**From the Vice President**

Welcome back from what I hope was an enjoyable and restful summer. As we begin the new academic year, which is full of possibilities for Princeton students, I think it is also an excellent time for employees to explore various learning opportunities available for each of us. As Princeton employees who support the educational and research mission of the University, we understand the important role that education plays in our students’ lives and how it contributes to society and the world at large. Learning, though, can be a lifelong journey. It doesn’t stop with a diploma or when we end our formal study. At work, we are regularly asked to acquire new skills to do our jobs. Some of these skills might be technical—for example, learning how a new piece of equipment or a computer application works. Other new skills can teach us how to communicate or manage people or resources more effectively.

**Much of what we learn** can also help us in our daily lives outside of work. Sometimes we learn new things when we need to search for information to get things done, or explore new ways to problem-solve to move forward. However we learn, the **benefits** of acquiring knowledge are significant.

Currently, Princeton employees have an unprecedented set of **opportunities** from which to choose for personal and professional learning and development. Our varied programs permit you to pursue your undergraduate or graduate education through our Staff Education Assistance Plan; attend classes that offer basic management and other developmental skill-building topics through HR’s Core Learning Curriculum; take skill enhancement classes provided by the Excelling at Princeton program; and pursue other **customized** learning and development **tools, programs, and solutions** for individuals, teams, or organizations.

Throughout this issue of the **HR Communiqué**, you will find articles about employees and programs with a focus on learning. When you read them, I hope you will be moved and even inspired to consider doing something for yourself. What **learning opportunity** is **right** for you this year? **HR staff** is **here** to help you figure this out. Just give us a call!

Please continue to send me your feedback on HR’s services and programs. It helps to hear from you!

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**Back to school**

Is it possible for busy employees to go to school to fulfill their dreams and maintain work-life balance? Enrolling in a degree program can appear overwhelming for employees who have many responsibilities. **Prabhakar Shanmugam** from the treasurer’s office and **Kathy Applegate** from the teacher preparation program figured it out, using the University’s tuition reimbursement program.

Motivated by a news story about a grandmother and daughter who graduated together, Shanmugam decided to finish his accounting degree for professional advancement. Twenty years after going to college in India, he explored the possibilities and learned that Mercer County Community College (MCCC) offered evening classes and accepted 90 credits from India. He said, “Adult education is possible in the United States. In India, classes are scheduled during the day and are not good for workers.”

Applegate had often considered going to law school one day because most of her jobs had some legal connection. Originally hired in the Office of the General Counsel, Applegate also worked in the Program in Law and Public Affairs before assuming her current position. Inspired by a speech President Clinton delivered at Princeton in 2000 and encouraged by her director, Chris Eisgruber, Applegate began Rutgers School of Law–Camden in fall 2002. She feels her courses help her be more effective at work.

How did they do it? Shanmugam said his “supervisors have been supportive” and MCCC is nearby. He has taken classes twice a week. Applegate also attends classes twice weekly, and she, too, highlighted the importance of having the “support and cooperation of your manager.” She discovered she needed to be “very disciplined” and dedicates one weekend day every week to study. Both Shanmugam and Applegate described the importance of reaffirming their commitment. Applegate, who will graduate in May 2009, paused after her first semester to reconsider her goals, and Shanmugam, who has seven credits left, is rethinking his career aspirations now. Although it’s a big decision, both agree that it sounds harder than it is and is easier than they thought. Also, they said being in class with younger students was not a factor. Princeton provides 85 percent reimbursement of tuition and mandatory educational fees up to $5,250 per fiscal year at accredited institutions. For more detailed information about how the plan works, including eligibility and the application process, visit the HR website at [www.princeton.edu/hr/ben/edasst.htm](http://www.princeton.edu/hr/ben/edasst.htm) or contact a Benefits staff member at 8-3302. We can help you figure it out!
Opportunities

- Employees are eligible to apply for automobile or homeowner’s insurance with the New Jersey Manufacturers Insurance Company (NJM). Princeton University is a member of the New Jersey Business and Industry Association, which established the NJM Fund, and is eligible for its members. For more information, contact the NJM customer service department directly at (800) 232-6600. Tell them you are a Princeton University employee and give them your membership number, 36121.

- Human Resources staff members conduct exit interviews when employees leave the University. Employees are encouraged to complete an exit questionnaire, found at www.princeton.edu/hr/policies/termination/exitques.htm.

whether or not we meet for an exit interview. Human Resources receives valuable information from the questions, topics, and interviews, which helps us develop retention strategies and provide feedback to department managers. Also, exit interviews are an opportunity to track transitional items, including finding out about COBRA benefits and what to do with your TigerCard. After giving notice to supervisors, employees are encouraged to contact either Karen Bredbenner, 8-9117, kbredben@princeton.edu, or Sue Tintor, 8-9106, tintor@princeton.edu, Employee Relations specialists, or, if you are a union employee, Rhonda Pedales, Labor Relations specialist, 8-1358, rhapseda@princeton.edu.

