

# GONZAGA UNIVERSITY SPIRIT NEWSLETTER

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## Budgeting terrain for 2011 holds challenges but also offers choices

**A**t January's Spring Faculty Conference, University leaders discussed Gonzaga's budget, and the factors and pressures that influence it. This was Budgeting 101, if you will, an effort by President **Thayne McCulloh**, Academic Vice President **Patricia O'Connell Killen** and other vice presidents to give faculty a stronger understanding of the financial horizons within which today's difficult spending decisions will be made.

In his comments, Dr. McCulloh renewed his emphasis on transparency and collaboration.

"Gonzaga is moving from an era when a small number of people made the spending decisions, to a time when more people will be involved in those decisions," he said

Dr. McCulloh told of attending a recent conference at which many college presidents shared grim economic scenarios. In comparison, he said, Gonzaga's situation is one of strength. "Gonzaga is a place where, regarding resources, we still have choices," he said.

"What a university does with its money is reflective of its values and what is important to it," said Dr. McCulloh. Guiding our budget decisions, then, are three things: Gonzaga's mission, our desire for educational excellence across the University, and the University's continued stability and viability.

Neither dramatic growth nor decreases in enrollment make sense for Gonzaga today. Yet certain fixed expenses, such as utilities, are rising. And needs and desires abound. Sufficient funding for all does not exist. "Hard decisions await," Dr. McCulloh said.

"The good news is," he said, "that we are well-positioned to deal with this challenge. We have no absolute crisis. We have great people, an extraordinarily dedicated faculty and staff. We have committed alumni and friends, and there is a real demand for what Gonzaga does and how it does it."

Dr. McCulloh spoke of a continuing need to provide adequate funding to academics and to student life. Potential avenues for that are: reducing operations expenses, developing alternative revenue streams and the upcoming fundraising campaign. The presi-



*Chuck Murphy, vice president for finance, speaks at the Spring Faculty Conference about the major influences on Gonzaga's budget. Among them is student financial aid.*

dent did not speak specifically to any plan to hold back current operating funds; last year, many divisions were asked to hold back a portion of their funding.

Vice President for Finance **Chuck Murphy** outlined Gonzaga's major budget drivers. The largest influence by far is the degree to which Gonzaga depends on tuition revenue: 87 percent of gross revenue for the University comes from tuition and fees. Add in student room and board, and 95 percent of GU's gross revenue is from tuition and residential life. Ideally, a significant additional revenue stream would come from the University's endowment funds.

The University cannot grow its way out of this situation, Murphy said. Nor would a significant decrease in

students be a solution. One way of meeting rising expenses would be to raise tuition aggressively. But several factors make it difficult to raise tuition beyond a minimum. Those factors include affordability, particularly for students whose parents have lost a job and/or suffered a loss of family net worth. Decreased federal and state funding for higher education financial aid only puts more pressure on the University's financial aid budget.

Gonzaga's current budget totals \$222 million. The largest share of expenses, 52 percent, goes to salaries, with medical benefits at 4 percent and other benefits at 8 percent.

Preliminary planning for the 2011-12 budget assumes a stable freshman enrollment, with an admission target of 1,080-1,120; and an undergraduate tuition rate increase of 4.25 percent, and slightly less for graduate programs. Also assumed are stable retention rates and stable graduate enrollment; dining and housing rate increases of approximately 3 percent; a preliminary salary pool for all increases to the salary base of approximately 3 percent; an increase in benefits of 8 percent; and an attempt to increase contingency and capital reserve funding back up to the 2008 level.

The ability to fund other current critical needs will depend on added tuition revenue, or reallocation of funds.

In a piece of good news, the credit analyst firm Moody's has given Gonzaga an "A3 stable" rating.

Executive Vice President **Marty Martin** described initiatives under way in his division, including the development of a net revenue budget model; moving the strategic plan, Vision 2012, into full operation; and making changes with information software, to allow more detailed budget analyses.

Vice President Killen told faculty she has heard their needs and desires, and Associate Vice President of University Relations **Joe Poss** and Dr. McCulloh gave an overview on the upcoming fundraising campaign.

## Pub Board may undergo structural changes, enhance learning

The Student Publications Board, which for more than 20 years has represented the president and the Board of Trustees – publishers of The Gonzaga Bulletin, Spires, Reflections, Charter, Culture Shock and One World – is in transition, Dean of Students **Kassi Kain** reports. The Student Publications Board is the volunteer governing board for the office of Student Publications that houses these publications and a student-run advertising office and photography staff.

