A New Model for Performance Feedback 

and Leadership Development

Colgate University has been examining a new leadership development tool called 360 degree feedback (also known as multi-rater feedback) for members of the President’s Staff. This tool allows an individual to receive feedback from those they work with, including his/her supervisor, direct reports, colleagues, internal customers and others. This feedback is then used for employee development purposes rather than for performance review and/or pay decisions. The feedback goes only to the individual and serves as a supplement to the supervisor’s performance review - providing insights into performance that a supervisor might not normally observe.

Colgate began exploring the use of this tool in the spring as a way to determine what types of leadership development might support changes in our organizational culture. In addition, President Chopp believed that her staff should model feedback and its use in performance development. President Chopp and Mark Spiro both offered to participate in a pilot test of the project.

A consultant, Celia Couture, from CC Management Consulting was hired to work with us. She designed and administered the web-based tool which guarantees that the responses are anonymous. President Chopp and Mark Spiro each selected participants to provide feedback based on the behavioral competencies they helped identify as important in their positions. The data were then compiled into confidential reports (any identifying information is removed) which were provided to Rebecca and Mark. Celia visited campus for several days, meeting with each of them to review the data, to facilitate feedback sessions between each participant and his/her direct reports, and to develop individual performance action plans. Once all members of the President’s staff have gone through the process, the data can also be used to create team training and development opportunities.

While Celia was on campus, she also spent time with me, training me to facilitate this process with the other members of the President’s Staff. I have already participated in Mark’s 360 as one of his direct reports and next I will participate in my own 360 so that I can experience the process first hand.

This process will only be implemented at the top levels of the organization, however, some of you may be asked to participate as a feedback provider. I encourage you to be open, honest and balanced in your evaluations. The information contained in the feedback report will give individuals a more accurate and well-rounded picture of their overall performance than feedback they have received from their supervisor alone, making the information more useful for both career and personal development.

by Amy Diamond Barnes
What is SPAM?
This story is about SPAM. SPAM is defined as flooding the Internet with many copies of the same message, in an attempt to force the message on people who would not otherwise choose to receive it. Most SPAM is commercial advertising, often for dubious products, get-rich-quick schemes, or quasilegal services. There are a number of dedicated SPAM operations flooding the net with unwanted junk mail from known, fixed locations. Many network administrators filter out all connections from these so-called spamhaus operators.

Spammers use relays to increase the number of messages they can spew. A lowly PC sitting at the end of a phone line can only pump out a limited number of messages. If, however, the spammer can grab hold of a high-powered host with a super-fast net connection, then they can push through hundreds of times more junk mail. Further, if the spammer can relay through several hosts in parallel, they can flood the net with extraordinary amounts of junk mail. The spammer credo is, “Why pay for expensive network and computer resources when we can just steal yours?”

They don’t care about your data, your software, who you are or what you’re doing. They just want to use YOUR computer and YOUR identification and the Colgate network. Network administrators and “SPAM police” point back to you and to Colgate. And when computers are infected or hacked, and flooding the Colgate network with viruses or non-Colgate traffic, such as credit card and pornographic SPAM -- no network can process the amount of traffic being generated by these attacks.

What can you do to reduce SPAM?
ITS reports that most (>95%) of the successful attacks on our computers could have been prevented through the correct application of basic security precautions. For our employees, we have begun to push updates and critical fixes to networked computers, and we continue to encourage students to keep their computers updated with legal versions of operating system, application, and antivirus software.

Other recommendations we have made for students and employees include:
- Use antivirus software. Be sure it is up to date and on-delivery and on-access scans are enabled.
- Be an alert user. If it doesn’t look legitimate, it probably isn’t. When in doubt, don’t open a message or click a link.

