That headline is how Chair Charlita Shelton and her nine committees are looking at this endeavor as they create a strategic plan for a full re-opening of campus and classes in the fall, as requested by President Thayne McCulloh.

“We hope we never have to go through this process again,” says Shelton, who recently was appointed chief of staff to President McCulloh, and continues to serve as the University’s COVID-19 compliance officer.

The two-time former university president, Shelton likens this task to what she and her 10 committees did one year ago, with the one primary difference being the “full” return to campus.

“We have two things in our favor going forward,” Shelton says. “Phase three, which has allowed many different parts of our community to re-open, although case numbers could alter that, and vaccinations. My primary concerns remain 1) that we continue to follow COVID protocols to ensure we don’t go backwards, and 2) how many of our community members vaccinate before they return to campus.”

A University decision has yet to be made on whether to mandate vaccinations for those returning for fall semester – students, faculty and staff. But offering vaccinations on our campus for the entire GU and broader communities may make a required vaccination decision easier, should that happen, she says.

If the vast majority of our campus community is vaccinated, Shelton says, it will likely reduce the number of COVID protocols currently in place. For example, will we still have to practice physical distancing in the classroom and require Plexiglas in our public office spaces?

“That said, we still will likely ask everyone to wear face coverings and wash hands frequently for better protection.”

Shelton and her committee have learned a lot over the past 12 months. “You have to plan your work and work your plan,” she says. “If you have brought the right people to the table and been strategic about your planning, things will be alright. We have the hardest-working community of any institution I’ve ever served.”

Shelton hopes the new plan will be complete by May 27. “Then we’ll give our committee people a break. They need it. Once implemented, we will follow our plans through the year, pivoting quickly when changes are needed,” Shelton says. “We could have a proclamation from the governor on what higher education will look like and have to adjust. We could move to phase 4, or back to phase 2. We have to be agile in pivoting as we respond to what happens in our city, state and country, and I’m convinced we will be.”

Shelton is not new to change, and can take the flak that comes her way. She grew up on the poor side of Chicago, was tempered serving in the U.S. Marine Corps and during her tenures as president at Denver’s University of the Rockies and Atlanta’s Argosy University, and in the hot seat here during this ongoing pandemic.

“But every experience has toughened me up,” she says. “And this pandemic has enlightened us all.”

Gonzaga’s response to the pandemic has included teachers like Jennifer Shepherd being creative with her labs. GUEST’s Wayne Shadd and so many others stepping up to deliver meals to those in isolation and quarantine, nursing students, professors and more than 1,000 GU volunteers staffing vaccine clinics in Martin Centre, and students making the best of circumstances while following necessary protocols.
Previous Gonzaga undergraduate commencements have hosted 10,000 guests. A pretty good crowd, you might say. But crowd size is relevant. During a pandemic a big crowd means something completely different. This May 8-9 Gonzaga’s Commencement will be divvied up among five ceremonies – undergraduate, graduate and law – totaling 2,300 people, including graduates, family members and guests, and staff to make these live, in-person ceremonies a proper recognition to honor the Class of 2021 during extraordinary times.

While state protocols allow for just four guests per attending graduate, it is a chance for families to watch with pride as their graduate walks across the stage and receives their diploma, and gives a wave to their guests and those watching via live stream, at www.gonzaga.edu/commencement21.

Here’s how Commencement 2021 looks, with all ceremonies outdoors at Mead’s Union Stadium, 12509 N. Market Street:

- May 8, 1 p.m., Law ceremony
- May 8, 4 p.m., Graduate ceremony
- May 8, 6:30 p.m., Commencement Mass (Herak Quad); find the live stream link at http://www.gonzaga.edu/streaming.
- May 9, 9 a.m., Undergraduate ceremony featuring Business Administration, Engineering & Applied Science
- May 9, 1 p.m., Undergraduate ceremony featuring Arts & Sciences – broadcast and electronic media, classic civilizations, communications studies, English, film studies, history, integrated media, journalism, modern languages, philosophy, public relations, religious studies, criminology, economics, environmental studies, international studies, political science, psychology, sociology
- May 9, 5 p.m., Undergraduate ceremony featuring Arts & Sciences – art, dance, music, theatre arts, biology, chemistry and biochemistry, computer science and computational thinking, math, physics; Education; Nursing & Human Physiology

The pandemic required a shift from a traditional ceremony to a remote one to celebrate the Class of 2020. Given restriction lifts, live ceremonies are made possible this year, a model that has been clearly desired by families and graduates. An estimated 1,130 of the 1,230 graduating seniors are opting to participate in one of three ceremonies, all but a handful in-person. Three hundred seventy graduate students are planning on attending in person, with another 160 planning to view the ceremony live on the web. One hundred forty of the 147 law graduates are participating, either in person or via the web.

