mark your calendar now for PACRAO November 5-8.



Here is the second Lesson From the Geese from Milton Olsen, a naturalist as told by Angelese Arien:

"Whenever a goose falls out of formation, it suddenly feels the drag and resistance of trying to fly alone, and quickly gets back into formation to take advantage of the lifting power of the bird immediately in front."

Lesson: If we have as much sense as a goose, we will stay in formation with those who are headed where we want to go, and will be willing to accept their help as well as give ours to the others.

— Melanie Moore Bell
PACRAO President

High Performance Organizations: Human Potential Released

Perhaps the greatest challenge before our profession rests with how effectively leadership copes with the human element involved in change. Change is never easy and to move to a high performance organization will require time — time to develop and strengthen leadership skills, time to invest in staff development programs (technical, interpersonal, administrative), time to develop supportive and trusting environments which enables staff to unleash their imagination by feeling "safe" in risking a new idea, and time for building empowered teams across organizational boundaries who continually strive to improve customer driven processes. This new leadership paradigm, which Ed Oakley and Doug Krug have labeled *Enlightened Leadership* (also title of their book), illustrates how leadership must change in order to be effective and responsive to the rapid changes in higher education.

Enlightened leadership focuses on unleashing the infinite resource of human imagination in each staff member by creating a vision for the future and a trusting environment which encourages innovation from all members of the staff. No longer are managers and leaders expected to have all the answers, or to tell staff what to do and how to do it — our worlds are too complex and changing rapidly. Instead, the role of managers and leaders needs to evolve into "coaches" of teams who are focused on improving processes and services to meet the ever changing needs and demands driven by our students, constituents or external regulatory

agencies. The new focus is on guiding staff towards the fulfillment of the vision through:

- words of encouragement — consistent recognition, constructive feedback, opportunities for growth
- support — emotional, training resources, technical resources
- empowerment — responsibility and authority in the decision-making process, coupled with accountability for the results.

Leaders need to model "response-able" behavior. This concept comes from Stephen Covey's, *7 Habits of Highly Effective People*, and illustrates this special quality. The basic premise is, no matter the circumstance or situation, effective people always control their responses. Their response is not reactive and is not based on how the other person is making them feel at that moment. It is our actions which staff evaluate and they need to consistently see congruence between our words and actions, or another way to say it is, leaders must "walk their talk." Therefore, modeling "response-able" behavior and teaching staff members the importance of living this principle are vital to a healthy, trust-filled organization.

As stated, effective leadership in high performance and creative organizations will focus on developing people (including those in leadership roles — from supervisors through presidents) and maintaining a healthy, trust-filled environment. To help illustrate the cultural shift required for high performance organizations, the following contrasts have been drawn between leadership of the past and the future:

THE FUTURE

Pulls the organization toward a vision — leading
 Committed to openness and sharing information — builds trust
 Involves others in decision-making — collaborative
 Leads through asking effective questions — listens to staff
 Views people as assets
 Uses a network of contacts throughout the organization to achieve goals
 Seeks positive change — adaptable, flexible, can-do attitude
 Listens to intuition and facts
 Focuses on building on strengths — of people and the organization
 Generates lasting commitment
 Risk-taking encouraged and teaches how to learn from mistakes
 Models self-responsibility and teaches importance of self-responsibility

THE PAST

Pushes the organization for results — managing
 Committed to secrecy — builds distrust
 Isolated decision-making — competitive
 Manages by telling staff what to do and how to do it
 Views people as costs
 Uses hierarchical structure to achieve goals
 Seeks security of current state — entrenched, inflexible, nay-sayer
 Listens only to facts and analysis
 Focuses on finding and fixing problems
 Creates sporadic motivation
 Status quo maintained. Quick to fire those who fail
 Is in self-protect mode and teaches staff to expect direction

Continued on pg. 3

THE DIVERSITY OF PACRAO: IT'S STRONGER THAN EVER!

I remember in Spokane last year, how I met so many PACRAO members at the Diversity breakfast and then at the Diversity Development Connection. There were so many of you there, I couldn't keep track of who you were.

I am sure that has been frustrating for many of you. Seeing and meeting a new friend at PACRAO is wonderful. But I'd like to do something about making that friendship more than just an annual event in November.

Hey, I know all of you are just waiting to jump into the Diversity activities planned for the '95 PACRAO Conference. The veteran PACRAO members are developing a Wagon/Mentoring Program, we are cooking up some great ideas for the popular Diversity Breakfast, a new Diversity Directory is in the works and a social event is planned for all to gather and make those connections with PACRAO.