Never install software that has come to you via e-mail – ITS and vendors such as Microsoft will never distribute software or security patches or any executables via e-mail. If you receive something and you’re not sure about, please e-mail the Helpline – they can let you know if something is legitimate or not.
- Set passwords on all accounts (local and network). Do you know that many computers come with an “Administrator” account that has NO password and/or a “Guest” account that could have administrative privileges? That’s how hackers can gain control of your computer.
- Use good or strong passwords. Do you know that hackers and viruses run through entire networks in seconds, attempting to logon to personal computers using dictionary words and network usernames? You’re not secure if you don’t have a strong password.
- Freeware, shareware, media players, interactive content, and file sharing programs often come with spyware that allows third parties to collect and disseminate information about users. They can track your surfing habits, abuse your Internet connection by sending this data to others, profile your shopping preferences, hijack your browser start page or pages, alter important system files, and can do this without your knowledge or permission. It’s not the shopping networks we have to worry about; it’s the spammers and hackers. They’re using these technologies to hijack your computer!

What is ITS doing about SPAM?
ITS has responded to the events of the Fall ’03 semester by beginning the aggressive implementation of systems and services that will protect the Colgate network from attacks that affect performance. Operating system updates are being "pushed" to domain computers, virus scans are being run daily or more frequently by the McAfee ePO Agent, infected computers are being blocked from the network, the Colgate network is divided into subnets, and users must register in order to gain full access to the Colgate network.

These measures have had a tremendous impact on network performance, but client machines have continued to be threatened. Members of the Colgate community have voiced an increased concern over the amount of SPAM they have received in the past 6-8 months. ITS has responded. The upgrade to Exchange 2003 this past August brought with it client management tools that have enabled every user to implement client level “junk mail” or SPAM filtering options. At the same time, you should be aware that ITS implemented the Barracuda SPAM Firewall (http://www.barracudanetworks.com/products/) at the start of the fall 2004 semester. By being good network citizens, and installing and using legal software, we have been able to make a difference. In fact, more than 300,000 messages and 2,600 viruses have been blocked from hitting Colgate mailboxes. The bad news is that those same numbers of messages and viruses are still getting through.

And that’s why we’re not finished yet! You saw a message in early October that ITS has changed our outgoing e-mail server to SMTP.COLGATE.EDU. By changing how mail is processed we will be able to catch what’s getting through and be able to more effectively manage SPAM and virus attacks that spread through e-mail. For more information and tips on avoiding SPAM, visit http://www.barracudanetworks.com/resources/anti_spam.php
EMERGENCY CLOSING POLICY

Even in cases of extreme adverse weather, there is a need to continue essential services and to provide for the University’s residential students. Therefore, every effort will be made to maintain the University’s normal operations throughout the year. Normally, employees will need to make individual decisions, using personal vacation time or arranging for compensatory time with their supervisors, so that they may leave early in the event of weather conditions that make driving difficult.

Decisions to close the University will be made by the President or her designee. When there is a closing, the following local radio and television stations will be notified so that cancellation announcements will be broadcast:

<table>
<thead>
<tr>
<th>Station</th>
<th>Frequency</th>
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<tbody>
<tr>
<td>WSYR</td>
<td>570 AM</td>
</tr>
<tr>
<td>WHEN</td>
<td>620 AM</td>
</tr>
<tr>
<td>WIBX</td>
<td>98.7 FM</td>
</tr>
<tr>
<td>WFRG</td>
<td>104.3 FM</td>
</tr>
<tr>
<td>WMCR</td>
<td>106 FM</td>
</tr>
<tr>
<td>NPR</td>
<td>88.3 FM</td>
</tr>
<tr>
<td>WTVH</td>
<td>Channel 5</td>
</tr>
<tr>
<td>News 10 Now</td>
<td>Time Warner Cable</td>
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Early release from work due to extreme adverse weather (e.g. blizzard-like conditions) will be based on the state police weather information and road conditions and only after appropriate consultation. Requests for release of employees will be coordinated by the Human Resources Department and supervisors should not send employees home until an official announcement is made, unless, in their judgment, unusual circumstances require this action. Employees may leave work without an early release by charging the time off to accrued vacation. Full compensation will be paid for hours not worked during an officially announced early release, but no added compensation will be given to those employees who choose not to take advantage of the early release. Hourly employees who are required to work their regular shift when the College has been closed will be entitled to an equivalent amount of compensatory time off, at straight time, at a later date. Compensatory time will not be tracked by Human Resources or by Payroll. It will be each department’s responsibility to see that comp time gets used within one month of the emergency closing.