Students electing to participate via livestream will be recognized via video on two large screens at Union Stadium as their names are read. Graduates that are in-person will insert a card into a card reader as they approach the stage, and their names will be read electronically to the audience. Grads will be able to pose for a picture with the president and their academic dean standing at a proper distance.

Gonzaga President Thayne McCulloh is featured speaker at the undergraduate and graduate ceremonies. Washington State ACLU Executive Director Michele Storms will speak at the Law ceremony, where Montana Justice Mike McGrath will receive the Law Medal.

Bagpipers will perform as graduates enter and exit the stadium. A member of the Big Bing Theory acapella group will sing the national anthem at each ceremony. Student speakers selected by their peers will reflect on behalf of their fellow grads.

Attendees are advised to come prepared for inclement weather, as there is no indoor alternative venue. Each ceremony, as well as Commencement Mass, will be live-streamed and recorded for future viewing.

Staging an outdoor event, at a new facility, in a pandemic with special protocols, is no simple chore. The 100-person event staff doubles the amount of staffing in a typical year. It requires new systems for tracking and grouping students, new vendor partnerships, and technology to execute this year’s design, says Angela Ruff, event coordinator.

Spokane Regional Health District continues to evaluate plans. All state and local public health guidelines, including physical distancing and mask wearing will be required for the ceremonies.
Foley Center is not your grandparents’ library. Entering the building, group study spaces and computer stations dominate most of the first floor’s landscape where stacks of books once stood. The library’s collections are undiminished, but are increasingly digital. Interspersed throughout the building are study spaces that support a range of needs and preferences. The variety of services offered there have exponentially increased over the past several years, and these transformations in resource services appear destined to continue.

So says Paul Bracke, dean of library services. He envisions Foley Center becoming a mecca of student and faculty services, bringing people together to study, learn, use Foley’s many digital and print resources, and listen to lectures or multi-media presentations. It’s also a place with many experts are available, including research assistants, Foley’s faculty librarians, Academic Advising and Assistance, the Writing Lab, and Information Technology Services, the Center for Teaching and Advising, Instructional Design and Delivery, and the Center for Climate, Society and the Environment.

“We have an interesting opportunity going forward, continuing to incorporate more technology into the library function,” Bracke says. “We expanded the number of computer work stations to accommodate more students. We made circulating technology – like video cameras, projectors and laptops – available for student and employee projects. We’re just at the beginning edge of this.”

“We are looking for ways to improve collaborative work among students and enhance the learning process,” Bracke says. “Many reference books like encyclopedias and handbooks are now online. That gave us room to create a classroom on first floor, giving library faculty a great facility to work with students. It’s also a study space when not being used for classes. There is power and USB ports at every table.”

“The library has always been a place to gather and study with others, and we still want to provide quiet space for reflection, too. So we’re creating zones within the library to meet different needs, from loud spaces for collaboration to silent study space on the fourth floor. I’m hoping Foley becomes a meeting place and a hub of activity and events for the entire campus community,” Bracke says.

Then and Now

Where once stacks of shelves occupied most of the first floor of Foley library, its layout now includes study and collaborations areas, key offices for student and faculty services, and a classroom.
FACULTY RECOGNIZED FOR EXCELLENCE UNDER EXTRAORDINARY CIRCUMSTANCES

Academic Citizenship
Megan McCabe, Assistant Professor, Religious Studies
- detailed, important, time-consuming and difficult work as co-chair of the University Commission on Gonzaga’s Response to the Catholic Sexual Abuse Crisis
- role in a joint project with Fordham University: Taking Responsibility: Jesuit Educational Institutions Confront the Causes and Legacy of Clergy Sexual Abuse

