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New Contribution Limits for Tax-Deferred Retirement Savings

By participating in the 403(b) and 457(b) salary deferral plans, employees receive favored tax treatment on income directed into retirement savings. For 2004, the maximum contribution to **each** plan will increase to \$13,000 (or \$16,000 if you are age 50 or older). If you participate in both plans, you can defer up to \$32,000 towards your retirement with tax-free dollars! (You may also be eligible for other catch-up contributions – contact the Benefits Department at 581-7447 for more information.)

Even though the contribution limits change each year, your payroll withholdings increase only if you specifically advise us to adjust the amount on a Salary Reduction Agreement form. You can find the form online at www.hr.utah.edu/forms or by contacting the Benefits Department.

If you are not currently participating in one of these tax-deferred retirement plans, contact the Benefits Department to obtain enrollment information. It's never too early or too late to start saving for your retirement!

The 2004 compensation limit allows employer-paid retirement contributions to be made on your earnings up to \$205,000 (or \$305,000 if you were hired before January 1, 1996) although the employers contribution amount cannot exceed \$41,000 in 2004.



For more information about *HR Connection*, please contact Thuy Nguyen at 585-6898 or email thuy.nguyen@hsc.utah.edu.

e-Recruit online Application Coming Soon!

Human Resources will be implementing a new and improved online employment application in early November 2003. This application is part of the eRecruit system provided by PeopleSoft.

NEW FEATURES FOR APPLICANTS

The application will feature a new job list that allows candidates to filter open positions by job category, location, or key word. Once candidates have applied through eRecruit, they will be able to update an existing application, create customized applications for different jobs on different dates, include resume or cover letter text, and view their application history online.

NEW FEATURES FOR DEPARTMENTS

The eRecruit application will also streamline the recruiting process for hiring managers and Human Resources. The University's current online application requires applications to be manually entered into PeopleSoft each time a candidate applies for a job. With eRecruit, this process will be eliminated, which will enable hiring managers to view qualified applications at least 1-2 days earlier.

Human Resources and ACS are also working together to implement an online position requisition that will enable hiring managers to enter position information online. This will replace the current system which requires managers to complete paper requisitions that must be manually entered by HR. The online position requisition will be launched after the online application. The eRecruit application and requisition will allow hiring managers to fill critical positions more quickly through expedited job postings and efficient delivery of qualified applicants.



As these systems are made available, HR Service Teams will be available to answer questions and provide training. Welcome to the future of recruiting at the U!

U CAN CHANGE THE FUTURE! **Campaign for our Community**

Do you want to lend a helping hand but don't have the time? Then donate to the annual Campaign for Our Community (CFOC). This fundraiser is the University of Utah's campus-wide effort to help families, friends and neighbors in need. Campaign materials have been sent to you via campus mail. Please take a moment to read the materials. A few minutes of your time and donating as little as \$1.00 can help someone in need. Please visit CFOC's web site at www.cfoc.utah.edu for more information.



ORGANIZATIONAL DEVELOPMENT SERVICES

Strengthening Performance Together

It's not too late to
enhance your professional
and leadership skills.
Register on-line today at
www.hr.utah.edu/ods or
call 585-2300.

NOVEMBER

<u>DATE</u>	<u>WORKSHOP</u>	<u>TIME</u>
11 Tuesday	Methods and Tools for Process Improvement	9:00 - 5:00
12 Wednesday	Strategic Planning	9:00 - 5:00
13 Thursday	Meeting Management	9:00 - 1:00
14 Friday	Sexual Harassment and Americans with Disabilities Act Workshop for Supervisors and Managers	1:30 - 2:30
18 Tuesday	Effective Decision-Making	9:00 - 1:00
19 Wednesday	Working with Difficult People	9:00 - 1:00
20 Thursday	Diversity Awareness and Sensitivity	9:00 - 10:00
20 Thursday	Navigating Communication Skills	9:00 - 1:00

