

Summer 1996

PACRAO News

Pacific Association of Collegiate Registrars and Admissions Officers

A Message from the President

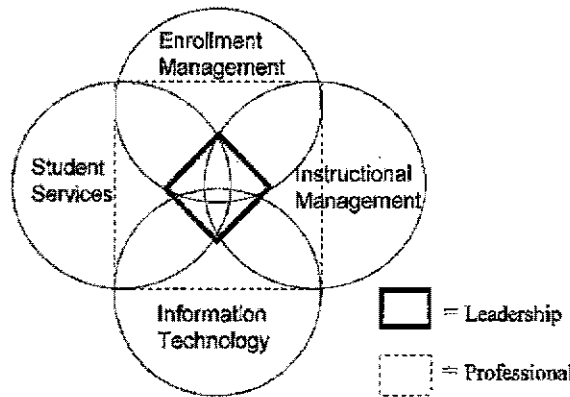
"Capitolizing on People"
Sacramento, California
November 3-6, 1996



AACRAO's Transforming Vision Shared

In April 650+ PACRAOans attended AACRAO's annual conference in Reno where a new vision for the association was shared. This new vision, which should be considered in "first draft" form, could re-position and transform AACRAO's role within higher education administration. This transformational idea views our world from six domains which recognizes their overlapping/interdependent natures. The proposed domains are enrollment management (includes all who contribute to obtaining enrollment goals), instructional management (all who contribute to viable academic programs and effective class/section offerings), student services (all who enable students to persist and successfully obtain their educational goals), information technology (the effective utilization of technology to achieve institutional goals), professional development and leadership.

I believe this new concept merits consideration, both from a national and regional perspective. There are great advantages in moving our profession towards a vision which recognizes the interdependent nature of the work done on our campuses. This approach enables staff in admissions, registration, financial aid, academic programs, student life, and institutional research to work



collaboratively and cooperatively. This results in gained insights to and respect for the significant contributions made by all members of the community in meeting enrollment targets, both for new admits, as well as the persistence of continuing students. Stan Henderson, AACRAO Past-President will be joining us in Sacramento, when you'll have the opportunity to hear more about AACRAO's transformational vision.

Transformational Leadership

In speaking with several PACRAOans in Reno, it seems many of our institutions are going through transition. Traditional hierarchical structures are being questioned, new alignments are emerging, and new partnerships are being formed to focus on meeting strategic institutional goals. In Stephen Covey's book *Principle-Centered Leadership*, he discusses the characteristics of effective leaders who consistently act on value-driven principles. As organizations evolve and our profession considers a new transformational vision, it's timely to consider key components of transformational leadership. According to Covey, the goal of transformational leadership is to

Nominations and Elections Ballot



This Newsletter contains the ballot for the Nominations and Elections (N&E) Committee. The N&E function is crucial to PACRAO's vitality. N&E has successfully assured that our leadership reflects our diverse membership, and our desire to provide professional development opportunities for newcomers and old-timers alike.

The N&E committee you are electing via this ballot will solicit your nominations for officers for 1997, and will advance an officers' slate a year from now, as well as a ballot for the 1997 N&E committee.

Each of the ten persons on the N&E slate have much to offer; the top five vote-getters will form the committee along with two past-presidents. Please reflect, and vote.

Take a Look Inside...

PACRAO Travel and Professional Development Grants.....	2
The College Board Announces Two Summer Institutes.....	3
Summer Success Seminars.....	3
"Capitolizing on People" PACRAO '96 Information.....	3
AACRAO Leadership Nominations for 1997-1998.....	3
Embracing Diversity, "Capitolizing on People".....	4
Ethics on the Highway: Following the right road map.....	4
Nominations and Elections Committee Ballot.....	5
PACRAO 1996 Travel and Professional Development Grants Application Form.....	5

Presidents message cont.

change people and organizations "to enlarge their vision, insight, and understanding; to clarify purposes; make behavior congruent with beliefs, principles, values; and bring about changes that are permanent, self-perpetuating, and momentum building."

