

# Spirit

A newsletter for faculty and staff

Volume 9

Issue 7

## Pathway to a performance-based compensation system

In March, Father **Robert Spitzer, S.J.**, and the Cabinet announced that after extensive efforts by many constituents Gonzaga is making significant changes to the performance management and compensation administration for staff. The plan was detailed in a memo to the campus community from **Joan Allbery**, interim vice president of administration and planning.

To learn more about the changes, Spirit interviewed Allbery and **Dan Berryman**, assistant vice president of human resources. Both said they were pleased by the high number of staff who attended recent training sessions; they encourage those with further questions to turn to their supervisors or human resources. Here are some of the issues discussed:

**Q: What is the University's goal in making this change?** As the University spends over 60 percent of its operating budget on compensation and benefits, the Trustees and Cabinet felt it imperative that we spend those funds wisely. These changes are the outcome of work by consultants, the Performance Management Work Group (which represented all sectors of the University), focus groups and best practices researched from other universities around the country. We believe these new systems are not only best practices, but are consistent with the culture of Gonzaga.

**Q: Are these changes meant to reduce the amount of money the University spends on raises?** As with any compensation process (even our current one), the University can only afford to spend what is available in the budget for salaries. The system that we're transitioning to is not intended to impact the amount of money the University spends on salary increases. It changes the focus from length of service to performance as the method of determining annual raises.

**Q: What is the purpose of the pilot group that will use performance-based pay for June 2009 salary increases?** The intent is to try the new process with a small cross-section of the University, to see how effective the proposed

changes are and to make necessary adjustments throughout the year. We expect to learn a lot from the pilot group; its experience will help us use this new system effectively. Also we'll use feedback from all staff, not just those in the pilot group.

**Q: What are the key differences between our current system and the new one?** The current system is driven by length of service. You moved to the first quartile of your salary range after three years and the midpoint after five years. After that, your salary was only adjusted by movement of the market. In the proposed system, your movement from the minimum of the salary range is driven by your overall performance score and you can move to the first quartile, the midpoint and beyond without years of service requirements.

**Q: Who besides my supervisor reviews my performance review score and proposed salary increase?** All levels of management within each vice president's area are involved. For example, all first-line supervisors will meet as a group with their director and review the performance scores and proposed increases for their employees. Then, those directors will meet as a group with their vice president to review the proposed actions. This "normalization" process is intended to maximize consistency in the scores given for performance that partially meets, meets, or exceeds expectations, which in turn establishes a percent increase range for individual, annual salary increases.

**Q: In the new system, aren't we competing with one another for the funds available?** Our



*Dan Berryman of Human Resources explains how the new system will work.*

current system distributed the available funds with no regard to performance. The new process simply takes the available funds and distributes them based on performance rather than market movement and length of service. The Performance Management Work Group believed managing the distribution of available funds based on performance rather than arbitrary milestones would allow for better stewardship of the University's resources.

As you can see from the discussions captured above, the University is embarking upon a significant amount of change in performance management and salary administration. Human resources will provide staff with more updates and training over the next two years to make this transition successful.

## Conversations on how to live the Mission today and every day

A new Staff Assembly program titled Conversations on the Mission was launched in March with "Mission Minutes," led by Father Rick Ganz, director of University Ministry.

Each month, a different Mission-based topic will be discussed. "Leadership Minutes" will be held April 15 with Josh Armstrong, director of the Comprehensive Leadership Program. "Ethics Minutes" will occur May 20 with Mike Stebbins, director of the Gonzaga Ethics Institute. Other Mission-related topics will be explored next fall. Organizers hope this will become an on-going series, helping staff become more engaged in living the University's Mission.

Each one-hour session will be scheduled two or three times during a single day, giving employees a choice of how to fit these events into their schedule. The times for the upcoming sessions are TBA.

Staff conversation about the Mission is the main goal of these sessions, said Mary Beth

Charleboix, one of the Staff Assembly organizers. The Mission-Minute concept I have now and what I will think and feel a year from now will be two different things, and that's A-OK. I want to grow in understanding the Mission."

In the initial session, Fr. Ganz guided participants through a series of questions and observations, focusing on how each of us might pause to look for God's presence in our day.

While some of us comment about the importance of living the Mission, Fr. Ganz pointed out that he often hears such references made in terms of doing this *in the future*. However, simple things – a moment's quiet reflection, taking the opportunity to share one's findings, and feeling the resulting sense of refreshment – will help us live the Mission today.