The Diversity Committee would like to extend a warm invitation to join us, get involved, and to rekindle old friendships and make new ones BEFORE we meet at Newport Beach. If you would like to be on the Diversity Committee or work on a specific project, please contact me (see PACRAO Executive Board section for address).

Be a part of PACRAO more than once a year, join us for fun and celebrate the strength of Diversity in PACRAO!

— Robin Thompson
Diversity Development Advocate

FERPA WORKSHOP: HIGHLIGHTS

On Wednesday, March 8, approx. 45 PACRAO professionals gathered at Gonzaga University in Spokane, Washington to hear from LeRoy Rooker, the Director of the Family Policy Compliance Office at the U.S. Department of Education. The workshop began with LeRoy reviewing the FERPA law itself and ended with some recent changes of the law and interpretations by the Department of Education. Some highlights of the session:

- *A quote for all of us to take to heart:* "Training is the best protection of records."
- *Rule of Thumb:* FERPA is the floor (the lowest denominator) by which each institution's actions will be judged. Your institution may make the ceiling as high as you want it to be. That is, your institution may make the rules governing student records as strict as desired, as long as those rules are based on the ground rules of FERPA.

- *New Category of Directory Information:* The Dept. of Education has just ruled that class schedules may now be considered directory information.

- *Transcripts from another institution:* If a student is unable to come to an institution to view his or her records, that institution is required to provide a copy of the entire record to the student (Section 99.10)

Dept. of Education Interpretation: This includes copies of anything kept in the student's file, including transcripts from other institutions.

LeRoy suggested that since we as professionals at institutions of higher education object to this interpretation, AACRAO should pursue the subject with Congress, i.e., investigate the feasibility of including into the "Exceptions to Educational Records" (Section 99.3) any transcript from another institution which is contained in a student's file.

- *Sole Possession Interpretation:* Notes written down for private use and not shared are considered to be in the sole possession of the owner and are not part of the student's record. However, if shared with any other person, even verbally at a meeting where minutes are being taken or with a secretary for the purpose of typing them up to "tidy up your private files," these notes become part of the student's record (Section 99.3).

- *Definition of Student:* FERPA defines a student as "any individual who is or has been in attendance (34 CFR 99.3)."

Interpretation by Dept. of Education: If a student has requested confidentiality of directory information prior to graduation and does not give permission for removal of that confidentiality when he/she leaves the institution, this record cannot be "rolled" into your Alumni database, i.e., the confidentiality is permanent until removed, in writing, by the former student.

- *Dependent Students:* If a student is claimed as a dependent by either parent, the institution may disclose to both parents, without the prior consent of the student (34 CFR 99.31 (a)(8)).

- *Data Bases/Computer Systems:* Procedures are to be established for instructing/reminding school officials of FERPA's privacy requirements each time they attempt to enter the system (34 CFR 99.31).

We were given a sample of a suggested screen to appear each time a user logs onto the system.

- *Disclosure of Records:*

Requires schools to advise third parties to whom educational records are disclosed that the records cannot be re-disclosed without the consent of the student. If a third party violates this, disclosure to this party shall be rescinded for a period of not less than five years (Section 99.33).

- New Section 99.8 relates to law enforcement officials of an institution, whether hired by or a contracted service of the university.

Educational records do not include: the records of the law enforcement unit of an educational agency of institution that were created exclusively by the law enforcement unit; created for law enforcement purposes; and maintained solely by the law enforcement unit.

Educational records do not lose their status as education records while in the possession of the law enforcement unit, i.e., they are still subject to the provisions of FERPA.

As you can see, we learned much from the workshop and are now fortified until the next round of amendments and/or interpretations are produced.

— Georgia McRae
Associate Registrar
Seattle University

SUMMER SUCCESS SEMINAR

Each year PACRAO sponsors Summer Success Seminars around our region. Our purpose is to use PACRAO funds and resources for professional development workshops in local areas, and particularly to attract staff who are unable to make it to PACRAO's annual conference.

This summer PACRAO is joining AzACRAO in co-sponsoring a Summer Success Seminar in Phoenix on July 11. The workshop will be launched by Glenna Salisbury, internationally-recognized speaker and consultant on topics of quality, excellence and personal renewal. In the afternoon, AACRAO's Roger Swanson will be presenting the acclaimed "Join the Five Star Service Team."