Teaching Excellence-Non-tenure Track
Susan Edwards, Lecturer, Nursing
- implemented a simulation lab allowing nursing students to continue progressing in their education during the pandemic
- developed policy & procedure manual for gaining clinical hours via virtual simulation for state approval

Collaborative Work
Martin Schiavenato, Joan Owens, Assistant Professors, Nursing
- significant, meaningful and collaborative work when many colleagues struggled to adapt to remote delivery considerations

Teaching Excellence-Tenured
Vikas Gumbhir, Associate Professor, Sociology & Criminology
- directs the undergraduate research program (Advanced Seminar in Research and Theory)
- facilitates the Graduate School Workshops every fall semester
- led the Mock Trial team to national recognition (2018-2019)

Open Award
Laura Truitt, Assistant Professor, Art
- innovative teaching includes co-teaching Chemistry & the Arts in conjunction with the chemistry department, exploring pigments
- engaging students in painting community murals, and work with Artist At Risk, featuring international artists such as refugees and political exiles

Teaching Excellence-Tenure Track
Caoimhín De Barra, Associate Professor, History
- designed and implemented four new upper-division courses
- signature focus on maximizing student engagement

Professional Contributions-Tenured
Vincent Alfonso, Professor, Education
- co-authored and co-edited numerous books and journal articles where his reputation led to his work being widely adopted in university programs
- presented throughout the country, and school districts are implementing his methodologies

Diversity
Naghme Morlock, Assistant Professor, Sociology & Criminology
- organized monthly writing circles for faculty to collaborate and hold each other accountable concerning diversity, equity and inclusion matters
- significant contribution toward institutionalizing the mission and goals of GU’s commitment to diversity

Professional Contribution-Tenure Track
Raven Maragh-Lloyd, Assistant Professor, Communication Studies
- prolific researcher with seven articles/book chapters published or in press
- with team, received $1.2 million grant to study extremism and radicalism online to develop strategies to disrupt this behavior

Teaching Excellence-Tenure Track
Kathleen Nitta, Assistant Professor, Education
- worked with Logan partners to find new ways of integrating her Math Methods students into the virtual classroom
- GU students offered engaging activities and critical math support to Logan Elementary youth

STAY TUNED: Thirteen new Faculty Emeriti will be recognized in June Spirit.
What's Next for Staff Total Compensation Project?
Gonzaga's Human Resources staff continues the important work to finish building out a robust staff total compensation program.

What's complete?
Through a cross-campus effort Gonzaga established key foundations and adopted a philosophy; identified peer groups and surveys; completed the initial compensation assessment in 2018; updated job descriptions in 2019-20; and assessed those job descriptions in 2020. As a result, Gonzaga invested over $1 million in staff increases to new position salary ranges.

And After That?
Through 2021 and 2022, HR will address the following major areas:

- **Compensable Factors**: These indicate how individuals move within the position’s salary range. Examples include time in service and merit, and many other options. Watch for opportunities this year to learn more and provide input to inform HR’s recommendations, which will be finalized later in 2021 or early 2022.

- **Compensation Procedures**: HR staff will also work collaboratively to understand various needs to develop and document compensation procedures for transparency and equity. Some procedures were developed prior to the pandemic and are nearly ready for posting. Specific examples – developed in collaboration with campus experts – are related to existing staff taking on an adjunct or grant opportunity, and Study Abroad & Domestic Staff Compensation for staff who support these programs. These procedures will be the first to be posted this summer. The next priorities are related to additional compensation, compression, essential employees, and more. Our goals with development and documentation of procedures are to ensure our program continues to evolve to meet the internal comparability, reward, and transparency components of our adopted philosophy.

- **Compensation Structure**: This addresses the fourth component of our philosophy: external competitiveness, which has been the foundation of our work from the onset. It is important for Gonzaga to adopt procedures to keep our total compensation program current, identifying the frequency with which we update our ranges to market.

Staff will have the opportunity to learn more on many of these topics through focus groups, open webinars and informational sessions, survey tools and more.

New Exemption Rules
Apart from our compensation project, HR is addressing the new Washington State Exemption rules, which stipulate which positions can and cannot be salaried (exempt) versus paid hourly. Watch for information sessions to prepare for these annual changes and how they may affect staff and their department.

