

SEPTEMBER 1995

# PACRAO

## NEWS

### *Some Thoughts From The President*

I cherish the excitement and energy that the opening of another academic year brings . . . especially this one that marks my twenty-fifth year. What has remained constant has been the professional opportunities and contacts I have made through PACRAO. I have continued to make new friends and renewed seasoned acquaintances in the association and I am thrilled to have the opportunity to serve as President.

PACRAO remains strong in its membership numbers, in its financial health, and in its opportunities for professional development. The Constitution has been carefully reviewed and revisions will be presented to the membership for approval. Conferon, Inc., a conference planning firm, has been retained to assist in contract negotiations for sites and room rates, as well as conference planning. The summer seminars in Phoenix, Arizona and Spokane, Washington reached more than 350 persons who do not usually attend the annual conference and both seminars received outstanding evaluations. We are investigating the possibility of incorporation to assist us in limitations of liabilities and tax consequences. Registration on the World Wide Web will be available for the first time for the Newport Beach Conference and other technological advances will be available during the conference.



The Newport Beach Marriott is a wonderful site for the November conference and the Local Arrangements and Program Committees have spent many, many volunteer hours ensuring a spectacular and professionally rich conference. This is four days in November you will not want to miss.

The Executive Board has worked very hard this year and has faced resignations due to job changes which resulted in some doubling up of duties. Their willingness to work for the good of the association has been remarkable. PACRAO is a complex enterprise that requires

*Continued inside*

## LEADERSHIP: UNDERSTAND AND APPRECIATE OUR DIFFERENCES

**D**uring my career I have been fortunate to work with dedicated and talented professionals who were committed to excellence in service and open to planned change. The changes have involved redesigning processes, organizational changes, and the implementation of new technologies. As we all know change is never an easy process, yet one we must learn to deal with effectively if we hope to be prepared for the future. Helping people embrace change is one of the key roles of leadership. The first step is to recognize that all staff must feel a true involvement in the process . . . no one likes to be dictated to, particularly when it involves "where he/she lives" 8-10 hours a day. The second step is to understand that each member of the staff is unique and will handle change differently.

As a leader, I tend to be outcome focused. To be effective in achieving my goals, I take the time to understand and appreciate the differences among my staff and colleagues. If the outcome to be achieved is a smooth transition to a newly designed process, organization or technology, then it is my responsibility to understand how to reach each member of the staff so they will choose to become committed to joining the process.

Let's look at four basic behavioral characteristics associated with different roles exhibited within organizations. These roles are not associated with titles or positions . . . rather observed behaviors. What's listed below are tendencies and general statements and should not be taken literally to "pigeon-hole" someone into a group. While each role has strengths and drawbacks, all roles are essential to achieve an effective and balanced team . . . all roles are of equal value. The roles are promoter, supporter, analyzer and controller. As you read on, look at members of your own staff and see if a greater understanding of their needs and appreciation of their contributions occurs to you.

To give context to the characteristics, I have shared my observations when the state and regional officers engaged in an exercise at the 1995 AACRAO conference to help us identify our roles and key behavioral characteristics.

**Promoters:** Not surprisingly, at AACRAO, this was the largest group and was made up of admissions professionals or presidents from the state and regional associations. Promoters tend to be idea people, who exude high levels of energy and are fast paced. They enjoy having personal conversations and may engage in the "one-up-manship" games. They are very social and tend to be dominant.

To work with promoters you need to understand that they are generally idea people . . . attention to detail is not a strength. Therefore, give them ample lead time so the details can be handled effectively. Remember, they like change. The challenge is to help them understand all the details associated with the change and who needs to be involved in the decision-making process. Since they are social beings, you need to spend time on personal matters (e.g., the weekend, family) . . . don't just jump into the task at hand. Finally, you need to try to match their energy and rapid fire pace.

**Supporters:** As the word suggests, supporters enjoy being behind the scenes handling the details. They are also social individuals who are concerned with how others are feeling. Group harmony is essential for them to be effective as they want to seek consensus to insure all are feeling comfortable with the decisions being made. As for themselves, they tend to veer away from making decisions, and instead tend to seek permission (e.g., they end statements with an upward lift of the voice). At AACRAO this was a much smaller group than the promoters and was made up by state and regional officers who were primarily in support positions (in other words, not the presidents).

To work effectively with supporters you need to take a less direct approach and build in time to include the personal, before getting to the business at hand. Be sure to give them a lot of lead time to *feel comfortable* with the details. Their preferred environment would have supporters working in groups of congenial people.

