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Gonzaga is Rising and Managing Change is the Norm, President Says

President Thayne McCulloh shared his gratitude with faculty and staff for their enduring commitment through this past decade – a period of significant change on campus.

He spoke to gathered faculty at the Fall Faculty Conference, and subsequently offered his perspective on the State of the University to an open meeting of the Staff Assembly.

He first thanked everybody involved in helping to bring in new classes of undergraduate, law and graduate students, especially those many faculty and staff who had impactful conversations with students while they were making choices about their academic path.

"I firmly believe, based upon conversations with students, that those interactions played a critical role in their decision-making," McCulloh said.

He talked about the changing landscape in higher education, and a few surprises. The most startling: The governor of Alaska's plan to decrease funding to the three-institution University of Alaska system by \$139 million, a 41% decrease resulting in the loss of as many as 1,200 employees.

"I always maintained that independent, private institutions like Gonzaga, which are heavily dependent upon student enrollment and tuition dollars, are the fragile and vulnerable ones. The state-supported University of Alaska situations shows that is no longer the case."

When Gonzaga had financial problems in the mid-to-late 1990s, then-President Fr. Robert Spitzer, S.J., and the Trustees pursued a strategy to grow GU out of financial hardship. "We increased enrollments and tuition, which gave us a revenue boost," McCulloh said. "We hired more people to help with fundraising and carried out a number of campaigns," with the ultimate purpose to build the endowment to help fund more faculty to help keep class sizes small.

Gonzaga learned a number of things from this approach. One was that the institution had the bandwidth to grow, perhaps far beyond what leaders could have imagined at the time. Another was that the rate of growth had an impact. The institution found itself almost immediately obligated to expend a great deal of the revenue that was being generated to build and upgrade facilities, and hire employees, to keep up with growth.

As McCulloh and others here look to the changing landscape of higher education, and how to stay competitive, they see certain factors at work. For example, following the Great Recession that began in 2007, birth rates dipped significantly and prospective college-age students are on the downswing – particularly in the East and Midwest. We are seeing a decrease too in the number of



Lending a helping hand, more than 100 faculty and staff members helped returning students welcome 1,248 new freshmen to campus, part of Gonzaga's 7,548 fall enrollment. Fr. Bryan Pham, S.J., was one of the helpers.

international students interested in coming to the U.S. These and other factors compels us to once again examine which populations we serve, and whether there are changes we must consider.

That said, McCulloh believes Gonzaga is poised for tremendous opportunity and success. But he also said future success is dependent upon longer-term planning, and that is what the Trustees believe they must undertake. The academic and educational quality of our programs is and will remain the primary focus of our fundraising efforts, McCulloh said. "Our ultimate objective is, and must remain, how to offer our students the very best education. We are going to continue to explore a variety of strategies which will inevitably constitute more change, but if successful, will contribute to our long-term viability."

One such initiative is to continue exploring ways of diversifying revenue through summer courses, continuing education and certifications, and new programs to meet high-demand emphasis in our region, such as technology, health, engineering and the sciences.

McCulloh said our recently completed capital and endowment campaign is evidence of the confidence our supporters have in GU.

He also referenced his study of other institutions, including for-profit institutions which are repositioning themselves as a non-profit, Christian universities (much along the model of Gonzaga). McCulloh said it is important to see how such institutions are structuring themselves.

McCulloh said the heart of the point is to determine what we want for ourselves and for our students, and what type of community we want. "Whatever answer we come to will have consequences and resource implications. At the end of the day, the way we do this work matters," he said, and the data shows that in many areas "we're doing better and better."

McCulloh's examples: We have better tools, data and expertise in every area of the University. Colleagues are developing more student research and internship opportunities. They're exploring implications of relationships and programs with other universities. Benefactors' generosity shows no signs of abating. Gonzaga is well on its way to gaining a national reputation academically.

Referencing Provost González' presentation at the Fall Faculty Conference, Gonzaga needs to revisit and affirm its academic priorities to clarify institutional focus and create ordered resource-related decisions, the president said. And how we are with one another as a community matters. "What we do has a profound impact on our own culture and how students perceive us," McCulloh said.