Other Benefits as Compensation
Total compensation, as defined on our Glossary of Compensation & Classification Terms website is “all types of employee compensation combined” including “wages and salaries, non-wage cash payments, and the employer’s cost of employee benefits.” At Gonzaga, our benefit options reach far greater than medical benefits, including but not limited to medical, dental, short-term and long-term disability, retirement contributions, tuition waiver (for employees, spouses and dependents), cancer and diabetes management, Health Advocate, employee assistance program and more.

Tuition Benefits
Since May is graduation month, here's a look at how Gonzaga employees have used the tuition waiver for themselves, their spouses or their dependents. Two hundred forty-nine are currently enrolled and a projected 86 will receive degrees between May 2020 and May 2021.
Clarence H. "We call him Bud" Barnes arrived at Gonzaga in 1973 while still putting the finishing touches on his doctorate from the University of Tennessee. He and longtime Gonzaga professor Erwin Graue were the only doctorate holders in the musty offices housing the School of Business Administration in the basement of College Hall.

Within seven years of Barnes’ arrival, then-President Bernard Coughlin, S.J., could see he had the right man to lead the School of Business into the next decade, and in 1980 when Father twisted Barnes’ arm to take a three-year interim post as dean, Barnes couldn’t say no, although serving as dean was never something he aspired to do. His tenure as dean lasted 33 years.

Barnes continues to teach economics and is passionate about sharing his wisdom and experience with today’s students. As Gonzaga begins a year-long celebration of the School’s centennial, it is Barnes’ unique view of its development over nearly the last half century that he can summarize in a word: change.

Not for change’s sake, Barnes is quick to clarify. But for the benefit of students, he says.

And current Dean Ken Anderson, who Barnes hired as assistant professor in 1984, has carried on where Barnes left off since taking the reins in 2014.

Enrollment in the School’s undergraduate programs has grown to about 1,400 students, and graduate enrollment is topping out at about 200 students. Of recent GU freshman classes, business and accounting majors make up about 20-25%, and more transfer in. The School employs nearly 50 fulltime faculty, more than 20 women, said Anderson, who finds great joy in celebrating the accomplishment of others.

"We have a faculty who understands and buys into the need for change and improvement. We continue to push our faculty, staff and students outside the walls of our building to engage with bright business minds in our world, as our people also strive to bring business experts with critical and specific knowledge back into the classrooms to inspire our students," Anderson said. "Our end goal is to serve our students well in education and career preparation."

Things have changed considerably since the early days of Barnes’ tenure as dean.

Barnes knew that in order to gain credibility as a business school, Gonzaga had to be accredited. At the time, he had 17 faculty members and only three or four with doctorates. "I had to make a lot of tough changes," Barnes said. He gave current faculty the chance to take a leave and earn a doctorate, and added several other Ph.Ds. through the 1980s. These are many of the people who contributed to achieving and maintaining – accreditation: professors Jerry Monks, Don Hackney, Larry Lewis, Kay Carnes, Jim Helgeson, Eddy Birrer, Jason Chen, Wil Terpening, Ken Anderson, Randy Bennett, John Beck, Paul Buller, Scott Bozman, David Elloy, Kent Hickman, Mark Shrader, Scott Hedin, Brian Steverson, Barnes’ long-time assistant to the dean Terry Coombes, and freshman adviser/assessment evaluator Jane Hession.

Another of Barnes’ hires was Molly Pepper, now professor and dean of Undergraduate Programs. In her 17 years here, she has distinguished herself with her work on diversity, equity and inclusion enterprises. She appreciated the ways Barnes challenged faculty, but always in kind and considerate ways. She attributes great vision and leadership to Anderson. "It’s hard to rattle him, and believe me, I have tried. He sees the good in people. He will bring the business school to the next level."

Barnes’ ability to connect with key business leaders and alumni was a major contributor in the School’s rise. "I give a lot of credit to Fr. Coughlin, who said, ‘We need to beef up our support for faculty.’ We created the John Aram Chair in business ethics and the Erwin Graue chair in economics,” Barnes said.