**Analyzers:** At AACRAO it was interesting to see that the people in this group held professional roles at their universities involved

*Continued inside*

## THE FUTURE'S SO BRIGHT — NEWPORT BEACH, CA — NOVEMBER 5-8, 1995

The registration booklet for the PACRAO '95 conference was mailed to each of the members at the beginning of September. The Executive Board and the Newport Beach Local Arrangements Committee are very excited about the conference location at the Newport Beach Marriott and Tennis Club and the terrific program of personal growth and professional development that awaits you there. The conference has one of the most ambitious programs in recent memory, spanning both the breadth and depth of our profession.

For the first time, there are a variety of methods to register for the conference. You may register in the traditional fashion by filling out the paper form included in your materials, enclosing a check, and sending it to Karen Kaeni, Registration Chair, at Southwestern University School of Law. You can also fax your registration and send the check . . . just don't procrastinate . . . register now!

One of the goals of our association is to maintain a view into the future to benefit our respective institutions. Since we talk about effective uses of technology in our sessions, the Newport Beach LAC decided we should walk the walk as well. With the tremendous support and effort of UCI programmers Ray Price and John Yasuda, as well as the students on John's web team, PACRAO '95 has gone of the World Wide Web (WWW) for registration.

Please surf by at <http://www.reg.uci.edu/PACRAO/> and fill out your registration form. Each person who registers by WWW reduces the amount of clerical effort to support the registration process. An additional benefit of the WWW registration is the on-line calculation of your fees for the conference.

With one foot in the future through the WWW we also have one foot in the past by asking you to bring your favorite tote bag for your use during the conference. Now this can be your favorite bag or the bag from your favorite conference. Bring one more for a new colleague to share the PACRAO spirit. There are two main reasons for this request. First and foremost is the recycling issue. Additionally, the cost of the bags has grown tremendously in the past couple of years. Faced with a situation that would have added seven dollars to the registration fee just for the conference bag the LAC decided to ask you to save the Earth and more than four thousand dollars of PACRAO funds by recycling those old bags. How many of you have a collection of several years of conference bags just sitting in your credenza or collecting dust behind the door? Each time I have changed jobs over the years I have found a

cache of PACRAO and AACRAO bags that I had forgotten, hidden in some nook or cranny. Please pull them out and reminisce by using your favorite and unloading the ones you never liked. Speaking of recycling, don't forget to bring your program booklet with you. Extra copies will not be available in Newport Beach. Save you money and save a tree.

Now that you are thinking about packing your bags, be sure to bring extra t-shirts and sweatshirts from your college to swap in the second annual "Shirt Off Your Back" trade. Keep in mind that the Southern California weather is a bit unpredictable in November. It is usually warm during the day with a chill to the air at night. Dress for casual comfort and bring a layer for warmth in case of rain. The Newport Beach local charm includes some of the world's best shopping. Balboa Island, Theaters, terrific beaches and plenty of exercise opportunities . . . be sure to toss in those running, golf, or tennis shoes. Whirl-A-Round Tours will be providing opportunities for you to take in the local attractions and our Hospitality and Special Events will be lots of fun, emphasizing the Southern California beach theme. Pre-order terrific "Future's So Bright" T-shirts and join the fun.

What's New, What's Hot . . . This year's conference offers several new features. Be sure to check the checklist and plan to visit the Technology Room where you will be able to check your e-mail and surf the web. PACRAO '95 is HOT! Don't miss the heat wave!

— Elaine Wheeler  
University of California, Irvine

## SOME THOUGHTS *Continued*

a lot of hours to work over and above professional duties and the commitment of time is extensive. These dedicated individuals are one of the many reasons why PACRAO remains the successful association it is today.

I recently ran across this listing of ten things worth remembering and I want to share it with you:

1. The value of time
2. The importance of being ethical
3. The courage to lead
4. The commitment to excellence
5. The success of perseverance
6. The dignity of simplicity
7. The worth of character
8. The virtue of patience
9. The wisdom of economy
10. The power of kindness

Join us for a successful conference in Newport Beach, California!

— Melanie Moore Bell  
President

## LEADERSHIP *Continued*

institutional research. This group tends to be task oriented and their thinking process is logical and linear. They tend to be detail oriented. Rather than tell people what to do, analysts prefer to ask what to do. As reflective thinkers, they tend to have long periods of silence after an idea is shared. Before a response is given, analysts need time to think about their reply.

To work with analysts, remember they are task oriented, so you can cut to the chase and get right to the topic at hand. Projects are handled in a linear fashion, one step at a time. As reflective thinkers, it's important to remember in group settings not to expect analysts to respond quickly to presented ideas . . . give them time to mull over the question and frame a response.