Then he told a story of an incoming student this fall whose father just passed away. "How this community will accompany her on this journey – if it is at all typical of my experience – will help her understand that we are here for her. We will be focused on her success, and what is in her best interests. That's what this community does."

AROUND CAMPUS

>> Woldson Performing Arts Center presents "Post Comedy Theater," a one-character murder mystery, Oct. 10, 7:30 p.m.

>> Professor Emeritus **Mike Herzog**, longtime teacher of the works of 14th-century poet Geoffrey Chaucer, reads from his new book, "This Passing World," Oct. 13, 4 p.m., in Magnuson Theatre. Tickets for \$35 include a copy of his book and refreshments.

>> Gonzaga is surveying community members for constructive feedback on ZagAlert, GU's emergency notification system, through Oct. 14. Go to www.gonzaga.edu/zagalertsurvey to take the survey.

>> History of the Spokane Tribe of Indians is a 250-year look back on encounters with traders, missionaries, soldiers and other newcomers to the west, Oct. 14, 6-8:30 p.m., Cataldo Hall.

>> Gonzaga Symphony presents its fall concert, Oct. 14, 5:15 p.m., Woldson Performing Arts Center.

>> Author **Ben Goldfarb** presents "Beavers: Their Landscapes, Our Future," Oct. 15, 6 p.m., Wolff Auditorium.

>> Avista Chairman **Scott Morris** talks about Balancing Needs to Achieve a Clean Energy Future, Oct. 16, 5:30-7:30 p.m., Wolff Auditorium. RSVP to gonzaga.edu/aramlecture.

>> "Dar He: The Story of Emmett Till," a one-actor, multiple-character story of the murder and trial in the lynching of a 14-year-old black youth, Oct. 17, 7:30 p.m., in the Woldson Performing Arts Center.

>> **Nicholas Carr** addresses "Technology & the Humanities," Oct. 24, 7 p.m., in Hemmingson Ballroom as part of the Visiting Writers Series.

>> Theatre presents "Romeo and Juliet," Nov. 1, 2, 8 and 9 at 7:30 p.m., and Nov. 3 and 10 at 2 p.m., in the Woldson Performing Arts Center.

>> Gonzaga Music Professor **Robert Spittal's** composition "Divisions" won first prize at the World Association of Symphonic Bands and Ensembles Contest Finals this fall in Bunol, Spain.

>> **Charlita Shelton** joined the Diversity, Equity and Inclusion office as interim associate diversity officer. Her experience includes stints as vice president of Academic Affairs, diversity officer and president for two graduate universities.

>> Former Athletic Director and Basketball Coach **Dan Fitzgerald** is being inducted into the Inland Northwest Sports Hall of Fame, Oct. 29, 4 p.m. at the Spokane Arena. He orchestrated Gonzaga's move into the West Coast Athletic Conference in 1979, and took GU's first team to the NCAA Tournament in 1995.

>> Women Lead Spokane Fall Luncheon, Oct. 31, 11:30 a.m.-1:30 p.m., Hemmingson Ballroom, featuring **Stephanie Vigil** and **Colleen McMahon** reflecting on their book, "Reputation by Design."

>> **Dale Goodwin**, communications manager in Marketing & Communications and a 38-year GU employee, was recognized by the Board of Trustees as the Harry H. Sladich Loyalty and Service Award recipient.



McKinstry is partnering with UW School of Medicine and Gonzaga to build a new facility at Spokane Falls and Hamilton to house the Regional Health Partnership and GU's Human Physiology department, among other enterprises.

Innovative Approach Leads to New Facility for Regional Health Partnership

Nearly 300 community and institutional leaders, students, faculty and friends gathered Sept. 9 for the announcement of a new center for medical education, health sciences and innovation adjacent to Gonzaga's campus. The new home for the University of Washington School of Medicine-Gonzaga University Regional Health Partnership (RHP) will be built at 840 East Spokane Falls Blvd.