"This is how we touch the heart of this place," Fr. Ganz said. He told of working with a student who strove for perfection and how he recognized the same habit from his own youthful days: That



Mary Beth Charleboix and Father Rick Ganz.

moment of recognition was God's blessing for him.

"At no point in the day are we not in the presence of God, and that is a statement of fact, not of belief," Ganz said.

## AROUND CAMPUS

• Interim Academic Vice President **Thayne McCulloh** has been asked to remain in the AVP's post for two more years through June 2010. Father **Robert Spitzer, S.J.**, announced this 10 days before he announced an 18-month transition of leadership in the president's office.

• The 2008 Regional BACCHUS and Gamma Peer Education Conference will be hosted at Gonzaga on April 4 and 5. BACCHUS stands for Boosting Alcohol Consciousness Concerning the Health of University Students. The keynote speaker is **Leslie J. Bonci**, director of sports medicine nutrition for the Department of Orthopedic Surgery and the Center for Sports Medicine at the University of Pittsburgh Medical Center. For more information, contact **Karen Contardo** at OPPEN House, ext. 5921.

## Yerion publishes work on animals' stripes, spots

Research by computer science Professor **Kathie Yerion** and two undergraduate students on the formation of stripes and spots in animals' coats will be published this spring in an international research journal.

Nonlinear Analysis: Real World Applications has accepted Yerion's "A Finite Difference Method for Modeling the Formation of Animal Coat Patterns." Yerion's project used a math model to create patterns that might be seen in animal coats, and then compared the results to real patterns found in various animal species.

Students **Eileen Bassiri** and **Margaret George** are listed as co-authors. A research grant paid for them to run the computer experiments with Yerion.

The project was suggested to Yerion by her doctoral director. "I was attracted to the idea because the application (the formation of animal spots and stripes) was easy to understand and refreshingly different from the usual applications of heat transfer in physics and engineering. I also wanted to use techniques that were accessible by under-

graduates in mathematics" whose backgrounds wouldn't extend beyond calculus.

Yerion said that mathematicians are always finding new and exciting ways to apply their discipline. She explains the importance of the work this way:

"The fact that stripes and spots are the outcome of the mathematical model demonstrates that the mathematical model (a reaction-diffusion system of equations) does indeed describe the chemical reactions that take place in the skin. It shows that the model is a good one for this biological process.

"Modeling problems in physics and engineering with mathematical equations has been going on for hundreds of years. Modeling problems in biology with mathematical equations has mainly caught fire in the past 20 years. Each success helps show that it is a fruitful enterprise for mathematicians and biologists to work together."



Kathie Yerion



## Civic engagement faculty grant deadline extended

The deadline for faculty grants to enhance civic engagement between Gonzaga faculty, students and the community has been extended to April 15.

Three grants of \$700 each are offered to faculty who wish to enhance civic learning outcomes for students through engagement in community

activities relating to pressing social concerns.

The grant projects should involve at least one of the following: innovative service-learning projects and programs, professional development, recruitment of new Service-Learning instructors, linked courses, interdisciplinary courses covering topics of civic engagement and integration with

the Twohy Hall Living-Learning Community of Service and Leadership.

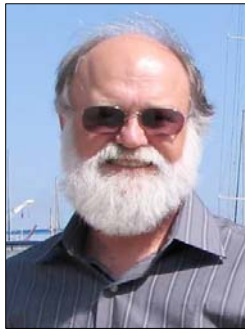
The civic engagement grants are offered through support by the academic vice president's office. A committee will review all applicants and make recommendations to the academic vice president.

# Focus On ... **How do you choose between two passions?**

**P**rofessor **Randy Williams** of the Special Education Program in the School of Education had two grand passions as a young man: a love for art and a deep affection for working with children with disabilities. Today his passions remain, one as an avocation and the other as a career. How did he choose?

Williams did his undergraduate work at Pomona College. He had two areas of focus: psychology and an undeclared major in art. To complete that major he would have had to take more art history classes, at a cost of taking fewer practicum credits in psychology. The hands-on work won out.

In addition, he graduated from Pomona in 1970 while the Vietnam War was burning hot. Williams' birthday, December 30, landed on a sure-fire number three in the draft. Seeking an educational defer-



Randy Williams

ment, he applied for a federal program called Teacher Corps that involved volunteer work with students and a simultaneous master's program. The rest is history.

His choice made, he nonetheless found ways to involve art in his life, through exhibits and multi-media shows at Gonzaga and on other campuses. Williams is also skilled in fantasy-world photography through digital manipulation.