If you would like further information, please contact Faith Weese, Registrar at Grand Canyon University, or Loyd Bell, Director of Admissions at University of Arizona.

Plans are also in progress for a Summer Success Seminar in Spokane. The planning committee, headed by Geneva Bowman, Assistant Dean of Students at Spokane Falls Community College, is discussing dates and location. Inland Empire PACRAOans can look for more information in the mail soon, or contact Geneva for information.

Several possibilities are being explored in California, and we hope to have more news about that in the next newsletter.

If you are interested in coordinating a Summer Success Seminar in your area for this summer or next, please contact Christine Kerlin (see PACRAO Executive Board section for address).

— Christine Kerlin

UPCOMING MEETINGS:

1995 AACRAO Annual Meeting: April 16-20, 1995; Indianapolis, IN

Fees: \$150 for members, \$220 for non-members; \$50 additional after March 16 (Minority Fee Waiver Request due on or before March 16). Meeting Information available on AACRAO gopher.

Academic Advising: Regional conference, April 19-21, sponsored by the National Academic Advising Association in Port Ludlow, Wash. Contact: Don Whitney, (206) 543-8617 or Wendie Phillips, (206) 296-5700.

Community Colleges: "New Thinking for a New Century," annual convention, April 22-25, sponsored by the American Association of Community Colleges, Minneapolis, Minn. Contact: Mary Ann Settlemyre, (202) 728-0200, Ext. 229; e-mail: msettlemyre@aacc.nche.edu.

11th Annual World Education Workshop Series sponsored by World Education Services, presents: "The Educational System of India," May 11, and "Education in the United States," May 12 at the University of British Columbia, Vancouver.

Fees: \$125 for one-day workshops, \$225 for two-day workshops. Contact: Robert Hunter at WES, (212) 966-6311, Ext. 316; fax: (212) 966-6395; e-mail: NYWES@CUNYVM.CUNY.EDU.

Information Technology: "Technology and Telecommunications — If You Don't Know Where You're Going, How Will You Know When You Get There?" workshops, May 12-13, sponsored by the California Educational Computing Consortium; Evergreen Valley College, San Jose, Calif. Contact: Wendy Brashares, (408) 270-6438, e-mail: wendybr@koko.csustan.edu; or Denise C. Norris, (408) 274-7900, Ext. 6656, e-mail: dcnorris@aol.com; or Alexia Devlin, (415) 338-2582, e-mail: adevlin@sfsuvax1.sfsu.edu.

HIGH PERFORMANCE

Continued from page 1

To be effective in a rapidly changing world, leaders will need to create a vision which can be embraced by the entire organization, which taps into the hidden human creative potential, and demonstrate that the organization values the unique contribution of each staff member in achieving the vision. Those in leadership positions will be charged with implementing effective programs focused on enhancing each member's interpersonal, technical,

Community Colleges: "Strategic Alliances," annual conference, June 4-6, sponsored by Association of Canadian Community Colleges; in Victoria, B.C. Contact: (613) 746-5916, fax: (613) 746-6721, e-mail: gmulhall@accc.ca.

MOSIS conference: Management of Student Information Systems annual conference, July 9-12 in Lexington, Kentucky. Sponsored by the Southern Association of Collegiate Registrars and Admission Officers.

From a link to Washington to a link to some favorite schools, the featured speakers and program sessions will let you in on the best in technology. What do you hope for in terms of technology? What do you need to know for your campus and your personal productivity? The program for MOSIS '95 has been developed for YOU.

Cost: \$125 registration fee; Hyatt Regency hotel, \$73 single or double. Contact: Les Grigsby, Conference Coordinator, (606) 622-2106; Tim Culhan, Registration, (606) 238-5360.

WHAT TO LOOK FOR AT PACRAO '95 IN NEWPORT BEACH!

Reason Number 1:
FOR YOUR HEALTH

**Back by popular demand:
The FERPA Doctor**

It seems, whether we are new to the profession or seasoned old-timers, we all have questions regarding the appropriate implementation of the Family Educational Rights and Privacy Act of 1974 on our own campuses. While there will be workshops providing general information about FERPA, the 1995 conference will also once again feature an opportunity for you to consult with a "FERPA Doctor."

A number of our PACRAO colleagues with expertise in the application of the Family Educational Rights and Privacy Act will staff a booth at posted hours in the exhibit/hospitality area to which you can take your FERPA "ills."