Questions from the HR mailbox ~

The following questions are frequently sent by employees to the various HR mailboxes. Do you have questions not addressed here? Send them to:

hr@princeton.edu

benefits@princeton.edu

staffing@princeton.edu

or

hrld@princeton.edu

A staff member will respond to your inquiry within one business day.

Under the Staff Educational Assistance Plan, what is the annual maximum amount that I can be reimbursed?

You can be reimbursed for 85 percent of tuition and mandatory educational fees up to $5,250 for any classes taken during a fiscal year, July 1–June 30. Reimbursement is calculated within the fiscal year in which the school term begins, which is the start of the semester or quarter, not the first day of classes. However, the total amount you receive may exceed $5,250 in the calendar year. January–December, depending on when the reimbursement is issued. Any amount reimbursed over $5,250 in a calendar year will be taxed in accordance with Internal Revenue Service regulations.

Example: If you took courses during the fall 2007 semester (FY 2008) and were reimbursed the full benefit of $5,250 in January 2008, you become eligible again to receive benefit reimbursement after July 1, 2008 (FY 2009). Since you’ve already received $5,250 in calendar year 2008, reimbursement for fiscal year 2009 benefits will be taxed if you receive your reimbursement prior to December 31, 2008, or not taxed if you receive your reimbursement after December 31, 2008.

For more information on this plan, please visit our website at www.princeton.edu/hr/ben/edassst.htm or call Sheryl Farah, 8-9112, sherylf@princeton.edu, or Stacey Burt, 8-9114, Stacey@princeton.edu.

How would I go about getting a letter verifying my employment at Princeton University?

If you need a personal employment verification addressed to you, please come to HR, 1 New South, to complete an authorization form that specifies the information required. If, however, you need a third party employment verification, such as those initiated by a mortgage company or bank, the third party must mail or fax a written consent form that you’ve signed to HR to authorize the release of the information. The preferred HR fax number is (609) 258-2420. The normal turnaround time for employment verifications is two business days. Our mailing address is 1 New South, Princeton University, Princeton, NJ 08544. For more information, contact Erica Casey, ecassey@princeton.edu, 8-9110, or Sara Hoffmann, sh2@princeton.edu, 8-9115.

Can I change my personal tax withholding allowance for my paycheck?

Yes, you can change the number of tax withholdings. You can access the form on the website www.irs.gov/pub/irs-pdf/fw4.pdf and mail it to the payroll office, 1 New South. You can also come to HR, 1 New South, or the payroll office to complete the form.

Adding value through staff development

Working at an educational institution, Princeton employees understand that staff development enables them to improve their professional skills and their effectiveness. For Paul Breitman, assistant vice president, University Services, staff development means providing growth opportunities for staff. He observed, “Each person needs to be at his or her best and be challenged to learn new things.” Whether his employees learn from interactions with one another, taking classes, or participating in conferences, Breitman feels responsible for helping them develop. He believes they are more likely “to be successful and get things done, meet the evolving needs of the campus, and add value to the organization. At Princeton, we want staff members at the top of their game—competent and confident.”

Many departments, including University Services, benefit from staff meetings and annual retreats to learn. “Retreats bring all staff together,” commented Breitman. Throughout the year, they also rely on regular meetings within their home departments and four large group meetings to interact with each other. Breitman plans agendas to be “relevant” to help staff members understand how campus initiatives impact their work as an organization, department, and individual.

For Dino Palomares, website content administrator, a retreat generally provides a “good opportunity to talk with each other about goals.” He found this year’s retreat, which focused on team building, particularly worthwhile because it made it possible for colleagues to become better acquainted and find out what they do. Palomares learned about the “hidden talents” of his colleagues and feels they could be “helpful resources to each other in the future.”

And, he said, a common theme during the retreat was collaboration and communicating with each other “to make the experience better for our customers.”

Kathy Cameron, director of business, thinks retreats are valuable because they provide opportunities for new staff members to learn about what is important in University Services. “It’s customer service and how everyone contributes for the organization to be successful,” Cameron explained. Because each department has different perspectives, she feels that whenever the large group of people can meet “one-on-one to better understand each other and move the organization toward a higher level.”

The EQuad Café, Frist Campus Center, Gencomics Café, Labyrinth Books, Palmer House, Prospect House, Richardson Auditorium, TigerCard Office, Trademark Licensing, Transportation and Parking, University Scheduling, University Store, and University Ticketing comprise University Services.