DECEMBER

<u>DATE</u>	<u>WORKSHOP</u>	<u>TIME</u>
2 Tuesday	Giving and Receiving Difficult Feedback	9:00 - 1:00
2 Tuesday	Presentation Skills	9:00 - 1:00
4 Thursday	Conflict Management	1:00 - 5:00
9 Tuesday	Calming Upset Customers	9:00 - 1:00
9 Tuesday	First Line Fundamentals - A Policy Primer for Supervisors	1:00 - 3:30
10 Wednesday	Interpersonal Communication	1:00 - 5:00
11 Thursday	Customer CARE	9:00 - 1:00
11 Thursday	Total Quality Management	9:00 - 1:00
16 Tuesday	Team Communication Skills	9:00 - 1:00
16 Tuesday	Conducting Performance Evaluations - Hospital and Clinics	9:00 - 1:00
17 Wednesday	Managing Employee Performance	9:00 - 1:00
18 Thursday	Conducting Performance Evaluations - Campus Departments	9:00 - 1:00
18 Thursday	Business Writing	9:00 - 1:00

2003 STAFF SERVICE AWARDS

This year's Staff Service Awards will honor 103 employees who have dedicated a combined total of 2870 years of full-time service to the University of Utah. These 103 employees will be recognized for their commitment and contribution to the University of Utah at a special luncheon with President Bernie Machen on November 13th at the Officer's Club at Fort Douglas .

25 YEARS

<u>NAME</u>	<u>DEPARTMENT</u>	<u>NAME</u>	<u>DEPARTMENT</u>
Linda Adams	Middle East Center	Suzanne A. Jones	Registrar's Office
Leslie A. Allaire	Meteorology	Linda Krause	Ob Diagnostic Center
Kathy Jean Anglesey	Cardiothoracic Division	Raymond M. Lambert	Geology & Geophysics
Clint R. Bailey	Marriott Library	David R. Langton	Energy & Geosc Inst
Ralph Boren	Registrar's Office	Marie H. Larsen	Registrar's Office
John W. Boswell	Admissions	Carolyn I. Lashlee	Radiology HOSP
MaryBeth M. Bowman	Radiobiology	Toni L. Lehtinen	Vp For Development
Patricia A. Bryner	Information Technology Service	Joan Levy	Marketing and Communications
Joseph F. Buchanan	Marriott Library	Alayne A. Merritt	Research Accounting
Nedra J. Carroll	Infectious Disease Clinic	Dean R. Mong	Custodial - Area 3
Craig S. Cook	Biology/Ehleringer Lab	Jean A. Mueller	Health Sciences Development
Ernest E. Dall	HTWHVAC Division	Roger Lee Nafus	Engineering
Susan A. Dean	Office of the Sr VP Health Science	Frances F. Nilson	College of Social Work
Erma J. Decaria	Delivery Room	Stacey S. Oliver	Research Accounting
Robert B. Deeter	Dialysis Program	Margaret D. Olsen	University Writing Program
Matthew C. Delong	Physics	Jay I. Olsen	Medicinal Chemistry
Samina Ditta	Nutrition Care Services	Robert W. Peterson	Campus Design & Construction
Kaelyn C. Fife	Master'S Program (Sch Of Bus)	Colleen Pierce	Pioneer Theatre Company
Brenda I. Fish	Cardiology SOM	Alice R. Reis	Ben-Early Retirement
Mary F. Francey	Utah Museum Of Fine Arts	Kathrine Schmitz	Admin Patient Care Services
Karen M. Gollaher	Cardiology SOM	Mark S. Solum	Chemistry
Ursula E. Hanly	Anthropology Department	Gayland W. Sorensen	Custodial - Area 2
Anne Hansen	Kidney Acquisition	John Spafard	Pioneer Theatre Company
David B. Heaps	Investment Manager	Joan B. Stevens	Anesthesiology SOM
Craig C. Herzog	Pharmacy	Harry R. Stout	Custodial - Area 1
Lynn B. Higgs	Physics	Jennifer E. Swenson	Marriott Library
Renate M. Hulen	Poison Control Center	Arthur J. Swindle	Health Sciences Development
Richard L. James	University Student Apartments	Linda W. Vanorden	Biochemistry
Marjorie A. Jensen	Graduate School	Norma M. Wills	Human Genetics