He tells of a $5 lunch he treated Jim Jundt to at Maggie’s in the lower Cog, and before they left the table Jundt had agreed to fund a $1 million chair in economics that has since brought some of the biggest names to campus, including renowned author Alfred Kahn, Nobel Prize-winning economist Milton Freedman, former Federal Reserve Chairman Paul Volcker, and former Chair of the Council of Economic Advisers Christina Romer.

Soon thereafter, the Kinsey Robinson Chair was funded and later the Piggott Chair in Entrepreneurship and the Mozilo Chair in finance. Barnes recalls his first meeting with Trustee Bob Jepson in his basement office in College Hall. Driving Jepson to the airport afterward, Jepson said, "We have to get you out of there. Let’s build you a building." The Jepson Center was completed in 1987 with Jepson and Mert and Jessie Rosauer making significant contributions, and the building nearly doubled in size in 2005 as the program grew, thanks to key contributors Ed Hogan, Fritz Wolff, Gerard Centioli and Carl Pohlad.

And now, as Anderson looks ahead, he knows the School will change and be better five years from now, just as it is better now than it was five years ago.
NOTEWORTHY

NEW HIRES
James Taylor, clerk, Mail Services; Brittany Copeland, program ass’t, Disability Access; Claralyn Burt, digital collections specialist, Foley; Doug Vandenboom, director of strategic sourcing & procurement, Controller; Tammy Everts, program ass’t III, Sport & Physical Education; William Barton, facilities coordinator, GUEST; Dorothy Veron, residence hall director, Housing; Theresa Conley, clerk, Mail Services; Amy Mateyka, brand manager/ graphic design, Instructional Design; Ashley Davis, director, International Student & Scholars Services; Hannah Cylikowski, CRM business analyst, ITS; Robert Hernandez, custodian, Plant

POSITION CHANGES/PROMOTIONS
Michelle Soss, assoc controller, Controller; Dan Marx, sr. project manager, Project Management; Alisha Lombardi, director, Study Abroad; Neida Drackley, custodian lead, Plant; Jaime Larson, asst controller, Controller; Damal Griffin-Neil, program coordinator, Campus Card Services; Tere Graham, program manager/social justice, UMEC; Shannon Whitley, asst director, Marketing & Communications; Karen O’Shaughnessy, program ass’t III, Foley; Joshua Meland, custodian lead, Plant

GOOBYES
Jeff Bunch, web content manager, Marketing & Communications; Kayla Cartelli, program coordinator, Student Media; Jeff Nelson, information security officer, ITS; Deb Donning, director, Risk Management; Joel Silvius, data analyst, Institutional Research; Ashley Seick, business manager, Student Involvement & Leadership; Brock Slavin, groundskeeper, Plant; Robert Harmon, services coordinator, Registrar; Samila Hujdurovic, custodian, Plant; Adele Ohler, leadership annual gift officer, University Advancement; Lisa Tavarez, admissions specialist, Graduate Enrollment Management; Li Yang, director of partnerships & collaboration, Global Engagement; Heather Butcher, project manager II, Project Management

ANNIVERSARIES:
25 Gordon Carolan, infrastructure administrator II, Infrastructure Operations
15 Andrew Logsdon, custodian, Plant
5 Matthew Barcus, program manager, LGBTQ+ Resource Center; Phillip Tyler, crime prevention & education officer, Campus Security

Guards Watching Out for Us
Technology continues to advance our wellbeing. Last week, Gonzaga introduced the Rave Guardian mobile app to students, faculty and staff as a means to enhance their campus safety.

The app provides six key functions:
- **Inbox** – Allows campus security to send important safety-related messages. (Users cannot respond at this time.)
- **Safety Timer** – Allows users to set a “guardian” or contact person to be notified when they are heading from one destination to another and how long their trip should take. Using geolocation, the app tracks and times the travel, so the guardian knows the whereabouts. When the user arrives at the destination, the guardian is sent a text notification of the arrival. The user stops the timer when they have arrived at their destination.
- **Call Directory** – Provides quick links with essential emergency numbers such as Poison Control and the National Suicide Prevention Hotline.
- **Content Directory** – Provides additional quick links to the websites of several campus offices such as Registrar, Disability Access, DICE-LGBTQ+, Resolution Center, etc.
- **Campus Security** – Places a call directly to Campus Security with the ability to share your location to a safety official.
- **Emergency Call** – Places a call directly to 911 with the ability to share your location with a safety official.