Comprised of Gonzaga students, faculty and staff, the SPB hires advisers and editors, and approves the budgets. On occasion it has addressed questionable content, but for the most part that is left in the hands of the editors and advisers, said **Joanne Shiosaki**, student publications manager. The current board structure does not allow for outside representation from the print journalism or broadcast community in Spokane. All SPB terms are for only one or two years, and some believe it does not allow for Board continuity.

"I think the Pub Board has worked well, but the tenure of student reps (one year) and the quick faculty turnover (two-year terms) hurts long-term planning and growth," said Kain. A Gonzaga Trustee and Regent task force is reviewing the board's structure and job duties along with other challenges. "Our hope is that the task force will identify our program strengths and provide critical feedback, suggestions and support for future improvement," said Shiosaki.

Current faculty advisers are **Tom Miller**, **Susan English** and **John Kafentzis**, The Gonzaga Bulletin; **Eric Cunningham**, Charter; **Jeff Dodd**, Reflection; **Michele Pajer**, Culture Shock; **Ellen Maccarone**, One World, and Shiosaki, Spires. Assistant Publications



*Joanne Shiosaki has overseen Student Publications since 1994, and believes some changes in Board structure would help GU students.*

Manager **Chris Wheatley** advises the student publications photography and advertising staffs.

"The great thing about student publications is that all students may receive any of our publications, produced exclusively by the students, at no charge," said Shiosaki.

Student Publications hires approximately 100 students during the school year to produce the six publications. The organization not only publishes high-quality publications, but also provides a mission-centered and experiential learning environment for student employ-

ees. "We want to see all of our students leave with a set of skills and values that serve them well in their life after Gonzaga," said Wheatley.

This year the student advertising staff will generate about \$100,000, which will help cover operating expenses, including travel to professional conferences and special events, like the NCAA Tournament. "In the future we'd like to build collaborations with academic areas to provide more co-curricular, experiential learning opportunities for students," Shiosaki said.

## AROUND CAMPUS

- **Greg Mortenson**, the author of "Three Cups of Tea," will speak about "Promoting Peace through Education" at Gonzaga on March 28. The lecture will begin at 7 p.m. at McCarthy Athletic Center. Mortenson works in remote regions of Pakistan and Afghanistan, building and supporting schools primarily for girls. Four-hundred free tickets will be set aside for faculty and staff. For more information contact **Angela Ruff** at [ruff@gonzaga.edu](mailto:ruff@gonzaga.edu).
- **Bob Fosse's** vaudeville classic musical "Chicago" continues its Magnuson Theatre run Feb. 4-5, with show times at 2 and 7:30 both days. Tickets are \$15 for adults, \$10 for students and are available now.
- **Backcountry Film Festival** is coming to the Wolff Auditorium in Jepson Center Feb. 24 at 7 p.m., hosted by Gonzaga's Outdoor Program. Admission is \$3 for faculty, staff and students, \$5 for the public. The event will benefit Friends of the Scotchman Peaks Wilderness and Spokane Mountaineers foundations.
- Tickets are still available for the Feb. 5, 1 p.m. Gonzaga-Memphis men's basketball game at the Spokane Arena. Go to [Ticketswest.com](http://Ticketswest.com), and type in the search box "Ronald McDonald House Charities Classic," and ticket order information should appear. Meantime, the last two men's basketball ticket distribution dates are Feb. 14 (for Santa Clara and USF), and Feb. 22 (for Cal-Bakersfield). Faculty-staff tickets are disseminated at 7 a.m. at the McCarthy Athletic Center ticket office.

## Mission:Possible 2011 needs you

**M**ission:Possible is seeking a few more faculty or staff advisers. This Gonzaga program will place 120 students in 10 sites during spring break, March 5-12. The sites range from Neah Bay, Wash., to Jonestown, Miss., as well as San Francisco, Tacoma, Portland, Ore, Boise, Browning, Mont., St. Louis, Mo., Denver and Knoxville, Tenn.

**Todd Dunfield**, associate director of the Center for Community Action and Service Learning, hopes for three or four more volunteers, so that every site will have two advisers.

Mission:Possible students pledge to follow four pillars: simplicity, spirituality, community and justice. Advisers support the student coordinators and act as the University's representative.

This will be **Jenny Draggoo's** second year as an adviser. She works as a program specialist in student employment.