30 YEARS

<u>NAME</u>	<u>DEPARTMENT</u>	<u>NAME</u>	<u>DEPARTMENT</u>
Philip V. Bernal	Utah System of Higher Ed	Kent D. Curtis	Public Safety
Anne L. Brillinger	Office of the Sr VP Health Science	Frank D. Dotterer	KUED
Carrie L. Brooks	Marriott Library	Dorothy E. Greenland	Marriott Library
Kenneth J. Burton	Mines And Earth Sciences-Dean	Parivash Izadi	6 North
Don A. Carpenter	Utah System of Higher Education	Donna Jackson	Materials & Support Services
Scott C. Chaffin	KUED	Vicky M. Larsen	Anesthesiology SOM
Robert J. Courtney	Alcohol Clinic	Ben L. Lemmon	Associate Vp, Facilities Mgt
Deborah J. Crail	Marriott Library	Norma Lingwall	Community Clinics Redwood

30 Years continued

<u>NAME</u>	<u>DEPARTMENT</u>
J. Ryck Luthi	University Union (Day Staff)
Steven L. Mitchell	Public Safety
Barbara R. Mooney	Admin Med Dir
Stephen L. Moulding	Ben-Early Retirement
Bradley R. Nelson	HIPAA Privacy Office
Zinat Parvez	Nbicu
Mary A. Payne	Materials & Support Services
John H. Richards	Publication & Printing Services
Laura Lee Robson	Admin Planning/Space
Mario Rodriguez	Network & Communication Svcs

<u>NAME</u>	<u>DEPARTMENT</u>
Julie Ann Romans	Ben-Early Retirement
Brian W. Salisbury	Public Safety
Christine Simmons	Environmental Services
Nancy R. Smith	Marriott Library
Craig P. Stapley	Admin Computing Services
Kenneth L. Tuddenham	Marriott Library
Terry K. Turner	Admin Clinical Svc
Linda W. Twitchell	Bioengineering
Ruth Urry	Marriott Library
Susan Williams	Nutrition Care Services

35 YEARS

<u>NAME</u>	<u>DEPARTMENT</u>
Robert B. Brown	Custodial - Area 4
Catherine B. Crawford	Bureau Of Econ & Bus Research
Gary P. Fannin	Electronics Shop
Carlene T. Gillett	Physiology
Helen B. Lacy	Office of Information Techn.
Rick M. Mortensen	Dept. of Animal Resources
Roscoe G. Pixton	Community Clinics Billing
Ronald J. Pugmire	Vp For Research
William C. Shiflett	HTW Plant
Kurt Stauffer	Nutrition Care Services
Dennis Van Roosendaal	Purchasing CAMPUS
Marjean Wood	Ben-Early Retirement

40 YEARS

<u>NAME</u>	<u>DEPARTMENT</u>
Carlyel Farnes Clarke	Purchasing CAMPUS



Getting the most from your exercise program

James E. Graves, Dean - College of Health

Most of us recognize that there are certain benefits from participating in physical activity on a regular basis. Exercise can reduce risk factors for health problems such as heart disease, hypertension, diabetes, and osteoporosis as well as improve functional capacity that contributes to the ability to perform activities of daily living. The health benefits associated with physical activity can improve quality of life for individuals of all ages and fitness levels.

What many of us do not recognize is the need to engage in a variety of physical activities to maximize the benefits we enjoy. Aerobic activities such as running, swimming, hiking, and cycling are required to develop cardiorespiratory capacity or endurance. Resistance exercises like weight lifting and calisthenics (push-ups, pull-ups, sit-ups, etc.) are required to develop muscular strength, and flexibility exercises such as stretching, yoga, or pilates are required to develop and maintain flexibility. Participation in only one kind of physical activity will result in only one kind of benefit.