Director Becky Wilkey, Campus Security & Public Safety, says “Keeping our students, faculty, staff and visitors safe is a top priority for us at Gonzaga. Having a more robust way to do this through a simple mobile application helps provide peace of mind for everyone,” Wilkey said.

The free app is available at the Google Play or Apple App Store by searching “Rave Guardian.”

GU students proposed the app: Maria Truong, Kenzie Devening, Elizabeth Freisinger and Hannah Beighey
**Gonzaga Experience**

(Next Best Thing to) Live

Extraordinary times call for extraordinary measures, and Gonzaga's Admission crew, with a lot of help from campus colleagues and students, pulled off their second consecutive and highly successful virtual Gonzaga Experience Live.

More than 1,000 admitted students registered for the April 10 event, which compares to an average of 600 during a non-pandemic, on-campus GEL. Students were given options to participate in whatever virtual events that met their interest – attending Academic Expo, information sessions on academics and student life, a Club Fair and expanded Open Houses, chatting with current students and sharing thoughts with other admitted students.

Prospective students shared their appreciation for the virtual event on a ZeeMee private app for admits:

- "GEL is pretty fun so far. Anyone else agree?"
  - "Yeah!"
  - "It's really cool. Haven't won any swag yet, tho!"
- "I've heard all the students talk about the community at Gonzaga and I didn't get that vibe until today, so this has been awesome."

An email from a prospective student's father said, "I have heard through my daughter that the Virtual GEL seminar was very informative and enjoyable. She stayed throughout the program, jumping from one subject to the next. She was so impressed and said it was very well-planned."

Undergraduate Admission Director Erin Hays complimented her three main coordinators of the event: GEL Coordinators Becky Stockton and Tyler Gonzalez, and Associate Director Claire Silva for building the web program, with Marketing's Shannon Whiteley. "We had more than 200 Gonzaga colleagues and students who participated in GEL and helped make it a special program for students and their families."

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**SENIORS’ ART EXHIBIT INTROSPECTIVE**

The Art Department is hosting "Introspection: Senior Art Exhibit" through May 9 at the Gonzaga University Urban Arts Center, 125 S. Stevens. Graduating art majors Katie Cara, Olivia Isarankura, Kenny Koning, Chelsie Sunde and Morgan Wald are displaying their work, which is accessible to GU students, faculty and staff by appointment only as part of the University's health protocols.

To make a free 45-minute reservation to visit the gallery in a group of 5 or less, visit [https://calendly.com/gu-art/visiting-senior-show](https://calendly.com/gu-art/visiting-senior-show). To attend the Artists Talk webinar on May 7 at 5:30 p.m., register at [https://gonzaga.zoom.us/webinar/register/WN_uuSUf4T8QcaFJi6hbkbFw](https://gonzaga.zoom.us/webinar/register/WN_uuSUf4T8QcaFJi6hbkbFw). To learn more about the artists and their artwork, visit [www.guseniorshow.org](http://www.guseniorshow.org).

Senior Chelsie Sunde’s "What God Sees" is part of the ongoing exhibit at the GU Urban Arts Center.

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**Around Campus**

- Gonzaga welcomes eight new Act Six Scholars, three from Spokane and five from Seattle-Tacoma, to the incoming class of 2025. The urban and community high school leaders will receive full four-year scholarships.

- The tribology trade magazine Tribology & Lubrication Technology included Assistant Professor Harman Khare’s expertise for its May 2021 cover story on lubricants used in space.

- Appalatin all-acoustic performance is May 14, 6 p.m. via webinar, brought to us by the Myrtle Woldson Performing Arts Center. [Register Here.](#)

- Pandemic Pedagogy: Applying Lessons Learned, sponsored by CTA and IDD, is a virtual conference May 16-17, 9 a.m.-noon, to share challenges of online teaching and lessons learned, solutions developed, what we want and don’t want to carry forward, how teaching practice improved, and how we can promote a more welcoming and inclusive classroom. Contact Justin (marquisj@gonzaga.edu) or Mia (bertagnolli@gonzaga.edu) to RSVP.

- Molly in the Mineshaft, bluegrass with a new twist, is May 21, 6 p.m. via webinar, also brought to GU by the MWPAC. [Register Here.](#)

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