

DEPARTMENT
OF HUMAN
RESOURCES

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Rising to the Challenge

IT'S BEEN A TOUGH FLU SEASON. IN SEPTEMBER, months before seasonal flu normally arrives, H1N1 hit Tufts along with colleges and universities across the country—and stayed through November. “It was tremendously stressful and challenging,” said Tufts Health Services Medical Director **Margaret Higham**, M.D.

The virus infected an estimated 500 students between September and Thanksgiving. Yet in the face of the tremendous increase in flu symptoms, “there has also been a tremendous group effort” to protect the Tufts community, explained **Michelle Bowdler**, senior director, Health & Wellness Services. “Departments have really worked together to provide the students resources and information they need.” The Pandemic Planning Task Force, headed by Senior Director of Public Health **John King**, and its Pandemic Flu Planning Team “have done a great job of thinking about what could happen, and how we would handle whatever occurs,” she said. Others have lent their hands to protect the spread of the virus among students on the Medford campus. **Yolanda King** of Residential Life has found empty rooms where infected students could be isolated on the Medford campus for a few days. A dozen of Patti Klos’s Dining Services staff put together about 400 flu provision kits of shelf-stable food, juices and water, and delivered most of them directly to students or to the clinic or Residential Life for distribution.

Stemming the tide

The main job of stemming the flu tide on the Medford campus has rested largely on the shoulders of Health Services staff. In early November, the number of students visiting the Medford

clinic in a week nearly doubled to about 600 and included 125 cases of flu, Margaret said, “but of course we couldn’t double our staff.” Mondays are the heaviest days in the clinic, and at the flu’s peak, the clinic cancelled most scheduled appointments because it was “so inundated with people with high fevers and coughs and who were



Amy Solano, Health Services lead receptionist (L) and **Gladys Novoa**, medical assistant. Amy has served as isolation coordinator during the flu outbreak.

really sick,” Michelle said. At times 20 would be sitting in the waiting room wearing masks. Of course, students with strep throat, mono, ankle injuries, and other ailments were also there, and the challenge was to treat the H1N1 patients while meeting the usual medical needs of students, “which didn’t go away just because many people were coming down with the flu,” Clinic Manager and Physician’s Assistant **Kathleen O’Dea** explained. The clinic received limited numbers of vaccine doses and inoculated 100 of the most vulnerable students and employees

Continued on next page

Flu season Continued from page 1

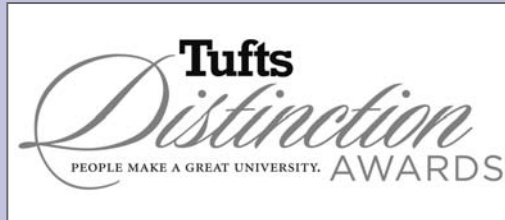
against H1N1, as well as some 3,000 students, faculty and staff against seasonal flu on all three campuses, Kathleen said. Clinic staff telephoned flu-diagnosed students' parents, and each day a medical assistant visited students who live in dorms and were isolated on the Medford campus (see box). They also put together flu healthcare kits for the students (containing masks, OTC fever-reducing medications, a thermometer and Purell hand sanitizer) and gave them isolation guidelines. The clinic normally is staffed by the medical director, three full-time equivalent physicians, three nurse practitioners, and two physician assistants, four registered nurses and three medical assistants. Kathleen said they brought in additional forces: "We have had to increase significantly our per diem pool of clinicians who help us out, mostly on Saturdays, so the regular staff could work longer hours." Margaret said, "I'm tremendously proud of my staff. They had to work long, hard hours with people who were really distraught. They pitched in and just took good care of the students."

Flu season continues

As this article was being written, in early December, H1N1 seems to have abated somewhat, at least temporarily. But no one knows whether it will come back, or what the impact of seasonal flu will be when it appears. In a letter to the Tufts community, John King, Dr. Higham and other planning task force members pointed out, "Public health authorities have warned us to expect several waves of flu activity over the course of the academic year, so we must remain vigilant." Additional vaccine was expected to be delivered in January and February, but faculty and staff with high-risk conditions were advised to keep in touch with their local governments, which were expected to receive vaccine ahead of the university. For more information about the flu season and to keep informed about developments at Tufts, visit <http://emergency.tufts.edu/flu>.