Some observable characteristics include:

- Builds on man's need for meaning
- Is preoccupied with purpose and values, morals, ethics
- Transcends daily affairs
- Is oriented to long-term goals without compromising human values and principles
- Separates causes and symptoms and works at prevention
- Is proactive, catalytic, and patient
- Designs and redesigns jobs to make them meaningful and challenging
- Leads out in new directions
- Releases human potential

The only constant in life is change. The only difference is how we choose (personally or organizationally) to participate. If you agree with basing actions on the principles and values at the heart of your being, this book will help you on the road to self discovery.

Update from Cost/Revenue Structures Task Force

This task force met in April during AACRAO's annual meeting to discuss the current cost structures, revenue sources and long-term financial health of PACRAO. The goal of the task force is to prepare recommendations for the Executive Board to consider at its July 26-28 meeting in Portland, OR. During May, the task force was committed to hearing from you (see April 29 PACRAO-L message). Some ideas under consideration include reducing administrative printing/ mailing costs by moving some publications to PACRAO's web page; increase membership dues from \$50 to \$75 (last increase was in 1985) and limiting the number of members per institution to 4 or 5; institutions may list more than 4 or 5 individuals for a fee of \$15 per person. Feel free to contact any member of the task force we value your comments.

Janet Ward, Dean of Enrollment Services
Seattle Pacific University



PACRAO Travel and Professional Development 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, the Executive Board funded the following programs to benefit the membership.

Travel Grant: A pool of \$4,500 is available to help members attend the 1996 PACRAO conference in Sacramento, California. Grants are based on the information presented on the application form, with grants ranging up to \$500 (maximum).

Professional Development Grant: A pool of \$500 (maximum) is available to fund professional development activities involving original research, topics of diversity, problem resolution, and/or activities which may benefit and serve the PACRAO region.

Guidelines For the Travel Grants

1. The application deadline for the Travel Grant is August 1, 1996; maximum grant is \$500.
2. Applications will be reviewed by the two Vice-Presidents, and coordinated by the Vice-President for Four-Year Institutions. By early September 1996, all applicants and their supervisors will be notified of the application status.
3. Special consideration will be given to applicants who have one or more of these characteristics:
 - a. First time attendee
 - b. Inadequate institutional funding
 - c. person of color
 - d. Has supervisory support to attend the annual PACRAO conference
4. Complete the Application Form.

Guidelines for the Professional Development Grant

1. *The application deadline for the Professional Development Grant is August 1, 1996.*
2. Applications will be reviewed by the two Vice-Presidents, President and President-Elect, and coordinated by the Vice-President for Four-Year Institutions. By early August 1996, all applicants and their supervisors will be notified of the application status.
3. Special consideration will be given to proposals which address original research, problem resolution, topics of diversity, and/or activities that may benefit and serve the PACRAO region.
4. Complete the Application Form (on reverse side) and submit a written proposal.
5. The written proposal should be concise and clear, stating the outcomes to be achieved, who will complete the work, the cost, and the length of time to complete the project. The proposal should be no more than three pages and cover the following items:
 - a. **Introduction and Objectives:** Summarize logically and concisely why the applicant wishes to do the activity; outline the resulting benefits from the activity; explain the objectives.
 - b. **Summary:** Brief statement of the major features of the proposal; indicate possible sources of cooperation with other groups or identify any duplication of efforts.

Guidelines for the Professional Development Grants cont.

- c. **Need for the Activity:** Establish why this activity is needed and how this need has not been satisfied.
- d. **Methods:** Indicate the activities to be used to achieve the desired results. Cite "milestones" (dates of completion) for each part of the activity.
- e. **Dissemination:** Indicated to whom the finding will be sent and in what medium and format. Include if you would be willing to present your finds at the next PACRAO meeting (November 1997).
- f. **Budget:** Itemize travel costs, support staff, equipment, printing, etc.; if the project spans more than one fiscal year (January - December 1996), include a budget for each additional fiscal year.
- g. **Time Schedule:** A time line indicating the "milestones" and completion of the activity.
- h. **Evaluation:** Describe a way to measure the degree to which the project has met objectives and a specific activity that can benefit the PACRAO organization.