**Controllers:** When asked at AACRAO who exhibits the following characteristics on your campus, most stated it was the professionals in the business and finance offices. Controllers tend to be dominant and formal (remember, promoters tend to be dominant and informal). They are highly organized, disciplined and can take charge and see things through. They tend to be very direct and can "hammer a point" to get the desired outcome. They have a tendency to think, "it's my way or no way."

To work with controllers you need to understand what's important to them and the get to the bottom-line . . . be direct. As their first response to a request may be "no," you need to be prepared to sell, sell, sell, your idea. Be logical in your approach and present the required data to support your plan. An emotional response to hearing "no" (e.g., whining) will not help you win your case with a controller.

All effective organizations need promoters, supporter, analysts and controllers. Each role has strengths which the others need. The leadership challenge is understanding the characteristics of each, identify them within our teams, and help each member of the team appreciate and understand the significant contribution of each role to the whole team. Through learning about different behavioral characteristics and roles, we can all learn how to be more effective communicators . . . particularly with those who demonstrate characteristics different from our own.

Next time you have an opening on your staff, take the time to look at these roles and see if you have a balanced team. If you don't, I would encourage you to find a talented individual with "the missing link" . . . you'll have a stronger, more effective team if you do.

— Janet Ward  
University Registrar

## HELP PACRAO RECOGNIZE RETIREES AND DISTINGUISHED SERVICE:

Do you know somebody who is retiring from the profession this year?

A note of caution before taking somebody else's word that a colleague is retiring. Please confirm retirement plans by calling the individual. There have been a few cases where the retirement rumor wasn't true and a colleague was identified before PACRAOans attending the recognition luncheon at the annual conference, much to his or her (and PACRAO's) embarrassment.

Please send names to Roger Anderson, Awards Committee Chair, no later than October 13. This will provide time to have retirement and award certificates made before the November Conference in Newport Beach.

And while you're at it, you might consider nominating a colleague for the Honorary Membership Certificate and/or the Distinguished Service Award. The Awards Committee will discuss nominees and submit recommendations to President Melanie Bell.

The qualifications for the **Honorary Membership** include those in their last year of service or former members who qualify on the basis of:

1. Extended dedicated service to the profession and PACRAO
2. Former PACRAO office holder
3. Consistent attendance and participation in PACRAO conferences

The **Distinguished Service Award** is not necessarily granted annually, only when judged deserved. A member may or may not be in the last year of service. The member must be one who has given extraordinary service over an extended period of years both to the profession and to PACRAO.

Send nominations and/or names of retirees to: Roger Anderson, Mainland Director of Admissions, Hawaii Pacific University, 38387 Wisteria Way, Davis, CA 95616.

## NEW TO PACRAO? Come join us at New Member Orientation

If you are new to PACRAO or it's been a long time since you have attended the fall conference, plan to join us at the New Members Orientation session on Sunday, November 5 from 3:30 to 4:30 p.m. It's your opportunity to:

1. Meet colleagues, both newcomers and sages
2. Meet the current members of the Executive Board

3. Learn what PACRAO is all about — mission, goals, organizational structure
  4. Learn how to become more involved in PACRAO and professional development
- Our session together will be fun and informative . . . See you in Newport Beach!

## PACRAO AWARDS 1995 PROFESSIONAL DEVELOPMENT AND TRAVEL GRANTS

The PACRAO Executive Board is committed to returning PACRAO assets to its members through two programs which can benefit both the individual and strengthen the expertise of the PACRAO region. In 1995, \$3,500 was budgeted to fund Travel Grants to the annual conference from which 9 grants were awarded ranging from \$ 250 to \$400. To promote original research, PACRAO supports a Professional Development Grant up to \$500. The research may cover topics such as diversity, problem resolution, and/or other related activities which may benefit and serve the PACRAO region.

Congratulations to all PACRAOans who were chosen by the Executive Board at its August meeting to receive the following grants:

Travel Grant:

Geneva Bowman, Associate Dean of Student Services for Admission and Registration, Spokane Falls Community College  
Sara "Sunny" Burns, Assistant Dean, Spokane Community College  
Sue Burrola, Administrative Assistant, Phoenix College  
Stephanie Butler, Administrative Coordinator, University of Alaska, Anchorage  
Marnie Carrithers, Registrar, Bastyr University  
Roberta Garner, Assistant Registrar, Whitworth College  
Kenda Gatlin, Manager of Student Records, Seattle Pacific University  
David Guzman, Assistant Registrar for Academic Records, Washington State University  
Marie Langevin, Supervisor of Registration and Cashiering, Pierce College at Puyallup

Professional Development Grant:  
C. James Quann, Research Coordinator, Washington State University. Topic: Automated Prerequisite Checking: Boon or Boondoggle? Outcome: Article for AACRAO College and University

## PACRAO Summer Success Seminars Spell SUCCESS!!

Phoenix was the site for an AzACRAO/PACRAO co-sponsored Summer Success Seminar on July 11. Featured speakers were Glenna Salsbury (who will also be the

keynote and closing speaker at Newport Beach) and Roger Swanson. About 250 people attended, and evaluations were excellent. Congratulations to Faith Weese for coordinating the conference.