CARING VISITOR

Medical Director **Margaret Higham** and her staff wanted to keep track of the suspected H1N1-infected Medford students who had been isolated temporarily on the Medford campus. While, most people recover in a few days, Senior Director **Michelle Bowdler** explained, some get sicker, "and we have to know that quickly." So Medical Assistant **Gladys Novoa** was designated flu coordinator and visited the students in their rooms daily—seven days a week during the peak in October and November. "Gladys has been a star. Everybody just loves her," Michelle said. Each morning Gladys or a nurse would call the students in isolation, and then Gladys would visit them. "To really understand how they're doing you have to see them face to face, take their temperature, hear their breathing, feel their pulse, and check their oxygen level," Gladys said. At the flu's height, she would spend several hours on her morning rounds, visiting up to 25 people. Gladys's visits were critically important since a few students did contract pneumonia and were able to be treated with antibiotics. Despite the long hours, Gladys has enjoyed the extra responsibility. "I do love it, seeing the patients. They are happy to to see me and know that someone is taking the time to take care of them."



Nominations open January 19, 2010



Lynne Ausman



Rich Harding

Has the contribution of a colleague or team stood out this past year? If so, now is the time to do your part so the Tufts community can celebrate them! The nomination process for the third annual Tufts Distinction Awards begins January 19 and will run through March 5.

The awards recognize the accomplishments of individuals and teams among staff and faculty “whose work represents the very best of Tufts.” Awards are given in the following categories: Extra Mile, for exceptional customer service; Bridge Builder, for bringing out the best in others; Change Agent, for creating new opportunities for innovation; Unsung Hero, for accomplishing the extraordinary every day. In 2009, 12 individuals and two teams were recognized with a Distinction Award.

Two recipients of the 2009 Unsung Hero Award are **Lynne Ausman** and **Rich Harding**, and they illustrate well the qualities of award winners.

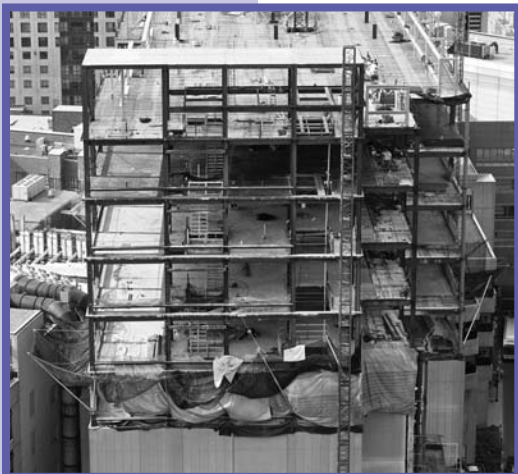
Rich serves as the hospital administrator for both the Foster Hospital for Small Animals and the Hospital for Large Animals at the Cummings School of Veterinary Medicine in Grafton. He is responsible for the fiscal management of both hospitals, and works with all the support staff. Among the glowing things his nominator said of Rich: “He goes beyond the job to do the very

best because he cares deeply about the people who work with him, he wants us to succeed, and he looks with pride at what we do and how the public perceives us. He routinely makes things happen that others might let slip. He listens, he probes, he acts, and he follows up on every issue.”

Lynne is a professor and former dean of students at the Friedman School of Nutrition Science and Policy. “She is gracious, kind, humble, and self-effacing,” said one nominator. “She is one of the most deserving of credit for advances within the school, and yet is always the last to take credit for any accomplishments, always attributing successes to others.” Another explained, “Lynne’s easy and approachable manner and willingness to share truly epitomizes the spirit of an ‘unsung hero.’”