Having seen some artists' passion dampened by economic pressures, Williams says he made the right choice. After all, he's helped to establish Gonzaga's thriving and renowned undergraduate program in special education. And he still loves his artwork.

Right now Williams is showing photographs (including the photo below) from recent travels across Great Britain in an exhibit at the Rosauer Center on display through May 11.



## NOTEWORTHY

### New Hires:

**Mark Beattie**, director of distance learning, School of Professional Studies; **Jamie Cockerham**, human resource coordinator, Human Resources; **Terry Coombes**, sophomore academic advisor, Business Dean's Office; **Pavel Kozyan**, custodian in training, Plant Services.

### Goodbyes:

**Thomas Kraft**, search retreats coordinator and Catalyst, University Ministry; **Marnie Rorholm**, security office coordinator, Security.

### Promotions/New Assignments:

**Darrell Fitzgerald**, custodian II, Plant Services; **Susan Fuller**, senior financial aid counselor, Financial Aid; **Michael Hamblin**, operator, Switchboard; **Ivan Kozyan**, custodial groundskeeper III, Plant Services; **Jilliene Lutter**, assistant director, Transmission and Distribution Marketing and Engineering specialist, School of Engineering and Applied Science; **Jeffrey McKernan**, vehicle mechanic/maintenance II, Plant Services; **Joel Steinmetz**, associate professor, Philosophy.

### Anniversaries:

**25** **Sharon Wade**, manager, Accounts Payable.

**20** **Tammy Gifford**, custodian V, Plant Services.

**5** **William Crowley**, HVAC technician II, Plant Services; **Astrid Kingsford**, office coordinator, University Relations – Major Gifts; **Michael Tobin**, painter II, Plant Services; **Linda Wilson**, special projects/accounting assistant, Controller's Office.

## **Safety measures: There's always another project**

**W**hile most of us are no longer focusing on the Virginia Tech and Northern Illinois tragedies, safety programs manager **Dennis Hansen** is pursuing strategies to ensure that our campus is as safe as possible from the risk of a shooting or other emergency.

"Gonzaga receives between 250 and 300 visitors each day. It's not like we're out in the tules where we just don't have people coming onto campus," Hansen said. While significant resources go toward preventing a shooting or other violence on campus, prevention alone is not enough.

Emergency communications are part of Hansen's focus. An electronic carillon on the Foley Center roof can be amped up to deliver safety messages, and speakers are being added to building rooftops in other portions of campus. All classrooms are being equipped with intercom systems, and all phones will have speaker-phone capacity.

"If you want to reach a student in an emergency, how

do you do it? By texting? By phone?" Hansen said. Bids are expected this month for a system to allow mass text-messaging and/or mass cell-phone communication. This system is expected to be in place this summer for testing. A Web page warning system is also in the works. One of the big challenges there is to ensure enough capacity that heavy use during an emergency does not crash the entire system.

Hansen ticks off other items that he's working on: more training for residence assistants and residence directors, better communications with parents and phone trees for offices, programs and departments. While we already have 23 defibrillators on campus – more than any other entity in Spokane except for Avista – more are on the way.

"Are we a safe campus?" Hansen asks. "Let me put it this way: We're ahead of the curve compared to other universities in this area."

## **Commencement plans well under way**

**A**n estimated 950 undergraduates, 300 graduate students and 165 law students plan to cross the stage at next month's commencement exercises.

"These numbers are increasing daily, and we are excited," said **Suzie Prusch**, University events manager.

Speaking at the undergraduate commencement, 9:45 a.m., May 11, in the Spokane Arena will be Father **Gary Smith, S.J.**, who for 20 years worked with the homeless in Portland. Fr. Smith also spent several years working with Sudanese refugees in Uganda. His two books, "Radical Compassion" about his work in Portland, and "They Come Back Singing: Finding God with the Refugees," are available at the Book Store.

The Law School commencement, 9:15 a.m., May 10, at the McCarthy Athletic Center, will feature Judge **Mary Schroeder** of the U.S. Court of Appeals for the Ninth Circuit.

Washington Supreme Court Justice **Debra Stephens** will address the graduate commencement, held at 4:45 p.m., May 10 at McCarthy. Stephens earned her undergraduate degree – the first in her family to graduate from college – and her law degree at Gonzaga, as well as teaching as an adjunct at the Law School. Gov. **Christine Gregoire** appointed Stephens to the Division III Appeals Court in April 2007 and to the State Supreme Court in December.