The College Board Announces Two Summer Institutes

on

College Admissions and School Relations

University of California, Santa Cruz
Santa Cruz, CA • August 4-8, 1996

for

New Admissions
School Relations Personnel
and

Colorado College
Colorado Springs, CO
July 21-26, 1996

for

New Admissions
School Relations Personnel
and Experienced High School Counselors

Additional Information and registration materials are available from:



Ken Woods or Lorraine Shoaf
The College Board
2099 Gateway Place, Suite 480
San Jose, CA 95110-1017
(408) 452-1400



Summer Success Seminars Scheduled

Each year, Summer Success Seminars are offered in local areas within the PACRAO region for staff who are unable to attend the annual conference in November. PACRAO funds and resources are used to supplement these professional development seminars

This summer PACRAO is offering three seminars:

"Leadership Through Imagination"

July 11-12

Los Angeles, California

Contact: Clifford A. Ramirez

Assistant Registrar, UCLA

(310) 206-1170

E-Mail: cramirez@saonet.ucla.edu

"Client Services, Disney Style Developing a Customer Service Attitude"

July 26

San Diego, California

Contact: Carolyn Marland

Associate Director

San Diego State University

(619) 594-4331

E-Mail: carolyn.marland@sdsu.edu

Touching the Future: Challenges and Opportunities for Student Affairs in the 21st Century

August 1-3

Fairbanks, Alaska

Contact: Ann Tremereello

Director of Admissions & Records

University of Alaska, Fairbanks

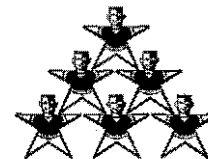
(907) 474-6244

E-Mail: fnamt@aurora.alaska.edu

Look for more information on these seminars and make your plans now to attend one or more of these professional development offerings. If you are interested in coordinating a Summer Success Seminar in your area for the Summer of 1997, please contact Melanie Moore Bell, Past President, at Gonzaga University, (509) 328-4220, Ext 6107 or E-mail to bell@gonzaga.edu.

"Capitolizing on People" PACRAO '96- Nov. 3-6 Sacramento, California

"Capitolizing on People" is the theme chosen for the upcoming PACRAO conference. Make your budget and travel plans now to be with colleagues in Sacramento in November. The program committee led by John Finney has planned an amazing array of sessions with a keynote address by Dr. Barry Poster, author of *The Leadership Challenge*. Sacramento is a town full of historical and current interest and we'll be there for the 1996 national election. Plan to attend a grand social event to mark that occasion, on Tuesday, November 5. PACRAO members will be encouraged to attend the party dressed as their favorite political figure, past or present. We will be able to celebrate or console one another on the elections outcome. One outcome that's guaranteed is a successful, productive conference! Save the dates---November 3-6.



AACRAO Leadership Nominations 1997-1998

The 1997-1998 search for AACRAO leadership is underway and you can play an important role in this nomination process. The vacant positions are listed below:

- President Elect
- Nomination and Elections Committee
- Vice President for International Education
- Vice President for Professional Development, Research and Publications

To obtain the AACRAO 1997-1998 Nomination for Leadership form contact:

Valerie H. Mead, Ph.D.,
University Registrar

Regis University, 3333 Regis Boulevard,
Denver, CO 80221-1099

Phone: (303) 458-4118

Fax: (303) 964-5536

E-mail: val@regis.edu

**Deadline for returning completed
nominations form: August 1, 1996**

Embracing Diversity, Capitolizing on People



Look for "Embracing Diversity, Capitolizing on People" themed activities and

programs which will be sponsored by your Diversity Development Committee! The theme was supported by the PACRAO Executive Committee when they met at AACRAO in Reno last month. Committee members Bill Ponder, Cliff Ramirez and Masa Fujitani met in Reno to discuss the adoption of the theme and timeline for finalizing our plans for the PACRAO conference in November. A full committee meeting is planned for late May.