"I knew that we would be living simply, in close quarters, and that sleeping conditions may not be as comfortable as we have at home," Draggoo said. "The most challenging aspect of the advising role was helping students take on the 'living simply' principle. Some of them really

want to, but it is a challenge. They know that they want to serve, but they are also aware that they are giving up their spring break. Advisers do the same things as the students – you might sleep on the floor, you will eat communal meals, and you will do most everything together."

The rewards for advisers are many.

"It is awesome to watch the transformations that happen to students throughout the week and to witness our students care for each other and others," said Draggoo. "Many students put their cell phones away, stop updating their Facebook pages and build strong relationships in the communities. Others are humbled by communities we are serving and realize how much they have to learn from the people they were supposed to be helping and teaching."

Projects vary according to the site. Gardening, painting, rebuilding, tutoring and working with the homeless are among the needs. In Denver this year, GU students will help international refugees integrate into the U.S. culture.

If you are interested, contact Dunfield at ext. 6396.

## NOTEWORTHY

### New Hires:

Everett Wiltse, custodian, Plant Services; Susan Butterfield, secretary, Sport and Physical Education; Alex Hernandez, basketball administrative assistant, Athletics; Brian Michaelson, assistant director of basketball operations, Athletics.

### New Positions/Promotions:

Kerrie Morrow, program assistant II, Student Activities; James Spagnotti, custodian lead; Plant Services; Nesiba Besic, custodian lead, Plant Services; Hanna Davis, custodian lead, Plant Services; Sam Jennings, custodian specialist, Plant Services; Kathy Sherrick, Trustee/Regent coordinator; President's Office.

### Goodbyes:

Asiman Babayev, custodian, Plant Services; Carrie Holliday, lecturer, Nursing; Esco Kazuma, counselor, Counseling Center; Molly Kreysler Childs, program manager, Academic Services; Susan Millar, temp secretary, Sport and Physical Education; Kevin Morris, program assistant II, Registrar; Sherry Oberst, associate director, Financial Aid; Regina Prindle, assistant professor, Nursing.

### Rest in Peace:

Buck Rogers, adjunct instructor, online Organizational Leadership.

### Anniversaries:

**30** Larry Weiser, director, Clinical Law Program/associate professor, Law.

**20** Valerie Kitt, circulation supervisor, Foley Center

**15** Hugh Lefcort, professor, Biology

**10** Erin Dorsey, senior lecturer, Communication Arts; Terry McLure, mail services clerk, Plant Services; Sergey Tsyukalo, painter III, Plant Services.

**5** Joan Cassano, strategy coordinator, University Relations; Julius Ciaffa, associate professor, Philosophy; Jana Clarry, payroll accounting assistant, Payroll; Robert Hardie, HECC desktop support specialist, Central Computing; Laurie Hitchcock, faculty assistant, Art; Daniel Stewart, associate professor, Business.

### Cradle Call:

Eric Cunningham, professor, History, and wife Gretchen, had a baby boy, James, born Dec. 31. Shalon Parker, professor, Art, and husband Michael Pringle, professor, English, had a baby girl, Rosalind Miranda, born Jan. 10.

## FOCUS ON . . . Dispatch wizardry

Janell Williams was manning Gonzaga dispatch the night the Kennedy Apartment fire was ignited. It was partly due to her level-headedness and years of experience channeling communication for the Spokane County Sheriff's Office, and then here at GU, that enabled firefighters to contain the fire and keep the rest of the neighborhood safe.

"Father Spitzer was coming into town from the airport that night, and he saw the flames," Williams said. "He called and asked if it was the church. I said, 'No Father, it's Kennedy Apartments, and no one is injured.' He was very relieved to hear that."

Williams' Gonzaga supervisor, Rae Anna Victor, worked with Williams at the county. She's seen this Gonzaga all-star perform admirably in many tenuous situations.

Crazy thing is Williams works graveyard and seems to thrive in the "nighttime" environment. "As a supervisor it gives me a real peace to know things are in good hands while I am gone. I can sleep easy," Victor said. "The thing about Janell is she doesn't realize how good she is."

Oh, by the way, she has earned two awards from local and state agencies for her excellence in crisis communications.

Victor had to talk Williams into applying for the GU dispatch job when Williams retired from the county after 30 years. "She has three boys, is a wonderful mother, and is always bringing her baked goods in for the guys on the graveyard shift," Victor said. "She's fantastic, and so very humble."

Now, Williams is glad she came to GU. "Every day is a new adventure," Williams said. "You never know what is coming next, you just kick into gear and go." She enjoys her Gonzaga work because it is more hands-on with students. "And we have a great bunch of kids," she said.