## Jesuits' farewell: A door closes here and opens somewhere new

For those of us rooted here at Gonzaga and in Spokane, the news of the departure of three Jesuits and a Christian Brother holds an element of sadness. But for Fathers **Pat Lee**, S.J., vice president of Mission; **Michael Moynahan**, S.J., rector of the Jesuit Community; **John Mossi**, S.J., professor of religious studies, and Brother **Pat McCarthy** of the counseling office, their upcoming departures are another ripple of change in their lifelong commitment to serve their orders.

Fr. Lee will leave campus at the end of July to become the next provincial of the Oregon Province. He has served as Gonzaga's vice president for Mission since 2004, gaining enormous respect and affection during his time here.

**Announcement of the new rector of Gonzaga's Jesuit Community is expected within the next two weeks.**

Fr. Moynahan is embarking on a year's sabbatical of teaching, reading, writing – and golf. He'll start at Creighton University in Omaha, and go from there to northern England and then Dub-

lin where he expects to teach Celtic spirituality. "Are you sure you want an American teaching Celtic spirituality?" he asked at Dublin's Milltown Institute. "Yes, you'll bring a different perspective was the answer." Fr. Moynahan will end his sabbatical year in Santa Clara, although not teaching. California is his home province; he expects a new assignment from his home provincial.

After 16 years teaching religious studies, Fr. Mossi is heading home to the California Province and to his extended family. Fr. Mossi began his career as a parish priest, then leading a retreat program. His teaching came into flower here at Gonzaga; he still finds great satisfaction in his work. "It's always unpredictable, always fresh. And I'm leaving on a strong note, which I think is a good thing."



Fathers Michael Moynahan, S.J., and John Mossi, S.J., accompanied by Brother Pat McCarthy, a Christian Brother. All three men will be leaving Gonzaga in coming months, as will Father Pat Lee, S.J., vice president of Mission.

Br. McCarthy will return to his native Australia, where his order, the Christian Brothers, operates a national youth counseling service and other services for marginalized young people. Br. McCarthy said he's found Gonzaga students sometime lack in coping skills. On the other hand, he counts their inclination to care for each other amongst their strengths. "There's a lovely community spirit here," he said.

## Construction projects in various stages of permitting, pausing, pushing ahead

As leaves begin to bud, construction projects are unfolding across campus.

The base and pool for the St. Ignatius statue are being created in front of College Hall, with dedication slated for April 17.

Work is going well on the PACCAR Center for Applied Sciences, reports **Ken Sammons**, head of Plant Services. The project is on schedule and well within budget. A patio will be added at the southwest corner of the building to allow outside seating.

The parking garage and new Student Center have both been delayed "while we watch the bond market and await confirmation that the donor has been able to set aside the assets that he was planning to dedicate to the student center," Sammons said. We plan to start work sometime this fall. Giving us time to see if the bond market settles down."

Grading the soccer field is on track despite a glitch in the permitting process that is now overcome. Any work within 200 feet of the shoreline requires a special use permit, which can take six months or more. "We started the process in September," Sammons said, "opting to request permits in phases. Next is the process of getting a permit for the work outside the 200-foot line, which is most of the project." Planting the main and practice fields is expected by May 1.

To make way for the Heutter mansion, which has housed the Bishop White Seminary for its first 50

years, the Modern Language House will be moved two lots to the east in mid-May. The Heutter mansion move will follow. Its main level likely will be used for receptions, dinners and other special events. The upper level offices have not been assigned. The rock wall around the mansion will be moved and reinstalled. Period landscaping will create a garden-lined lawn on the west side of the building.

The Fuller Building renovation is going well. The main floor will contain six classrooms, one or two computer labs, as well as the main lobby. The second floor will have 20 offices. All classrooms and labs will be media equipped.

Kennedy Apartments Phase Two is on time and within budget. Now under way is development of a new practice field north of the Jundt Art Museum for club sports and other uses. Renovation work in Russell Theatre may start this summer; changes to the theatre are in design. Also on slate for the summer is renovation of the third-and fourth-floor corridors of DeSmet Hall. Thirty outside lights are to be installed at various locations on campus. Design of



Wooden forms are readied for the reflecting pool walls.

a new rehearsal and practice space for theater and dance is under way. And up to four new offices will be created in Hughes this summer to accommodate new faculty in biology and chemistry.

Is this the most construction work on campus ever? "This is probably the longest continued run of construction, but I am not sure that it is the most. There was a lot of construction in the late 1950s and early 60s, which may have been equal in number, but certainly not in cost," Sammons said.