The President’s Office and Human Resources co-sponsor the Awards, and they ask that you help the university community celebrate members of the staff and faculty who make a difference at Tufts by nominating them for a Distinction Award.

To learn more and to submit your nomination online, go to <http://distinctionawards.tufts.edu>. Paper nomination forms are also available at the Human Resources office on each campus and include campus mailing instructions.



Top photo: Vertical expansion underway.
Middle: New state-of-the art simulation lab.
Bottom: Project completed. It's now a 15-story building.

Moving on up

THIS JANUARY, AFTER JUST 18 MONTHS OF CONSTRUCTION, Tufts University School of Dental Medicine (TUSDM) officially opened its new five-floor expansion to One Kneeland Street in Boston's Chinatown neighborhood. The \$68.5 million project, which was funded through a combination of bond funding, school reserves and donations, has added 95,000 square feet of badly needed space with the added plus of brand new furnishings, state-of-the-art equipment and a more efficient layout. The space will be used for outpatient specialty clinical services, teaching and classrooms, a research clinic, offices and meeting rooms. It will also enable expansion and upgrading of lower floor space, including the clinics, where pre-doctoral students (the bulk of the student population) study and work.

As a result, the school will be able to modestly grow its pre- and post-doc student numbers beyond the current 875, and increase patient visits beyond the current 18,000 a year.

Open during construction

The project was one of the most ambitious undertaken by Tufts, involving the construction on top of a fully functioning dental school. **Beth Conant**, director of administration and finance, who served as a liaison between the project superintendent and the Tufts community, said the school planned extensively to minimize disruption and dislocation and kept staff informed throughout. Along with careful planning and communication, the dedication and resiliency of staff enabled the school to keep operating. Students continued training, clinics continued to treat 500 patients a day, and staff provided its administrative support. "It wasn't an ideal situation, but everyone coped well, and they realized something bigger and better was going to come," Beth said.

Maureen Lombard, director of clinical affairs, agreed. "At times there was noise and dust, and the first floor reception area was impacted the most, but it really didn't restrict our total operations much. Students and staff had the attitude that this was for the improvement of things and it was a relatively short time period." The result: a LEED-compliant building (Leadership in Energy and Environmental Design), fully handicapped-accessible, with the latest equipment, and light streaming through 1,700 windows into the interior. It is definitely worth the disruption, all agree.

State of the art

Post-graduate facilities that were cramped together have room to breathe. New clinics greet patients. "It's a beautiful open space, with lots of light coming in," Maureen said. "It's a welcoming atmosphere for patients, the waiting rooms are spacious, and the business area is very efficient."

Staff are excited to be moving into the state-of-the-art facility. **Mark Gonthier**, associate dean for admissions and student affairs, said they have a lot to be proud of. He has toured hundreds of prospective students through the new space, and "they have said hands down this is the best, most attractive facility in the country—the best resources, the best build-out, and the most comprehensive services. This will turn a great dental school into a dental school that is the envy of all others in the country. In terms of an educational resource, it is tremendous."

IT IS HERE! THE NEW DEVELOPMENT GUIDE

The new Development Guide for Tufts Organizational Competencies is now on the Human Resources website at http://www.tufts.edu/hr/webcm/docs/odt/OD_DevGuide.pdf. You should bookmark this important resource!

The user-friendly Guide can help you consider ways to learn and improve in your job. It's filled with references to books, articles, web-sites, training programs, and videos, all categorized according to our Organizational Competencies. Likely, not all will fit your needs, but some are sure to resonate.

In your Performance Review, you talked with your manager about the competencies that you plan to focus on improving and developing. Your annual Performance Plan should reflect a goal or two on how specifically you plan to improve and develop in the areas you discussed. Your Checkpoint Review conversation should have included that as well. If you're still unsure how to add to your skills and knowledge, or would like new or different ideas, the Guide is a great resource to have handy.

We hope you enjoy this new resource and welcome your feedback.

NOTE: Because of the many live links in the Guide, it's a resource best used on-line. If you do not have access to a computer let HR/ODT know and we will mail you a copy.