The notification chart in the "Emergency Response Plan" will be used to notify key personnel. In addition, departments should establish their own telephone calling chains for notifying employees of closings.

If an emergency closing occurs, employees will be excused with no loss of pay. However, if the University is not officially closed and an employee decides not to come to work or decides to leave early, that employee must charge the time off to accrued vacation, if any, or not be paid for the time missed. On occasions where severe weather conditions make it difficult for employees to report to work on time, they should notify their supervisor as soon as possible.

This policy does not apply to B&G, Athletics employees who are covered by the collective bargaining agreement, and other essential personnel.
Benefits Fair
Sponsored by Human Resources

**Date: Tuesday, November 9**

**Time: 10:30 a.m. - 1:30 p.m.**

**Location: Hall of Presidents**

<table>
<thead>
<tr>
<th>The following vendors will be present:</th>
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<tbody>
<tr>
<td>AAA Travel</td>
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<tr>
<td>American Heart Association</td>
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<tr>
<td>BTI Travel</td>
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<tr>
<td>Chenango Eye Associates</td>
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<tr>
<td>Chenango Nursery School</td>
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<tr>
<td>Consumer Credit Counseling Service of CNY</td>
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<tr>
<td>Excellus Blue Cross</td>
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<tr>
<td>First Source Federal Credit Union</td>
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**AFLAC Cancer Coverage Informational Meetings**
Presented by Mang Insurance Group
Learn what cancer coverage is and why it is important to consider.
Where: Clark Room
When: November 9 2:30 p.m.  November 15 10:00 a.m. 1:30 p.m.

**Lunch: 11:30 a.m.—1:30 p.m.**

**Door Prizes**

Grand Prize: Getaway weekend for two at Chestnut Inn.
Oquaga Lake, Deposit, NY.
This year Colgate celebrates 75 seasons of Ice Hockey which started in 1915!

You are invited to join the team and hockey supporters at the annual Silver Puck Banquet to celebrate our rich hockey tradition. The banquet will take place at 8:00 p.m. on November 6 in the Hall of Presidents at the Student Union Building. The cost for the dinner is $25. Please call Michelle Reese for a reservation – 315-228-7570.

Come show your support for our team and help us celebrate 75 seasons of Colgate Hockey!

Benefit for Dependents

Dependents (unmarried children) can remain on an employee’s health, dental and optional life insurance until the age of 19 or the age of 25 if they are enrolled as a full-time student at an accredited college or university. Please contact the Human Resources Department at ext. 7565 if your child did not return to college this year. COBRA continuation of coverage information will be sent to your child.

I would like to thank everyone at Colgate who sent cards and gifts during the recent passing of my father, Bill Wilcox. My family and I truly appreciated all the kind words and support that we received from the Colgate community.

Lori Godshalk and Family

Congratulations

Congratulations to Campus Safety Officer Gary Bridge! Gary recently graduated from the Otsego Law Enforcement Academy. For seven months he traveled to SUNY Oneonta spending Tuesday and Thursday evenings as well as all day Saturdays completing 680 hours of training.

Backyard Adventures

Backyard Adventures (BYA’s) are for faculty, staff, students, and community members who are interested in afternoon or day outings to explore the area and meet other members of the outdoor community. You may come to as many or as few backyard adventures as you like. No previous experience is necessary. All events are free and meet at Base Camp. PLEASE RSVP prior to the event.

Local Apple Orchard Trip and homemade apple crisp! - 12 noon-5:30 p.m. Sunday, October 31
Sunrise Canoe - 6:15 a.m.–8:30 a.m. Tuesday, November 26
Kids Day at the Wall (side kicks are welcome) - 11:00 a.m.—3:00 p.m. Saturday, November 13
Ski Tuning - 4:30 p.m.—7:00 p.m. Tuesday, November 16

Interested in any activities?
Contact: Abby Rowe: amrowe@mail.colgate.edu or call 228-7972
EMPLOYEE NEWS

NEW HIRES

Jennifer Fry joins the music department as a music collection assistant effective October 22. She holds a BA in psychology and philosophy. Jennifer enjoys exercise, baking, cooking, ice hockey and spending time with her 2 children, Noah and Cameron.