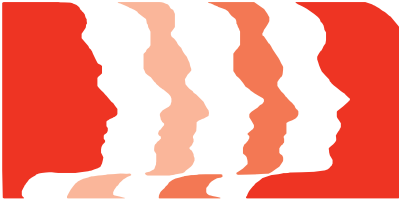
Getting the most from your exercise program continued on page 6

The American College of Sports Medicine recommends that people participate in a well-rounded exercise program that consists of a variety of activities. Exercises to develop cardiorespiratory (aerobic) fitness should be completed three to five times per week for twenty to sixty minutes during each exercise session. The length of the aerobic activity depends on the exercise intensity. More strenuous aerobic activity can be performed over a shorter period of time to obtain the same benefit as longer exercise performed at a lower intensity. Muscle strengthening exercises should be completed two to three times a week. One set of eight to ten different exercises should be performed to condition all of the major muscle groups. The number of repetitions completed per exercise ranges from 8 to 12 for young and middle-aged individuals to 10 to 15 repetitions for older adults or individuals who are deconditioned. Flexibility exercises should be incorporated into the over all fitness program and performed a minimum of two to three times a week. Stretching exercises are a good way to warm up and cool down from either aerobic exercise or resistance exercise.



People often ask whether these different kinds of activities must be performed in a certain order, or during a specific time of day, or during the same or separate exercise sessions. The answer to this question is there is no one routine or schedule that is necessarily better than another. Things to consider are convenience and availability of facilities. A schedule that works well for you will be easiest to stick with over time. It is important to recognize that at least one days rest between exercise sessions is important when participating in strenuous physical activity. One can certainly engage in aerobic activity, however, during the recovery period from a strenuous weight work out. Seeking ways to increase the overall level of physical activity such as walking short distances and taking stairs instead of elevators can contribute significantly to the overall benefits of a structural exercise program.

Faculty and staff at the University of Utah, UU Hospitals and Clinics, and Primary Children's Medical Center and Clinics who are interested in beginning an exercise program may contact the PEAK (Performance Enhancement through Applied Knowledge) Academy at 585-7325. The PEAK Academy offers a variety of fitness classes and cholesterol screening. Remember, it is always a good idea to consult with your primary physician before engaging in a new exercise program.



Staff News at the "U"

brought to you by UUSAC

UUSAC President's Message

**UUSAC Welcomes You and Needs Your Participation:
We never cut corners in addressing your concerns or withhold our joy
in celebrating "your" success!**

Aaron White, President, UUSAC

We want to hear from you:

The University of Utah Staff Advisory Council (UUSAC) strives to serve you! Please contact me or one of our Executive Board Members to talk about any aspect of university life that you feel might be improved, praised or further developed. We work on your behalf and are always interested in hearing from you.

Here's our website: www.utah.edu/uusac/

Here's what we do for you:

- ◆ We set aside one-half hour in every UUSAC Board Meeting for any incoming concerns or questions. We take action.
- ◆ We work with other organizations on campus on your behalf. These groups include: Human Resources, the President's Office, the Board of Trustees when necessary and any and all policy making entities at the University of Utah (e.g. Academic Senate, Curricular Councils, Institutional Policy and Procedures Offices).
- ◆ We will schedule a personal meeting with you or your department, if you request such a meeting.

**We need you to work with us!
We need you to take a minute to let us know how things are going.**

UUSAC Executive Committee

Aaron White	President	581-8518
Marcus Trinite	President-elect	297-4911
Sandy McLelland	Secretary/Treasurer	581-7974
Mark Stevens	SWAB	581-8292
Sheri Gordon	Communications	587-9619
Kathy Marlock	Communications	585-9876
Christi Neal	Legislative Issues	585-5030
Christine Boone	Recorder	585-3952

If you have story ideas or comments regarding information in this publication, please contact Sheri Gordon or Kathy Marlock. Visit UUSAC's web site at www.utah.edu/uusac/