Checkpoint Review Reminder

Are you new to Tufts Checkpoint Review (CPR) or have you participated annually during December? Either way, hopefully you found this mid-year conversation with your manager about your goals and performance useful. If you have not yet participated in your CPR, we suggest you ask that it be scheduled soon. Additional information about this conversation to calibrate year-to-date achievements against expectations can be found in the @Work Guidebook: <http://www.tufts.edu/hr/webcm/docs/handbooks/atWorkGuidebook.pdf>.

SCHOOL OF MEDICINE

Outstanding employees

THE SCHOOL OF MEDICINE HAS GIVEN ITS OUTSTANDING Employee award for 2009 to a manager in the Dean's Office and a team in the Technology for Learning in the Health Sciences office. Recipients of the annual award are individuals or teams who "go above and beyond on a consistent basis, who consistently devote extraordinary effort to their work, who—day in and day out—epitomize great customer service, and who effectively collaborate across departments, schools, and the university, thereby building bridges."



Patti Ambrosia

Patrice "Patti" Ambrosia is manager of administration and finance in the Dean's Office. When an associate dean left suddenly in the middle of the year, Patti stepped in. According to the nomination statement, she "not only did her own job but handled most of the associate dean's duties as well"

during "an incredibly difficult year."

"Always available, always professional, always supportive, always willing to handle any job—large or small—I am incredibly appreciative of her wise counsel, strong support, and positive attitude," the nominator said.

Technology for Learning—Health Sciences

TUSK (Tufts University Sciences Knowledgebase) is a learning management system that supports faculty and students in all of Tufts' health sciences schools and institutions in the developing world. The Technology for Learning team works with faculty,



The team from Technology for Learning in the Health Sciences. Back row L-R: Daniel Walker, Jim Pirzyk, Mark Bailey. Front row L-R right: Minhthe Nguyen, Robbin Smith, Elaine Almeida, Scott Cordeiro, Isarin Sathitruangsak

students, and partner institutions to continually enhance TUSK's educational applications.

The nominator said team members "are committed to the goal of using technology to enhance teaching and learning. They are committed to doing their job well... They make a difference in the Tufts lives of faculty, staff and students. Most importantly, they are always looking for ways to do a better job—not satisfied with what happened today, rather looking for ways to make TUSK better tomorrow."

Team manager **Susan Albright**, director of Educational Technology, said, "The team is clever, hard-working, and a pleasure to work with. I am so pleased that their client focus and attention to detail has been recognized."

Recognizing the contributions made by our employees is important. To see how you can help celebrate the work of a colleague or team on behalf of Tufts, go to page 3.

Ready, set, go! Getting fit at Tufts



You could win a Grand Prize: two nights at Castle Inn & Resort, Newport, RI



Le Prioure, in Talloires, France

IT'S THE NEW YEAR, AND HERE ARE SOME ways employees can start it off by getting fit, having fun, and even making a virtual trip to France!

Trek2Talloires

Challenged by his wife to endorse a healthier lifestyle and lose weight two years ago, Rowing Coach and Lecturer **Gary Caldwell** entered a web-based exercise program recommended by his former college coach. He ended up losing over 50 pounds, and the weight has stayed off. His success, and the fun he had doing the program, prompted Gary to adapt it for Tufts staff, students, and alumni.

Gary created "Trek2Talloires" (Trek), an online physical activity log, aided by **Brian Dawe** of the Athletics Department. The President's Office enthusiastically supports Trek, and Human Resources has adopted it as part of its "Healthy@Tufts" initiative



to help Tufts employees manage their health.

The 16-week challenge, which is also open to friends and family was launched January 4 and will end April 12, a week before the Boston Marathon.