The Doc will be happy to talk about your specific situation — either answer the query or refer you to the "FERPA King" himself — LeRoy Rooker. (Did I say, THE King?)

This year, we are privileged to have LeRoy Rooker, Director, Family Policy Compliance Office, located in Washington, D.C., who will be presenting his infamous FERPA sessions: "FERPA to the Rescue 2: Advanced" (for you seasoned old-timers).

Also on board will be Dick Rainsberger, Registrar, Central College, located in Pella, Iowa, who will be presenting a pre-conference workshop: "The Buckley Amendment for New Professionals."

The workshop will provide an opportunity for new professionals to become familiar with FERPA and will cover institutional legal record information, students' rights to inspect their educational records, and the new FERPA Guide, sponsored by AACRAO, which will be available at the workshop.

Rainsberger will also present a session during the conference and will address the changes to the New FERPA Guide. We have all been waiting for this New FERPA Guide! Don't miss your chance to get a copy AND converse with our FERPA VIPs of the nation! Move over Lucy of "Peanuts" fame! The FERPA Doc is "IN" — just five cents!!!!

Reason Number 2:
WATCH FOR MORE IN NEXT EDITION

— Faith Weese
PACRAO 1995 Program Chair

administrative and leadership skills. These skills are essential in high performance organizations which will have clusters of empowered teams who understand the vision, the strategic nature of their decisions, and apply creative ideas and solutions to tomorrow's "opportunities."

— Janet Ward
University Registrar
Seattle Pacific University



PACRAO EXECUTIVE BOARD 1995

President

Melanie Moore Bell
University Registrar
Gonzaga University
East 502 Boone Avenue
Spokane, WA 99258
509-328-4220x6107
FAX: 509-484-5828
E-mail: bell@gonzaga.edu

Past President

Christine Kerlin
Director of Admissions & Records
Central Oregon Community College
2600 NW College Way
Bend, OR 97701
503-383-7243
FAX: 503-383-7506
E-mail: ckerlin@metolius.cocc.edu

President Elect

Susan Clouse Dolbert
Director of Undergraduate Admissions
Arizona State University
Box 870112
Tempe, AZ 85287-0112
602-965-9344
FAX: 602-965-3610
E-mail: istsrc@asuvm.inre.asu.edu

Vice President For Four-Year Institutions

Janet Ward
University Registrar
Seattle Pacific University
3307 Third Avenue West
Seattle, WA 98119
206-281-2701
FAX: 206-281-2669
E-mail: j_ward@spu.edu

Vice President For Two-Year Institutions

Cecilia Rodriguez
Registrar
Cypress College
9200 Valley View Street
Cypress, CA 90630
714-826-2220 x344
FAX: 714-527-8238
E-mail: None

Secretary

Fred Dear
Associate Registrar
U. of Southern California
Univ Park Mc-0912
Los Angeles, CA 90089-0912
213-740-5306
FAX: 213-740-8710
E-mail: dear@mizar.usc.edu

Treasurer

William O. Brown
Assistant Registrar
U. of California, San Diego
Dept. 0021
La Jolla, CA 92093-0021
619-534-4290
FAX: 619-534-5723
E-mail: wobrown@ucsd.edu

General Conference Co-Chairs

J. Michael Thompson
Registrar & Director of Student
Academic Information Systems
U. of California, Irvine
215 Administration Bldg.
Irvine, CA 92717
714-824-6121
FAX: 714-824-7896
E-mail: thompson@uci.edu

Elaine J. Wheeler
Associate Director Camp Program
U. of California, Irvine
600 Administration Building
Irvine, CA 92717
714-824-6578
FAX: 714-824-3048
E-mail: ejwheele@uci.edu

Program Chair

Faith Weese
Registrar
Grand Canyon University
3300 W Camelback
Phoenix, AZ 85017
602-589-2850
FAX: 602-589-2594
E-mail: 74312.2431@compuserve.com

Diversity Development Advocate

Robin L. Thompson
Director of Admissions
Skagit Valley College
2405 College Way
Mt Vernon, WA 98273
360-428-1112
FAX: 360-428-1612
E-mail: rthomps@ctc.ctc.edu

PACRAO NEWS

Published quarterly by Seattle Pacific
University, Seattle, WA 98119
206-281-2701, FAX: 206-281-2669

Editor	Janet Ward
Contributing Editors	Melanie Moore Bell Christine Kerlin Georgia McRae Faith Weese

PACRAO NEWS

Seattle Pacific University
3307 Third Avenue West
Seattle, WA 98119