UUSAC Newsletter Committee

Sheri Gordon	Co-chair	587-9619
Kathy Marlock	Co-chair	585-9876
Wendy Bailey		585-5932
Joan Christensen		581-6849
James Collins		581-7935
Robbi Dewey		581-3857
Juli Genovesi		581-7390
Jim Grierson		585-0627
Melissa Hall		581-8302
Sandy McLelland		581-7974
Thuy Nguyen		585-6898

WE ARE ALL NEEDED IN CREATING WINNING TEAMS

**Mark Stevens, Chair
Salaries, Wages and Benefits**

The week before the Oregon game I noticed that USA Today listed the University of Utah football team as a 21/2 point *underdog*. Given it was a long day, and I didn't have time to catch it all, I was looking forward to learning more about the outcome. When I woke up the next morning and caught the score: Oregon 13, Utah 17, I thought of the predicted point spread and the part of the game that I did catch. Not being on the field, it seems to me that the team repeatedly plays their hearts out for Urban Meyer. As far as I know, the football team is one of the most diverse groups on campus. The way that Coach Meyer brings everyone together and inspires them to perform with the feeling of *esprit de corps* absolutely amazes me.

It reminds me of the time that I was in high school and played football for Coach Bob Halgren. Coach Halgren retired the year that I graduated. When he first came to Charlo he was blessed with a bunch of big farm boys that could literally run over *anyone*. As the years went on, his teams kept getting smaller. Coach Halgren was a real innovator on the high school football field and his teams went eight years *without losing a game*.

While I don't know Coach Meyer, I'm familiar with successful coaching. When I reflect on what makes a great team I think first, everyone knows their job on the field. Second, great teams tend to have successful coaches who know how to listen to team member's concerns and suggestions. Third, good coaches always help their team members with life issues - on or off the field. Fourth, great teams are characterized by people who know how to reach out to teach other, on or off the field. All this results in great teams scoring! Sometimes, in an awesome way!

I hope our U of U supervisors think of themselves, now and then, as coaches. I hope they think about how well everyone is performing. I like to ask if my team is winning and if I can contribute to the achievement of success. In the same way that it's a good feeling to walk off the field from a successful game; I think it's a great feeling to go home at the end of the day with the feeling you are part of a team that contributes to the overall success of the university. This is my hope for all staff members at the "U." Afterall, we're all needed if we're going to create a winning team called the University of Utah.

Looking Forward After A Satisfying "U" Professional Life

It is with mixed emotions that I retire from the University of Utah. It has been a wonderful 15 years for me as the Assistant Director for Resident Life at Student Apartments. Working with the Resident Assistants, Community Safety Patrol, and Resident Council as well as all of the residents and families is probably the greatest work the University can offer.

Being able to further my education has also been a great opportunity. I am always impressed with the staff members who attend classes. I would encourage everyone to take at least one class while working here. It is a great experience!

In my position, I have had many opportunities to serve the university in volunteer positions. As Chair for the Campaign for our Community, I was able to work with the charitable organizations and other staff members toward serving those less fortunate in our community. It was a great year of success!

As a member of an international university housing organization, I was able to hold many Leadership positions. This would never have happened had I not been here at the University of Utah.

And last but not least, being a member of UUSAC has been a highlight. The work this group does is so vital in promoting important issues for the benefit of staff members of the University. Those who serve their fellow staff colleagues deserve a huge thank you. Getting involved in volunteer work makes a world of difference in the quality of your career.

I am sure my time spent at the University has been exceptional because of the exceptional staff members employed at University Student Apartments and the University at-large. I will miss all of this and all of you as I go on into another phase of my life.

Thanks for being part of a great time!

Sincerely yours,
Katherine Carr

You Want a Pay Increase? Make Some Noise!

Christi Neal, Chair of UUSAC Legislative Issues Committee

Whether or not you are interested in what happens on Utah's Capitol Hill, "How do you feel about Arnold the Terminator as Governor?" It might be time to think more about the issues, values and personalities in Utah politics that affect our lives. As a higher education staff member, probably you know this already. We see it in our paychecks. Where have the cost-of-living increases been for the last three years? The powers that be at the University of Utah have not been holding out on us, I can assure you. So where is the money? Well, that's a good question. Someone has it and we want it. Let's face it: we *need* it. The time is now. I am concerned that many employees at the "U" don't feel valued especially by our state representatives. I am concerned that given the reduced funding which has occurred over time, the lack of pay raises is taking a toll on employee morale.