The universities are partnering with McKinstry, a national leader in high performance, energy-efficient facilities construction. The firm will develop, design, build and manage the four-story, 80,000-square-foot facility, estimated at \$60 million. UW and GU will enter into long-term lease agreements to bring health science programs to the state-of-the-art classrooms and anatomy labs in the new facility.

UWSOM will relocate first- and second-year medical students along with the MEDEX Northwest physician assistant students (all currently housed in the Schoenberg Center),

along with faculty and staff. GU's human physiology students and faculty will also move to the new building. Additional space for research, collaborative projects and growth are included in the design.

McKinstry's award-winning Spokane Inland Empire Railroad (SIERR) building will also be offered as part of the development. The historic 57,000-square-foot building delivers leased office space for use by private and public organizations within the health sciences and medical industries.

"I'm focused on having the building reach up and meet the aspiration and impact that the folks in the building are planning to have," said **Dean Allen**, CEO of McKinstry. "You know, we care so much about these institutions and the impact they are having on our students and our communities. We don't want them painted into a corner. We want them to grow and innovate and change and scale over time..."

Suffrage to Solidarity: Faculty Reflections on 19th Amendment

This academic year offers an opportunity to recognize a historical moment through many academic lenses. "19th & Counting: From Suffrage to Solidarity" is Gonzaga's celebration of the 19th Amendment's centennial – a chance to reflect on what it took for women to get the right to vote and to advance additional work toward equity for all.

Throughout the year, regular lectures and events across campus will adopt the theme of women's progress and gender equality. In the meantime, many faculty members have put their personal and academic perspectives on the topic down on "paper," and a collection of their work is featured on the 19th & Counting web page.

Georgie Ann Weatherby, sociology and criminology professor, shared her poem, "Lady Liberty." **Emily Clark** in religious studies provides perspective as a female athlete. **JoAnn Barbour** from Leadership Studies shares a family history that informs her inspiration to vote. Communications Studies faculty member **Heather Crandall** traces lessons learned about

19th & Counting

changing terminology, like suffragist versus suffragette. **Casey Schmitt**, also from comm studies, shares his experience researching Buffalo Bill Cody, of all people. (No spoilers here ... go ahead and read it for yourself.)

This first collection includes 10 pieces, offering a depth of insight and an array of approaches that is sure to inspire more. Watch for the second wave later this fall. If you would like to contribute, email Heather Crandall, crandallm@gonzaga.edu.

- Check it out: gonzaga.edu/womenvote.
- Don't miss: Women in STEM – a poster series from the School of Engineering & Applied Science.
- Taking Up Space: an exhibit in Hemmingson Rotunda, Oct. 10-17, facilitated by student leaders in DICE.