Diversity Development Committee members are involved in PACRAO and AACRAO activities. Bill Ponder is a member of the AACRAO Professional Access and Equity Committee and

busily working on program sessions; Cliff Rameriz is leading one of the three PACRAO Summer Institute programs. He will be on the 1997 program committee. Anne Delfin is busily working with Dr. Terrance Roberts who will headline our "Embracing Diversity, Capitolizing on People" breakfast and program session. Rose Smith, Tony Bracainonte, Herman Lee and Masa Fujitani will be working on program sessions and our Embracing Diversity Connection program in November. They've been referring many of your names to John Finney's program committee members as well. The committee is relying on all of you to carry out the theme by being actively involved.

Support for Affirmative Action

As your Diversity Development Advocates, we urge PACRAO members to unite and support affirmative action

policies on your campuses. Those of us in the University of California system have to work with guidelines which will no longer allow gender and ethnicity in admissions decisions and in hiring practices. We have asked UC Vice President Dennis Galligani and UC Attorney Gary Morrison to present a PACRAO session on Achieving Diversity in the Future (without Affirmative Action) in November. Across the nation we are watching the University of Texas appeal of the Hopwood case. Those of you who do not have these constraints *must* continue to advocate for affirmative action. Please share your views on affirmative action with any of the Diversity Development Committee members or with your PACRAO Executive Board.



Ethics on the Highway: Following the right road map

In this interconnected world as more and more of us travel, communicate and do business via the information highway, ethics is fighting for survival. What is ethics: *"The study of the general nature of morals and of the specific moral choices made by the individual in his relationship with others"*. Ethics is the act of determining what is right or good. In this era of explicit computer chat groups, bulletin boards, cyber sex, Web sites dealing with soft and hardcore pornography, ethics will need to be redefined. Computer systems today are entrenched in all aspects of our lives and are integral to today's complex relationships among administrators, users, employers, national and international network sites, and providers of software and hardware.

One of the most comprehensive Internet web sites dealing with ethical issues is the "Professional Ethics and Computing" page (<http://www.efa.org.au/Issues/Ethics/>), based in Australia. A leading topic is computer ethics in Australia, but there is also general information on Computer Ethics Web Sites; Organizations Involved in Computer Ethics; Conferences in Computer Ethics; Codes

of Ethics; and Generic Ethics subjects. Ethics in the workplace are sorely challenged as work sites become more computerized. Every office should have a person assigned as the data administrator or information manager. This person should have the responsibility to set and maintain standards to be used and observed by the staff for ethical computer behavior. A copy of the SAGE (Systems Administrators' Guild of Australia) code of ethics can be used as a starting point by administrators who are looking to formulate their own guidelines.

A comprehensive paper on "Ethics in Cyberspace" has been written by Laverna Saunders, of the University of Nevada, Las Vegas. If you're looking for the correct code to guide workers regarding unfair access to the Internet, Saunders offers this sage advice: "The guidelines that apply to general computer use also must be observed for Internet use. Staff may join discussion groups and listservs, and may subscribe to electronic newsletters and journals. Particular Internet resources may be used for the performance of job responsibilities. Reading of electronic postings which are not job related should be done on personal time.

If productivity is negatively affected by excessive Internet activity, a supervisor may impose limitations or restrict access during work hours."

A recent article on computer ethics suggests that if you use a computer at work, make sure you follow the basic rules of computing ethics:

- Don't Be a Software Pirate
- Treat Hard Drives as Office Property
- Use E-Mail with Discretion
- Don't Use E-Mail as a replacement for Real Contact
- Keep your Hands Off Coworker's Flies

These five rules will help you follow proper computing decorum in the office. Develop and practice good computer-age manners, and don't let the actions of others compromise your personal computer ethics!



Look us up on the World Wide Web!
<http://www.reg.uci.edu/PACRAO/>

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