Thomas G. Lawson has accepted the position of project manager with B&G effective October 18. He holds a BA in architecture. Tom was previously employed by the FWA Group Architects as a project architect and designer. He will be joined by his wife, Lorraine, and daughter Lindsey. Tom enjoys outdoor activities.

Margaret J. Melvin has joined the parents fund as an assistant director effective September 13. She holds a BA from Hamilton College. Margaret was previously employed as an executive assistant at Mohawk Valley Resource Center for Refugees. She and husband, Jim, have 3 children, Jimmy, Matt, and Josh. She enjoys camping, youth hockey and snowmobiling.

PROMOTIONS

Jennifer Dick has been promoted to registrar’s assistant effective September 27.

Thomas Kane has been promoted to plumber, foreperson effective October 1.

Neva Swenson has been promoted to administrative assistant for the chaplain’s office effective September 27.

POSITION VACANCIES

Custodian, Frank Dining Hall - nights
Director of the Office of Undergraduate Studies
Director of the Picker Art Gallery
Managing Editor
Student Records Assistant
Supervisor, Coffee House
Vice President for Public Relations
and Communications
Web Designer

For complete details on how to apply visit: offices.colgate.edu/hr/

COLGATE UNIVERSITY IS AN EO/AAE
Developing and sustaining a diverse faculty and staff to further the University’s educational mission.

CLASSIFIED ADS

HELP WANTED

Person to assist with basic yard work and house maintenance. Pay: $9/hour. Ideal work for energetic teenager. Call 825-0258.

SELL & SWAP

For sale: Sears-Kenmore dehumidifier, 40 pint capacity, automatic humidistat, 2 fan speeds, 20 pint water pan or hose connection to drain, 13”Wx22”Hx17”D(with pan). Asking $25. Dining table, modern style, 42” round white (plastic-laminate on 3/4” wood) top with black steel pedestal base. Asking $20. Call 315-824-1873.

For sale: 1 1/2 yr. old Olympic weight bench with leg workout, adjustable seat, weights, weight bar and rack. Like new. Asking $150. Call 315-855-4291.


For sale: Ladies 3-wheel trike. $75 or best offer. Call 607-674-5154.

For sale: Older snowmobile in good working condition. Call 824-2868.

BIRTH ANNOUNCEMENTS

Andrew Mark (7lbs. 12 oz., 19 1/2” long) arrived on October 8. He joins his parents, Melissa and Dan Partigianoni, and big sister, Hannah. Dan is an assistant controller in accounting.

WEDDING ANNOUNCEMENTS

Ginger Irwin and Peter Babich were married on August 27. Ginger is an administrative assistant in economics and Peter is a work control supervisor in B&G.

Joan Furgison, who retired in June, married William Brown on September 4 in a ceremony held at Paddleford Park, Sherburne.

NOVEMBER ANNIVERSARIES

20 Years
Doris Brooks-Guilmette—Physical Plant
Tori Carhart—Office of the Registrar
Amy Ryan—Human Resources

10 Years

5 Years
Jen Servedio—Information Technology

OCTOBER ANNIVERSARIES

20 Years
Mike Chladi—Physical Plant
Stacey Coleman—Admission
Connie Diehl—Capital Support
Dave Graham—Physical Plant
Norm Riggall—Physical Plant

6 Years
Hugh Bradford—Budget Office


For sale: Dining room set; table with 2 leaves (expands from 54” to 86”), lighted hutch, 8 chairs; 6 without arms and 2 with. Asking $800. Call 893-1874.

For sale: Small Tenn. Stoveworks woodstove; $100. 4’x8’ hinged shrubbery shields; $20 ea. Nearly new VT Casting Stardance propane stove, red enamel with hearth, vent, fan kits, $1,300. Call 824-4526.

WANTED

Older snowmobile in good working condition. Call 824-2868.