The communication arm of any security or law enforcement agency is the hub of the operation. Security is responsible for the safety of all the students, staff, faculty and visitors, buildings and property. Security is a 24-hour operation, 365 days a year.

"Janell enjoys working the graveyard shift because that's when everything happens," Victor said. "She is incredibly focused and wouldn't hesitate to tell the president what to do if it impacted the positive outcome of an incident."



Janell Williams works the midnight-to-7 a.m. shift on dispatch, coordinating communications between Campus Security officers, residents, local fire and law enforcement agencies.

## Omit messages, files no longer needed

E-mail messages and files on the N: drive create storage-space issues for the University, said Peter Hanlon, system administrator in Central Computing.

"Please sort through your e-mail and N: drive and remove files you no longer need, or that are not appropriate," Hanlon asks. "The disks that store your e-mail and files are low in available space. It is important to note that the amount of free space you see remaining on your N: is being shared by several hundred other users; that space is not reserved just for you. Also, do not store anything that you do not need for your em-

ployment. Vacation pictures and music collections are two examples of files that should not be stored on Gonzaga's network, and may be removed without notice when free space becomes critically low."

"The best way to reduce your e-mail or N: drive buildup is to click on the column header that reads "Size." This will sort all your files by their size. You can then work down from the largest file and remove files that should not be there," Hanlon said.

If you need help with this process, or a brief presentation to your department, please contact Hanlon at extension 5971.



*It's all hands on deck as the Admissions team prepares to send acceptance packages to those high school seniors who have been accepted to Gonzaga.*

## Trustees focusing on vision, accreditation, operations

The Board of Trustees used their annual business meeting in Seattle in December to discuss possible agenda items for its annual retreat in Scottsdale, Feb. 10-12: assessing Vision 2012, accreditation, and achieving optimal operations.

Also at the December meeting, which serves as the Board's annual business meeting, Trustees re-appointed Gonzaga's vice presidents and corporation counsel, which is done annually. They also re-elected John Luger as chair, Fritz Wolff as vice chair and **Chuck Murphy** as board secretary. Rita Illig Liebelt, Ed Taylor, Wolff, Fr. Joe Rossi, S.J., and Peter Stanton were re-elected to four-year terms. Fr. Joe Koterski, S.J., and John Stone completed their terms as Trustee. The Trustees have two openings on their board and a committee on Trustees is considering potential replacements. James Daniel, an outside consultant, addressed considerations that will go into making our next capital and endowment campaign a success.

Murphy, Gonzaga's vice president for finance, gave a budget outlook for the current fiscal year. It is anticipated that projected revenues will exceed expenses for the year, but the excess is expected to be less than in prior years.

President **Thayne McCulloh** recommended a 4.25 percent tuition increase for next year, same as for the current fiscal year, and Trustees approved. He also gave a budget forecast for next year, which is described on P. 1.

## Senior engineering projects span the globe

Each year teams of senior engineering students undertake a major design project – something that helps them bridge from academics into the professional world. This year, a record 29 projects are in the works – 12 in civil engineering, three in electrical engineering, four in computer science and 10 in mechanical engineering. They range from local to regional to international efforts.

Who pulls the projects together? Sometimes the professors do the leg work – and sometimes they will advise on more than one project. Professor **Noel Bormann**, chair of civil engineering, working with civil engineering assistant professors **Jillian Cadwell**, **Mara London** and **Patrick Ferro**, is supervising students on a project sponsored by the E.P.A. to create a way to produce biofuel from corn stalks in Kitale, Kenya.

Occasionally, a project will come and knock on the door of the School of Engineering and Applied Science. Alumnus Pat Sullivan ('59), who is a longtime volunteer with the international Hope4Kids project, came to the SEAS with a dream of finding a

low-cost way to supply clean water for villagers on an island in Uganda.

**John Dacquisto**, senior lecturer and director of the Design Engineering Center, does a large share of the logistics, seeking sponsors with promising projects. He looks for firms or agencies whose projects have sufficient academic 'meat' so that students will learn from the experience. Some sponsors provide "liaison engineers" who work directly with the students. Dave Peden ('85) of Coffman Engineering has been a liaison engineer and/or a sponsor for eight years. "It's wonderful to see how the students develop professional skills as a result of these projects," Peden said.

Design Exhibition day will be April 29, with students showing and discussing their work in Herak Center.

Project titles include "Solar Powered Refrigeration for Developing Communities," "Box Process Automation," "People Powered Generators," "Riverside Park Water Reclamation Facility," and "AdBooks Program for Spokane Library."