The University of Utah receives money from the state. That money is controlled by the legislature, which is comprised of our very own elected officials. It is far-fetched to be influential in their decision making process. only hurting ourselves.

So what are we supposed to do? Go to the U? For ourselves? Well, yes! Times are tough, own best advocates. We need to make some

There are two simple steps I would like for each support of the state legislature, we have to concerns are heard. The best part of this is you can help yourself and all U staff:



say that "we control them", but we can However, when we remain silent we are

state capitol and demand money for the and like it or not, we need to be our noise!

staff member to take. To gain the ensure that our higher education that is it easy to do. Here are two ways

1. **Find** out who on The Hill is representing you. Call your county clerk's office or log on to www.utah.gov.
2. **Call** your elected officials and let them know that you are a higher education staff member and a voter. Feel free to voice your concerns and ask questions. They will listen.

Also, the Legislative Issues Committee is planning a Staff Day at the Capitol, which will likely take place in early February 2004 (details will follow in future publications). To have an impact, we must go to the capitol and ensure we are seen and heard. Imagine a large number of higher education advocates converging on the Capitol and speaking with legislators about higher education issues. They will take notice!

I have this idea of all of the U's staff getting involved to make a positive change for ourselves. By communicating with our state representatives we have the chance to influence their perception of who we are and to make ourselves a priority on their agendas. As Chair of the Legislative Issues Committee for UUSAC, I see the employees at the U as some of the most dedicated and diligent people I have ever known - and we deserve better. We can make those who hold the purse strings see that, too, but we have to make our voices heard.

- Almost everyone knows that you largely get what you pay for in the marketplace. To continue providing a high quality product – aka a university education – the University of Utah needs more funding to ensure that high quality staff, faculty and administrators work at the "U."

For those who may not be aware of the positive contributions the U makes to the state, as well as the challenges facing this organization, take a moment to consider the following:

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The value of higher education in Utah:

- In Utah's nine public institutions of higher education, there are 43,296* employees.
- The University of Utah employs more than 18,000** persons who support the state through tax dollar contributions; we do our part in helping to sustain Utah's economic base and we take pride in the contributions of our organization.

The challenges facing the U and how you can help the state work with us:

- Almost everyone knows that you largely get what you pay for. To continue providing a first-rate product – a university education, top-notch medical facilities, and cutting edge research – the University of Utah needs more funding to ensure that high quality staff, faculty, and administrators work here.
- The cost of employee benefits continually increases thereby challenging the institution to sustain strong service.
- Therefore, legislative monies are needed to function in the manner befitting the state's flagship institution, the University of Utah.

Imagine, if 18,000 employees called their legislators and took a trip to the state Capitol to try to build a bridge between “us” and “them” – what a difference we can make!

*Source: *Utah System of Higher Education, Data Book 2003-2004, Table 1, USHE Employee FTE Count for Fall, 2002.*

**Source: *Working for Utah*

Investing for Retirement

What's the biggest factor in long-term investment performance?

It's easy to think that a sound strategy for strong long-term investment success depends on making the right picks at the right time. But such an approach would rely on luck more than it would on skill. Studies of long-term investment success have found that careful, consistent *asset allocation* – not individual stock-picking or market timing – was responsible for most of the gains in an investment portfolio. Experts claim that over 90 percent of your long-term return depends on asset allocation.

What is asset allocation?

An asset class approach to investing means dividing your funds among different asset classes: equities (stocks), fixed-income (bonds and money market), real estate and guaranteed investments. Depending on economic and market conditions, you should apportion a percentage of your investment money into different asset classes. To get the best result for the long-term, financial experts recommend *that you use a broadly diversified investment strategy.*



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How can diversification make a difference?