HR resources can help your department plan a retreat or large group meeting. Contact us at hr@princeton.edu, 8-1338, for assistance.

September 2008
HR introduces its new Lunchtime Matinee sessions.

Human Resources is proud to announce new Lunchtime Matinees. These informal, one-hour sessions designed for you to learn about specific HR policies and processes. You’ll meet HR staff members who have specific subject matter expertise to answer your questions and provide assistance to you in the future.

Scheduled from noon-1 p.m. at the Frist Campus Center Multi-purpose Room, featured topics this fall include managing the new workforce, understanding the reclassification process, learning how to calculate vacation accruals, and conducting effective telephone references.

For dates and a complete list of sessions, please turn to our calendar on page 4. You can register for as many matinees as you like at www.princeton.edu/training.

Click on the drop-down option for the HR Learning Curriculum. Register early! Sessions are limited to 30 participants.

Feel free to bring your lunch—we’ll provide beverages and snacks.

For more information or to suggest a topic for our spring sessions, contact Mo Imbrenda, 8-8774, mimbrend@princeton.edu, or Nicole Klein, 8-9105, niklein@princeton.edu.

Congratulations to the employees who recently completed the Management Development Certificate Program.

Back row from left: Diane Cook - Health Services, Gina Baral Abrams - Health Services, Joyce Bell - Library, Joe Donigan - Loans and Receivables, Trudy Jacoby - Art and Archaeology, Jan Luse - Loans and Receivables, Stacy Smith - Development Research, Laura Cummings-Abdo - Center for Information Technology Policy, Frank DiDonato - Central Campus Grounds Shop, Melissa Lee - WWS, Laurel Cantor - Communications, Sean Smith - Public Safety, Pat Pokrocos - HR, Charlayne Beavers - OIT, Brian Mohr - Geosciences.

Third row from left: Kim Meszaros - Athletics, Julie Angarone - Art and Archaeology, Patricia Weiss - Chemical Engineering, Pam Slater - Housing, RoseMarie Stevenson - Psychology, Lauren Robinson-Brown - Communications, Patrice Gensel - Princeton Neuroscience Institute, Angela Francis - Development Events, Abelia Rice - Development Information Systems, Kathy Haeney - Development Information Systems.

Second row from left: Andrea Stearly - Conference and Event Services, Michael Yoon - University Services, Linda Recine - Dining Services, Terri Vandergrift - Public Safety, Mindy Lipman - Astrophysical Sciences, Victoria Dorman - Engineering, Mo Imbrenda - HR.

Front row from left: Lisa Scalise - Graduate School, Jessica Walter - Development Services, Kathy Nishi - VP for Development, Andrew States - Lewis-Sigler Institute for Integrative Genomics, Janis Runkle - Health Services, Jayson LaSage - Career Services, Nicole Klein - HR.

Not pictured: Mary Brone, Jennifer Cole, Jana Dodrill, Keith Espouse, Josue Lajeunesse, Noorooce Rice, Mary Santay, Joanne Sismondo, Dan Slabodien, and Kelly States.
**From A to Z: TRAINING CLASSES**

Advance registration is required at www.princeton.edu/training. All classes meet at 7 New South unless otherwise noted.

- **Adapting to Change**
  - Tuesday, October 7
  - 8 a.m.–noon

- **Coaching Others Toward Improvement**
  - Wednesday, September 24
  - 1–5 p.m.

- **Friday, December 12**
  - 8 a.m.–noon

- **Coffee Talk Meetings (for certificate enrollees and graduates)**
  - Thursday, October 16
  - 9–10 a.m.
  - 215 Nassau Hall

- **Friday, November 21**
  - 9–10 a.m.
  - 215 Nassau Hall

- **Wednesday, December 17**
  - 9–10 a.m.
  - 207 Nassau Hall

- **Communicating with Others**
  - Monday, December 1
  - 1–5 p.m.

- **Conducting Effective Interviews (hiring managers only)**
  - Tuesday, October 28
  - 9 a.m.–4 p.m. (includes lunch)

- **Developing and Delivering Successful Presentations**
  - Wednesday, November 5
  - 9 a.m.–noon

- **Getting Started as a New Manager**
  - Friday, November 7
  - 8 a.m.–noon

- **Guiding the Development of Others**
  - Wednesday, October 15
  - 1–5 p.m.

- **How to Find the Right College for Your Child and the Money to Pay for It**
  - Thursday, September 25
  - Noon–1 p.m.
  - Frist Campus Center

- **Inside the Admission Office: How Colleges Decide Who to Admit**
  - Tuesday, October 14
  - Noon–1 p.m.
  - Frist Campus Center

- **Leading Change**
  - Tuesday, October 14
  - 8 a.m.–noon

- **Leading with Emotional Intelligence**
  - Thursday, December 18
  - 9 a.m.–noon

- **Legal Aspects of Supervision**
  - Wednesday, September 17
  - 1–5 p.m.