July 27 marked a successful seminar in Spokane. Over 90 people participated in staff development sessions ranging from Communication to Educational Reform to Customer Service to Teamwork to "Managing When the Ox are in the Ditch." It was a very high energy day. Thanks are due to Geneva Bowman who pulled it all together, and to Sunny Burns, Melanie Bell, Shari Rasmussen and Mardelle Shagool.

Are you interested in low-cost, one-day staff development (and morale-building) workshop in your neighborhood? Would you like to be a team leader? Plans are being made now for Summer '96 Success Seminars. Contact Christine Kerlin, 503-383-7243.

## NEW MEMBERS

A hearty welcome to all the new members of PACRAO!

- American Education Research Corporation
- Arizona State University West
- Charles R. Drew University of Medicine and Science
- Lutheran Bible Institute of Seattle

## ADMISSIONS:

Annual conference, National Association of College Admission Counselors, Sept. 21-24 in Boston. Contact: Melissa Edwards, NACAC, 1631 Prince St., Alexandria, VA, 22314-2818; (703) 836-2222; fax: (703) 836-8015.

## Top 3 reasons why YOUR future plans should include PACRAO '95:

- #3 Your crystal ball hasn't been working lately. Look into the past and future, examine leadership and ethics with C. James Quann.
- #2 You are in desperate need of an enduring influence in your life. Let Glenna Salsbury guide you toward new perspectives and refreshed priorities.
- #1 Let's face it . . . your future's so bright you gotta wear shades! It's up to you to make it happen. Plan now to attend the PACRAO meeting.

— Faith Weese and Stephanie Adamson

# PACRAO 1995

PACIFIC ASSOCIATION OF COLLEGIATE REGISTRARS AND ADMISSIONS OFFICERS

## PACRAO CONFERENCE, NEWPORT BEACH '95 PROGRAM OVERVIEW

- *Dynamic Speakers*
- *Sessions designed with your interests in mind*
- *The opportunity to enhance skill-based knowledge*

**Y**ou have to come to expect this type of information at professional conferences and meetings. What you may not expect is the diversity of topics, the passion and vision of the speaker, and the hands-on training opportunities available at PACRAO '95. The program theme "Your Future's so Bright, You Gotta Wear Shades" is an apt description of the times in which we live.

The demands of our world are changing every day. As admissions and records professionals, we have come to expect the unexpected and regularly persevere to adapt the old "tried and true" methods to our emerging needs. Our resources and our time must be stretched to accommodate demands placed upon them.

Fortunately, opportunities abound for us to do more with less; to access, process and transfer information rapidly; and to communicate over vast distances. Daily, we strive to create an environment which supports cultural diversity, encourages professional development, defers to federal and state regulation, fits within the parameters of our mission, and acknowledges the challenges of the Information Age. PACRAO '95 has been designed especially for admissions and records professional to address these issues. Read on for what you can expect at PACRAO '95.

### DYNAMIC SPEAKERS

#### *An enduring influence . . .*

Some people say that the human touch is lost among all of the technology — that personal communication skills have gone the way of punch cards and manual typewriters. Have we lost track of what is important? Do we still possess passion, power, and purpose? Glenna Salsbury will launch the meeting and set the topic for personal growth with her wisdom, humorous anecdotes, and infectious enthusiasm. Gearing up for the future is easy with Glenna's powerful strategies for personal reassessment.

#### *An enduring futurist . . .*

Today's emerging technology was but a dream a generation ago when the professional's vocabulary didn't extend so far as to include: virtual reality, client server technology, wireless communication, miniaturization, and interactive teleconferencing. Even today, these innovations are not widely implemented; so what does the future hold? Lloyd G. (Buzz) Waterhouse, Director of Strategy for IBM, will share his vision of the future and the way our institutions will be transformed by information technology. His exciting examination of the "new world" Information Model will introduce you to new ways of processing and connecting vast amounts of information and a broad range of services.