Trek is more than just an exercise log—and a lot more fun. The website <http://www.trek2talloires.org> is a virtual "Trip to Talloires," the Tufts European Center in France. By entering your exercise information, you "travel" along 13 stages of a virtual route from Medford to Talloires. The website describes each stage in colorful detail and includes beautiful photographs. Progress is measured in time, not distance: you move along the route by logging hours exercised, whether walking, jogging, swimming, biking, or doing other physical activity. So, for example, Stage 5 is "Bike from Medford to Castle Hill Inn, Newport Rhode Island." You complete that stage in six hours, even if your exercise is playing tennis or raking leaves.

The goal is to reach Talloires and return to Medford by April 12, which will require 180 hours of exercise. But you don't need to complete the tour to get huge health benefits from participating. Whatever hours you put in helps you get fit, Gary pointed out. The more minutes you log, however, the better are your chances to win prizes during the challenge. Two Grand Prizes, one of which is a donation of two nights at the luxurious Castle Hill Inn & Resort in Newport, RI (the other wasn't announced at press time), will be awarded at the end of the challenge.

PHYSICAL FITNESS MINI-COURSES AND RECREATION OPEN TO ALL EMPLOYEES

Tufts Assistant Athletic Director **Branwen Smith-King** wants you to know that mini-courses and recreation programs offered by the Athletic Department are open to all staff and faculty. The courses include Cardio, Strength & Pilates, Pilates, Krav Maga (self defense), Spinning, Strong Women's Program, Tai Chi, and various Yoga programs such as Yoga Fundamentals, Power Yoga, Flow Yoga and Iyengar Yoga.

"We've scheduled the sessions at lunch time and in late afternoon so employees and part-time workers can participate," Branwen said. "Anyone interested in improving their health can join. People who say, 'I haven't exercised in a long time,' or 'I've never done it,' should take a chance and test the varieties of training and exercise. You may be pleasantly surprised."

Most classes are held at Jackson Gym on the Medford campus. A free preview week starts February 1st, and classes begin the week of February 8th and will run for 10 weeks. Those that meet once a week cost \$55 per semester, twice a week \$100 per semester. For more information, go to <http://ase.tufts.edu/physed/> and click on Mini-Courses and Recreation, or contact Branwen at ext. 3782 or 5041 or branwen.smith-king@tufts.edu.

Human Resources Learning and Development Programs

PROFESSIONAL DEVELOPMENT

Empower Yourself: Learn How to Communicate with Challenging People

From time to time you have to deal with people or situations that you find challenging. What you want to say, and what would be most effective, may be two different things. Your challenge is to consider your response and utilize strategies to diffuse and resolve the situation. Participate in this seminar to learn and practice techniques to enhance communication skills with challenging people.

Boston: Monday, January 11, 12-1:30 p.m.

Medford: Monday, January 25, 12-1:30 p.m.

Grafton: Wednesday, January 27, 9-10:30 a.m.

Foundations of Leadership

Attend this six-day program to: raise self-awareness of leadership styles; increase your skills and confidence in your ability to manage; and build supportive relationships with peers. The Tufts Leadership Competencies are a focal point of the program. Managers/supervisors from all campuses are invited to apply to either program.

Boston: Tuesdays, March 16, 30, April 13, 27, and May 11, 25; 9:00 a.m.–4:15 p.m.

Medford: Wednesdays, June 16, 23, 30 and July 14, 21, 28; 9:00 a.m.–4:15 p.m. (Tentative)

Performance Reviews that Get Results

An effective Performance Review summarizes the feedback that an employee has received throughout the year. It can be an important tool to acknowledge and affirm performance as well as clarify areas for improvement/development. Attend and learn how to:

- Reduce anxiety about Performance Reviews
- Prepare and summarize performance
- Effectively give and receive feedback

Boston: Thursday, April 1, 9 a.m.–12 p.m.

Grafton: Thursday, April 8, 9 a.m.–12 p.m.

Medford: Thursday, April 15, 9 a.m.–12 p.m.