Diversifying or spreading your investment funds among different *asset classes* rather than specific securities in one class—e.g., different types of individual stocks—may provide stronger overall returns over time. That's because different asset classes are affected differently by changes in economic and market conditions. In other words, the upward movement of the asset class of stocks may offset the downward movement of another class like bonds or real estate. Of course this depends on what's happening in the economy at a given time.

How do you choose the best asset allocation strategy?

Finding the right allocation mix depends on your tolerance for risk and how long you need to be invested. You need to determine how much investment *volatility* (potential for loss) you can tolerate, given your age, and your goals. Based on these factors, you should choose a mix of investments that represents a combination of asset classes best suited to your needs. It's also important to evaluate your portfolio from time to time, to see if your allocation strategy is appropriate for you. Keep in mind, that diversification does not guarantee against loss.

Where can I find examples of asset allocation models?

You can find sample portfolio models by logging onto www.tiaa-cref.org at the TIAA-CREF Web Center, where you have secure access to an Asset Allocation calculator. Professional Consultants at TIAA-CREF (800 842-2776) are also available to help you with any questions you might have regarding your asset allocation decisions.

TIAA-CREF is one of the five investment companies the University contracts with to administer our supplemental retirement plans. Our other investment companies include: Fidelity, Valic, Zurich-Kemper, and Met Life. All our investment companies provide these planning services by internet, phone or individual counseling sessions for your convenience. For more information about the plans or to obtain an enrollment packet, please contact the University Benefits Department at 581-7447.

Heart-to-Heart Staff-to-staff Holiday sharing For valentine's day!



Starting January 5 through February 9, 2004 UUSAC will be collecting canned goods and grocery store gift certificates to put into gift baskets for our own U of U staff members as a way to say, "you are appreciated!" **All program and department names will go into a hat for a random drawing; the baskets will be delivered to the staff in those areas, just in time for Valentine's Day!**

Please watch for the donation boxes in your work areas and around the campus! If you wish to contribute, financially, or send a grocery store gift certificate feel free to send them either to: Sheri Gordon, in the Technology Transfer Office (TTO) at 615 Arapeen Drive, Room 110, (Phone 7-9619), OR to Kathy Marlock, Office of Undergraduate Studies 130 Sill Center, (Phone 5-9876).

What better way to say, we are all part of the same campus family, and thank you, we care about you!

2003 University of Utah Holidays

Thursday, November 27	Thanksgiving Day (<u>PPH</u>)
Friday, November 28	Day after Thanksgiving
Thursday, December 25	Christmas Day (<u>PPH</u>)

If employed by January 1, 2003, **two personal preference days** must be taken before December 31, 2003.

PPH: Premium Pay Holidays for University Hospital Staff.

OTHER ADDITIONAL CLOSINGS

Wednesday, December 24	Christmas Eve*
Friday, December 26	Day after Christmas*

*The additional closings do not apply to employees of University Hospitals and Clinics and identified employees in Health Sciences departments, and other departments providing critical services.

DIVISION OF HUMAN RESOURCES DIRECTORY OF DEPARTMENTS

WEB ADDRESS: <http://www.hr.utah.edu>

420 Wakara Way, Suite 105

Telephone

FAX

Administration	581-7832	581-8481
Benefits	581-7447	585-7375
Organizational Development Services	585-2300	581-8481
Compensation	581-6206	581-8481
Employee Relations	581-5469	581-4286
Employment Office	581-2169	581-4579
HR Information Systems (HRIS)	See Web Directory	581-5571
Nesco Resource	585-1678	581-5571
Service Teams	See Web Directory	581-5571

Park Building

Equal Opportunity & Affirmative Action	581-8365	135 Park	585-5746
VP for Human Resources	585-0928	208 Park	581-5674

Employee Service Centers

UHOSP A024	585-5074	7:30 a.m.-3:00 p.m.	585-5144
135 Park Building	581-8365	8:00 a.m.-5:00 p.m.	585-5746