- **Wednesday, October 29
  - 9 a.m.–1 p.m.

- **Wednesday, November 19
  - 1–5 p.m.

- **Leveraging Diversity: Challenges and Opportunities**
  - Monday, September 22
  - 1–4 p.m.

- **Monday, October 27
  - 1–4 p.m.

- **Thursday, November 20
  - 9 a.m.–noon

- **Leveraging Diversity: Part II**
  - Monday, September 22
  - 9 a.m.–noon

- **Monday, October 27
  - 9 a.m.–noon

- **Thursday, November 20
  - 1–4 p.m.

- **Lunchtime Matinees**
  - All sessions (indented below) meet from noon to 1 p.m.
  - Friday, October 17
  - Frist Campus Center, Multipurpose Room

- **Preparing for 2020: Competencies Needed to Manage the New Labor Force**
  - Thursday, September 18

- **Understanding the Reclassification Process**
  - Monday, October 13

- **Understanding Vacation Accrual and Calculation**
  - Friday, September 20

- **Managing in a Union Environment**
  - Monday, October 13

- **The Value of Setting Performance Expectations and Providing Regular and Direct Feedback**
  - Tuesday, November 4

- **Conducting Effective Telephone Interviews**
  - Thursday, December 4

- **Management Style Effectiveness**
  - Thursday, November 13
  - 1–5 p.m.

- **Manager’s Role in Customer Service**
  - Tuesday, September 23
  - 1–4:30 p.m.

- **Managing Effective Interactions**
  - Monday, October 20
  - 1–5 p.m.

- **Tuesday, November 18
  - 1–5 p.m.

- **Managing Performance Problems**
  - Wednesday, November 17
  - 1–5 p.m.

- **Motivating Others in the Workplace**
  - Thursday, September 18
  - 8 a.m.–noon

- **Organizing Your Workday with Time, Task, and Email Management Using Microsoft Outlook Exchange**
  - Thursday, October 30
  - 9 a.m.–noon

- **Performance Management: Appraisals and Setting Expectations**
  - Friday, October 10
  - 8 a.m.–noon

- **Wednesday, November 12
  - 1–5 p.m.

- **Tuesday, December 16
  - 1–5 p.m.

- **Practical Advice for Dealing with the High Cost of College**
  - Thursday, November 13
  - Noon–1 p.m.

- **Frist Campus Center**

- **Strength Deployment Inventory (certificate graduates only)**
  - Wednesday, December 10
  - 1–5 p.m.

- **NEW Strength Deployment Inventory: Applications and Insights (certificate graduates only, prerequisite: Strength Deployment Inventory)**
  - Thursday, October 2
  - 8 a.m.–noon

- **NEW Write or Wrong: Improving Written Communication**
  - Thursday, October 16
  - 9:30 a.m.–noon

- **Thursday, November 13
  - 9:30 a.m.–noon

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**OTHER IMPORTANT DATES**

- **Fall Mammography Screening Program**
  - Monday–Friday, October 20–October 24
  - By appointment only for female employees, 35 and over.
  - Mailing scheduled to be mailed to home address around October 1.

- **CAREBRIDGE SEMINARS**
  - Time Management for Family Rush Hours
  - Wednesday, September 17
  - Frist Campus Center
  - 10–11 a.m.
  - Multipurpose Room C

- **Identity Theft and Managing Your Credit Card**
  - Wednesday, October 22
  - Frist Campus Center
  - 10–11 a.m.
  - Multipurpose Room C

- **Relaxation Exercises That Work**
  - Wednesday, November 19
  - Frist Campus Center
  - 10–11 a.m.
  - Multipurpose Room C

- **This seminar is a repeat of a prior year.**

- **Long Distance Caregiving for an Aging Parent**
  - Wednesday, December 17
  - Frist Campus Center
  - 10–11 a.m.
  - Multipurpose Room C

- **COMPENSATION INFORMATION**
  - Reclassification Reviews
  - Sunday, November 30
  - Deadline for requests submitted by office head

- **Special Performance Recognition Awards**
  - Wednesday, December 31
  - Deadline for nominations submitted by senior officer or chair

- **Princeton University’s United Way Campaign**
  - November 12 through December 3

- **United Way Volunteer Kick-off Breakfast**
  - November 12
  - 9:15–10:15 a.m.
  - Fields Center
  - Contact Zia Bartley, 8-9149, zbartley@princeton.edu, if you wish to be a volunteer