NOTEWORTHY

NEW HIRES

Laura Diaz Martinez, asst professor, Biology; **Amy Pistone**, asst professor, Classical Civilizations; **David Gracon**, asst professor, Integrated Media; **Margaret Turnbull**, asst professor, Philosophy; **Forrest Rodgers**, asst professor, Sociology; **Paul Romanowich**, asst professor, Psychology; **Tracey Hayes**, asst professor, Com-L; **Hays Whitlatch**, asst professor, math; **Curtis Garner**, professor, Counselor Education; **Ryan Turcott**, asst professor, Sport & Physical Education; **Nicole Gustavsen**, asst professor, Foley; **Shania Pekala**, lecturer, Foley; **Daniel Olivares**, lecturer, Computer Science; **Kyle Shimabuku**, asst professor, Civil Engineering; **Karen Jiggins Colorafi**, asst professor, Nursing; **Richard Bailey**, asst professor, Sport & Physical Education; **Drew Simshaw**, asst professor, legal research & writing, Law; **Erim Gomez**, lecturer, Biology; **Ellen Dame-Griff**, asst professor, Critical Race & Ethnic Studies; **Corey Knadler**, lecturer, Biology; **Joe Kinsella**, lecturer, Arts & Sciences; **Wilson Bailey**, asst professor, Chemistry; **Sean Devine**, lecturer, Chemistry; **Jake Deckert**, lecturer, Human Physiology; **Dale Bergren**, lecturer, Hum Physiology; **Itohan Idumwonyi**, asst professor, Religious Studies; **Elise Donovan**, lecturer, Human Physiology; **Lisa Fosbender**, lecturer, Psychology; **Mason Marks**, asst professor, Law; **Shauna Ellefson**, lecturer, Nursing; **Ulil Amri**, lecturer/teaching fellow, Environmental Studies; **Zach Padilla**, system specialist/program asst, Instructional Design; **Krista O'Brien**, major gift officer, University Advancement; **Heather Butcher**, project manager II, ITS; **Katie Hinrichs**, asst volleyball coach; **Jennifer Anderson**, operations specialist I, Admission; **Anna Hull**, program asst III, Sport & Physical Education; **Claire Laska**, user services assoc, Foley; **Dan Mai**, S.J., specialist I, Mission & Ministry; **Barbara Ritter**, program asst III, Academic Advising & Career Center; **Tessa Greene**, mail services clerk; **Zebulon Kiemke**, travel & expense system administrator, Controller's; **Nicholas Carlone**, strength & conditioning coach, Athletics; **Michael Taylor**, strength & conditioning coach, Athletics; **Egan Berne**, asst women's rowing coach; **Bryan Pham**, S.J., chaplain/staff attorney, Law; **Lee Plew**, custodian, Plant; **Amanda Hardt**, social media specialist, Marketing & Communications; **Nicole Luth**, diversity outreach, Law Admissions; **Sarah Powers**, lecturer, Math; **Tomas Guardia Ortega**, lecturer, Math; **Bruce Worobec**, lecturer, Computer Science; **Honey Newton**, lecturer, Nursing; **Dung Tran**, asst professor, Organizational Leadership; **Brent Diebel**, lecturer, Philosophy; **Michele Shaw**, assoc professor, Nursing; **John Correia**, asst professor, Business; **Julie DeCaro**, lecturer, Nursing; **Trena Redman**, lecturer, Nursing; **Kyle West**, lecturer, Nursing; **Lisa Pratt**, lecturer, Nursing; **Martin Schiavenato**, asst professor, Nursing; **Tyler Hobbs**, major gift officer, University Advancement

PROMOTIONS/POSITION CHANGES

Ute Perz, senior lecturer, Modern Languages; **Frank Hruban**, assoc general council; **Kathleen Nollenberger**, international student adviser, Global Engagement; **Kathryn Stefano**, technical analyst, Financial Aid; **Kari Elgee Sanders**, employment manager, Human Resources; **Sara Brazier**, security officer; **Megan Self**, purchasing manager, Plant; **Margaret Martens**, graduate operations specialist II, Admission; **Jason Regnier**, asst director, Debate; **Emily Livingston**, budget & personnel officer, Engineering; **Taylor Case**, custodial shift supervisor, Plant; **Stashia Kaiel**, asst director, International Admission; **Erika Whittaker**, marketing & communication specialist, Marketing & Communications; **Judy Rogers**, senior principal giving officer, Planned Giving; **Elizabeth Kennedy**, program coordinator, Planned Giving

GOODBYES

Judy Rabensteiner, regional development officer, University Advancement; **Beth Hooper**, assoc director, Digital Campus; **Kevin Carr**, marketing & communications manager, Law; **Scott Snider**, director, Campus Safety; **Augustine Hernandez**, equipment manager, Athletics; **Duran Paasch-Catalano**, program asst, Counseling Education; **Matt Nelson**, lead investigator, Title IX/EO, Human Resources; **Betsy Hooper**, project manager, ITS

ANNIVERSARIES

35 **Keith Gauthier**, multiple craft lead IV, Plant

20 **Jason Kissinger**, custodial lead, Plant

15 **John King**, HVAC tech II, Plant; **Gale Snyder**, secretary, Education

5 **Jeffery Bafus**, counselor, Health Center; **Chrissy Byers**, assoc director of events, Alumni Relations; **Cindi Durgan**, program coordinator, Nursing; **Barrett Henderson**, sports info director, Athletics; **Tyler Seth**, asst director, Rudolf Fitness Center