#### *An enduring legend . . .*

Ethics in Higher Education. It's a heady topic and no one knows it better than C. James Quann. You may be more familiar with this innovator's bearded publication, Admissions, Academic Records, and Registrar Services — commonly referred to as the "Bible" in Registrar circles. Truly

a legend among his colleagues and within PACRAO, Dr. Quann will share his 39 years of experience as a distinguished administrator and teacher. Explore the significant issues impacting higher education and enhance your professional development with James Quann.

### SESSIONS DESIGNED WITH YOUR INTERESTS IN MIND

PACRAO '95 attendees will be pleased with the depth and breadth of the workshops and sessions, with more to choose from than ever before. Seven tracks have been established, with a full slate of supporting sessions throughout the week. Highlights from the tracks include:

#### Track I: Enrollment Management

- \* Joint Commission on Accountability
- \* Retention and Violated Expectations

#### Track II: Cultural Diversity

- \* Closing the Gap: Promoting Cultural Diversity on Campuses
- \* Proposition 187: Institution Racism or Save Our State

#### Track III: Admissions

- \* Developing a University Approach to Recruitment
- \* Implementing Student Success Strategies

#### Track IV: Records and Registration

- \* Dealing with Exceptions to Policies in Admissions and Records
- \* Registration Technologies

#### Track V: Information Technology

- \* Applying Optical Disk Technology in Admissions and Records
- \* SPEEDE/ExPRESS: Putting it all Together

#### Track VI: Professional Development

- \* Re-Engineering the Office: The Human Element
- \* Developing On-Line Training Programs for Employees

#### Track VII: Legal Issues

- \* I Smell a Rat: Investigating Fraudulent Records
- \* Introducing the New FERPA Guide: How Things Have Changed

This is just a sample of offerings.

— Program notes by Faith Weese and Stephanie Adamson

**PACRAO PROGRAM**  
**NEWPORT BEACH, 1995**  
**CONFERENCE SCHEDULE**

**Saturday, Nov. 4**

2-5 p.m.: Registration

**Sunday, Nov. 5**

8-9 a.m.: Prayer Breakfast

9 a.m.-noon: Pre-Conference Workshops "W" Sessions

W1. Money Management for Educators

W2. SPEEDE/EXPRESS: An Implementation Workshop

W3. buckley Amendment for New Professionals

W4. The Ship is Leaving: Don't Miss the Opportunity to Discover New Admission Technology

W5. Spread Your Wings: Developing a Creative and Constructive Staff Retreat

W6. Finding Your Way Through Cyberspace: A Hands-On Internet Workshop

1-3 p.m.: Pre-Conference Workshops/Information Exchanges "W" Sessions

W7. Graduate School Information Exchange

W8. Law School Information Exchange

W9. Professional School Information Exchange

3:30-4:30 p.m.:

W10. New Member Orientation

4:30-5 p.m.:

W11. How to Get More Involved in PACRAO

5-5:30 p.m.:

W12. Orientation for Program Participants (Presenters, Chairs & Recorders)

6-7:15 p.m.: GENERAL OPENING SESSION: Glenna Salsbury

7:15-7:45 p.m.: Exhibitor Preview

7:45-9 p.m.: Reception

**Monday, Nov. 6**

7-8 a.m.: Registration & Continental Breakfast

8-9:30 a.m.: "A" Sessions

9:30-10 a.m.: Break/The FERPA Doctor Is In

10-11:30 a.m.: PLENARY SESSION: Lloyd G. (Buzz) Waterhouse

Noon-1:30 p.m.: MEMBERS' RECOGNITION LUNCHEON

1:30-2:30 p.m.: "B" Sessions

2:30-3 p.m.: Break/The FERPA Doctor Is In

3-4 p.m.: "C" Sessions

4:15-5:30 p.m.: "D" Sessions: Seaside Chats

**Tuesday, Nov. 7**

7-8 a.m.: Registration & Continental Breakfast

8-9:30 a.m.: "E" Sessions

9:30-10 a.m.: Break/The FERPA Doctor Is In

10-11:30 a.m.: "F" Sessions

Noon-1:30 p.m.: PROFESSIONAL ISSUES LUNCHEON: C. James Quann

1:30-2:30 p.m.: "G" Sessions

2:30-3 p.m.: Break/The FERPA Doctor Is In

3-4:30 p.m. "H" Sessions:

Poster Sessions

Roundtable Discussions

4:30-5:30 p.m.: Diversity Development Connection

6:30-10 p.m.: ANNUAL CONFERENCE DINNER

**Wednesday, Nov. 8**

8-9:30 a.m.: BUSINESS BREAKFAST "Wrap-up": Glenna Salsbury

9:45-10:45 a.m.: "I" Sessions

## PACRAO EXECUTIVE BOARD 1995

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## PACRAO

NEWS

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## PACRAO

NEWS

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