LOCATIONS FOR ALL PROGRAMS

Boston: HNRCA Mezzanine Room

Grafton: Administration Building,
Kohnstamm Room

Medford: 200 Boston Ave., HR Learning and
Development Center

Partnering for Effective Performance Plans

Performance Plans are an integral part of the Performance Development Program. A clear, mutually agreed upon Performance Plan is the best tool to support a productive year and a positive performance review. Attend and learn how to:

- Prepare for collaborative performance planning discussions
- Write individual goals
- Use the Performance Plan to improve communication and increase productivity

Boston: Wednesday, June 9, 9 a.m.–12 p.m.

Medford: Thursday, June 17, 9 a.m.–12 p.m.

Grafton: Thursday, June 24, 8, 9 a.m.–12 p.m.

Get S M A R T: A Goal Drafting Workshop

This workshop provides you an opportunity to discuss your goals with colleagues and draft S M A R T goals. Participants should have a full understanding of the @Work Performance Development Program (PDP) and previously have attended a workshop that provided an overview of the PDP or have participated in a complete PDP cycle. Attend to:

- Network with colleagues to brainstorm and discuss ideas for goals
- Use focused time to draft your goals
- Gain clarity and confidence in writing S M A R T goals that are aligned with department goals and support improvement and development of skills

Medford: Tuesday, June 29, 9–11 a.m.

For more information about Professional Development Programs, contact:

Emma-Kate Kallevik at emma-kate.kallevik@tufts.edu or ext. 7-3268.

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WHAT'S YOUR OPINION?

What do you think of
Periscope? Do you have
ideas for future topics?
How to make it better?
We want to know!
Contact Regina Corrao at
regina.corrao@tufts.edu.

www.tufts.edu/hr/index

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HR Learning and Development Programs Continued from page 7**WORK/LIFE BALANCE****Job Search Advice for Family and Friends**

Tufts is fortunate to have avoided large-scale job reductions that many organizations have experienced. HR would like to use our expertise to help you help unemployed family members and friends by sharing seasoned perspectives in fine-tuning resumes, focusing job searches, and honing interview skills. Attend this brown bag session and receive relevant resources and advice that you can share with family and friends.

Medford: Tuesday, January 12, 12-1:30 p.m.

Boston: Monday, January 25, 12-1:30 p.m.

Tax Saving Ways

This course discusses how to plan all year long to help minimize taxes and achieve your financial goals. With ever-changing tax laws and regulations, there are many tax strategies that you may not be aware of.

Medford: Thursday, February 4, 12-1:00 p.m.

Boston: Wed., February 10, 12-1:00 p.m.

Grafton: Wed., February 24, 12-1:00 p.m.

Getting Your Children to Listen

This workshop focuses on communication techniques that motivate children to listen and respond appropriately. Some of the concepts we explore include acknowledging feelings, I-messages, choices, body language, setting, tone of voice, and modeling. You will leave this workshop with a host of communication strategies and specific language to use with your children.

LOCATIONS FOR ALL PROGRAMS

Boston: HNRCA Mezzanine Room
Grafton: Administration Building,
Kohnstamm Room
Medford: 200 Boston Ave.,
HR Learning and
Development Center

Medford: Tuesday, March 16, 12-1:00 p.m.

Grafton: Wednesday, March 17, 12-1:00 p.m.

Boston: Thursday, March 18, 12-1:00 p.m.

Balancing Your Work and Home Life

Have the competing demands of work and home ever left you feeling guilty, stressed or inadequate? In this seminar you can learn specific strategies for setting priorities, realistic expectations, tips to eliminate guilt, and suggestions for restoring balance in your life.

Medford: Wednesday, April 7, 12-1:00 p.m.

Boston: Thursday, April 8, 12-1:00 p.m.

Grafton: Wednesday, April 28, 12-1:00 p.m.

For more information about Work/Life Balance programs, contact:

Boston: Denise Napolitano, ext. 6-6600
or denise.napolitano@tufts.edu

Grafton: Patty Boucher, ext. 8-7975
or patty.boucher@tufts.edu

Medford: Michelle Conroy, ext. 7-6272
or michelle.conroy@tufts.edu