FOCUS ON . . . COMBINING FORCES



Jon Billings, Ivette Godwin, Anne Thomas, Marzena Kosinski, Richard Menard, Erin Hays, Julie McCulloh

In the president's address to faculty and staff this fall, as outlined in the story on page one of this issue of Spirit, he asked us to seek ways to do things better, especially when we have the resources and human power to make positive changes. An example of seeking new ways to do things better, together, can be found in the newly formed Enrollment Management Team, comprised of Student Financial Services, the Global Engagement, Graduate Enrollment Management, Undergraduate Admission, and Admission Operations.

"Already we've been problem solving, taking down barriers, smoothing out admission processes to help us understand why some processes might be difficult for prospective students to understand, and looking at how we can

better serve our faculty," says Associate Provost **Julie McCulloh**.

Now, all graduate programs, undergrad admissions and law work with the same, streamlined process, although Law Admissions Director **Susan Lee** reports to Dean Jacob Rooksby. "Sometimes we have a student who requests information from both the M.B.A. and M.O.L. programs, for example, and now that happens in one place, and we can sit down with the prospective student and figure out what's best for them," she says.

Her office also gained perspective and bandwidth in abilities and creativity with this new team. "We have gifted people at Gonzaga; some are real good at analyzing data, others creating marketing campaigns. Using those

gifts, whether helping undergrad or grad programs, the School of Business or Engineering, is Gonzaga at its best," McCulloh says.

One new initiative of interest: Undergraduate Admission has gone to one application deadline, Dec. 1. Data shows that students previously applying for early action were not enrolling here at a high rate. For the amount of work expended to enroll students, this one deadline makes for more efficient processing, communications and work with students.

"We're really enjoying working together as a team, finding ways we can support each other and work in ways we hadn't previously thought of," McCulloh says. "I'm very optimistic this is going to help Gonzaga."

Advancing the Sustainability Movement

Good news in September. About 100 Gonzaga students, faculty and staff joined other Spokane-area students and regional activists in downtown Spokane to share their desire for action around what is arguably the most important issue of this generation—climate change.

Also last month, GU students and the administration, who pledged in 2014 that 20 percent of food served on campus would be sourced from ecologically sound, fair and humane, and local- and community-based providers by 2020, met that goal, underscoring the commitment to sustainability by Gonzaga and Sodexo, says **Jim Simon**, director of Sustainability.

In 2013, college presidents across the nation, including President **Thayne McCulloh**, signed a Campus Compact to reduce carbon emissions by 20% by 2020. Gonzaga reached that goal last year.

Everyone can play a part, Simon says. He's happy to see our Gonzaga community is taking advantage of its STA free bus service,

recording the highest year of use by GU riders, reducing car emissions.

This past summer Plant Services replaced the steam heating system in Hughes Hall, which requires constant fresh air to keep the science laboratory spaces healthy. Because of this fresh-air requirement, Hughes Hall consumes the most energy of any building on campus. The new system, which uses low temperature water in lieu of steam, is 25% more efficient. "We are investing heavily in the most efficient systems we can buy, across campus, in order to reduce both carbon emissions and operational costs," says Maintenance Manager **Tomson Spink**.

Participation in the State Commute Trip Reduction program was less than the year before; our solo drive rate slipped a percentage point.

Sustainability is about balance, and these changes—both gains and slides—are helpful indicators for how we can grow and change over these coming years, Simon says.

Science, Engineering Collaboration Make New Building Possible; Construction Beginning

"May the architect of our lives bless those who brought us to this moment — our faculty whose tenacious passion stirred our imaginations to envision a center that would inspire innovation in teaching, learning and undergraduate research, our University leadership...and our colleagues," asked Fr. **Stephen Hess**, S.J. The blessing of the site of the integrated science and engineering facility took place on McGivern Plaza between Herak and PACCAR Centers on Sept. 26.

After what had been an otherwise cloudy, drizzly day, the sun shone through from the west as students, faculty and staff, donors, Regents, Trustees and community members watched President **Thayne M. McCulloh**, flanked by students, Provost **Deena J. González**, and most of Gonzaga's academic deans, move the first shovelful of earth to mark the beginning of a new academic era here at Gonzaga.

"With this expanded and modern space, we can assist faculty in research/scholarly endeavors while providing more opportunities for engineering and science students, faculty and staff to explore collaborations," said Dean of Engineering and Applied Science **Karlene Hoo**.

"This shared facility will help develop new collaborations in curriculum, projects and networks that will support our students and their goals," said Interim Dean of Arts and Sciences **Matt Bahr**. "This is exceptionally important as it relates to diversity and inclusion in STEM disciplines — where



Deans Matt Bahr and Karlene Hoo sprinkle Holy water during a blessing of the site of Gonzaga's soon-to-be Integrated Science and Engineering facility. Completion expected for fall 2021.

women and underrepresented minorities are more likely to be engaged when they experience collaborative, interdisciplinary, hands-on learning with demonstrated real-world applications of what they are learning."

"This is a moment where we can mark the beginning of a new chapter that has been long in the making and would not be possible without the tremendous amount of support over a long period of time by many distinguished benefactors," remarked President McCulloh.

Applications for STEM-related majors at GU have doubled in the past nine years while Washington STEM notes that jobs in these fields "make up the majority of projected family-sustaining job openings."

In addition to the funding already in place, thanks to favorable financing conditions and University reserves, work is underway to inspire benefaction for the \$56 million facility. A group of forward-thinking Gonzaga supporters who believe in the good that GU science, technology, engineering and mathematics graduates will do have committed to matching donations to the project dollar-for-dollar to encourage others to join them in visioning for the future. To help, go to www.gonzaga.edu/ise

The 82,676-square-foot, three-story building will connect to PACCAR Center on the east and through a second-story skywalk with Hughes to the north, combing those three buildings with Herak Center. The design calls for 12 subject-specific labs, four research labs, an innovation studio, advanced computing, and three classrooms. Expect occupancy for the start of fall 2021 classes.

GONZAGA GOES NATIONAL

Carnegie Classification of Institutions of Higher Education reclassified Gonzaga from a "master's" university to "professional/doctoral" university earlier this year, resulting in U.S. News & World Report moving Gonzaga to its "National

University" ranking category. And Gonzaga fared well.

Gonzaga faculty again stood out among the best in the country for teaching. Take a look at our other numbers.

GONZAGA RANKED HIGH AMONG NATIONAL UNIVERSITIES

Source: U.S. News & World Report, Sept. 9, 2019

How Gonzaga Stacks Up

TOP 20% (#79) among 399 national universities

TOP 5% (#17) best undergraduate teaching

TOP 12% (#48) best colleges for veterans

TOP 12% (#48) best engineering programs (among non-doctorate engineering schools)

TOP 23% (#112) among programs accredited by AACSB

HOLIDAY HAPPINESS

In case you missed the good news:

- **Holiday Schedule 2019**
During the 2019 Christmas break, staff will receive a pair of three-day paid holidays, from Dec. 23-25, and Dec. 30-Jan. 1.
- **Holiday Schedule 2020**
During next year's Christmas break, staff will receive a five-day paid break, Dec. 21-25, as well as Jan. 1.
- All staff employees who began work at Gonzaga prior to June 1, received a 2% salary increase, effective Sept. 1, as Gonzaga met its fall enrollment budget goals.

The Benefits Fair is Oct. 16, 7:30 a.m.-3 p.m. in the Hemmingson Ballroom. Biometric screenings and flu shots are available. Representatives of GU's HR office, health and benefits vendors will be there to answer questions.

Commission Update

A website providing information about and from the Commission on University Response to Catholic Sexual Abuse Crisis is now live on myGU (search "Commission") and at www.gonzaga.edu/commission. The myGU site provides "ways to get involved" as a student, faculty or staff member. Meet in open session and learn about the work of the Commission, Oct. 13, 2-5 p.m., Cataldo Hall.