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**EXECUTIVE COMMITTEE:      Term Expires**

Chris Riordan	2004
Scott Snell	2004
Daniel Turban	2004
Steve Werner	2004
John Delery	2005
Robert Dipboye	2005
Pam Perrewè	2005
Ed Salas	2005
Daniel Cable	2006
Mary Gowan	2006
Amy Kristof-Brown	2006
Juan Sanchez	2006

**NEWSLETTER EDITORS**

David G. Allen <i>University of Memphis</i>	James Hayton <i>Utah State</i>
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**ACADEMY OF MANAGEMENT WEBSITE:**

<http://www.aom.pace.edu/>

**HR DIVISION WEBSITE:**

<http://www.hrdiv.org>



**Pat Wright  
Cornell University**

Let me begin by stating how excited I am about the current status of the HR Division. The past chairs (Tim Judge, Lois Tetrick, et al.) have left the division in STRONG financial condition...in fact so strong that we need to start spending money or the Academy will start taking it away. In addition, I think we have an extremely strong leadership pipeline (with Diana Deadrick, Micki Kacmar, and Joe Martocchio following me in respective order) and a bright energetic Executive Committee. Our division members continue to display their commitment through volunteering for assignments on many of the committees. Finally, a number of innovative ideas have been proposed for how our division might continue to improve.

So, strong financials, strong leaders, strong volunteers, and great ideas...what's a division chair to do? After thanking God for taking over such a great position, I hope to focus on 3 areas of emphasis for the coming year: structure, process, and international engagement.

First, as regards structure, one of my revelations over the years of working within the division was that it

seemed that no one knew the greater scheme of how the division works. Committees have existed and seem to run fine, but often with missed hand-offs or opportunities foregone because the committee chairs did not see the bigger picture of the organization. As I prepared to make committee assignments, it became clear to me that if I did not know, after 6 years in the division leadership, then certainly the vast majority of members had no idea how the different parts of the division fit together. In response I developed an organization chart that will provide a visual representation of the pieces, and how they can/should interconnect (please see the chart on the following page). I provide that chart here because I think that the more you as members understand what the division does, the easier it will be for you to find an area where you can actively contribute.

As you can see, our division activities fall into 5 basic areas: Communications, Rewards, Continuing Education, Program, and Finance. Within each area there are a number of committees and subcommittees that each have their own programs and zones of responsibility, but, if the division is to work well, these committees will coordinate their activities to the benefit of members. Consequently, I have asked the committee chairs to work with other chairs in similar areas to ensure that the division functions more seamlessly.

Second, within each committee, my experience has been that the passing on of information from one year's committee chair to the next was not always particularly seamless. In my roles, I was usually blessed to have succeeded fantastic chairs who provided lists of processes, timelines, and even materials (draft invitation letters, etc.) that made it easy for me to follow their lead. However, I know that these practices have not been universal. Consequently, this year I have asked all committee chairs to develop a list of processes and timelines that can be codified internally within the division to ensure that relevant knowledge is passed from generation to generation of leaders.

Third, over the past few years I have observed the increasing globalization of the field of HR, and have personally experienced numerous challenges to my own ethnocentric worldview. Also, in my interactions with international colleagues in our field, I frequently have heard of their willingness to serve within the division, but their seeming inability to break into the US dominated "clique." It seems that our view of "international" seems to be to have an "international" committee (albeit mostly made up of US colleagues). In an effort to invite our non-US colleagues to actively participate in our division, I have made a point of ensuring that at least one non-US colleague be named

to every division committee. My hope is that over the next few years our division's leadership might similarly reflect the international composition of our division's membership, as well as our field.

In closing, I cannot thank my predecessors enough for leaving such a tremendous situation for me to inherit. In particular, Tim Judge's efforts on behalf of the division have put us in a position that enables us to do some wonderful things over the next few years. Given the quality of my successors, I am confident that our division has a bright future.

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## Call for HR Division Officer Nominations

**Tim Judge**  
**University of Florida**

As Past Division Chair, my responsibilities include seeking nominations for HR Division Officers and then conducting the election. Each year, we elect four Executive Committee Members and a new PDW Chair. The PDW Chair will then become Program Chair, Division Chair Elect, Division Chair, and Past Division Chair.

Thus, we need nominations for:

- Program Chair Elect
- Executive Committee Members

*Please take a minute to nominate one or more individuals to lead our division!*

By January 1, 2004, email me ([tjudge@ufl.edu](mailto:tjudge@ufl.edu)) your nominations!

Thanks!

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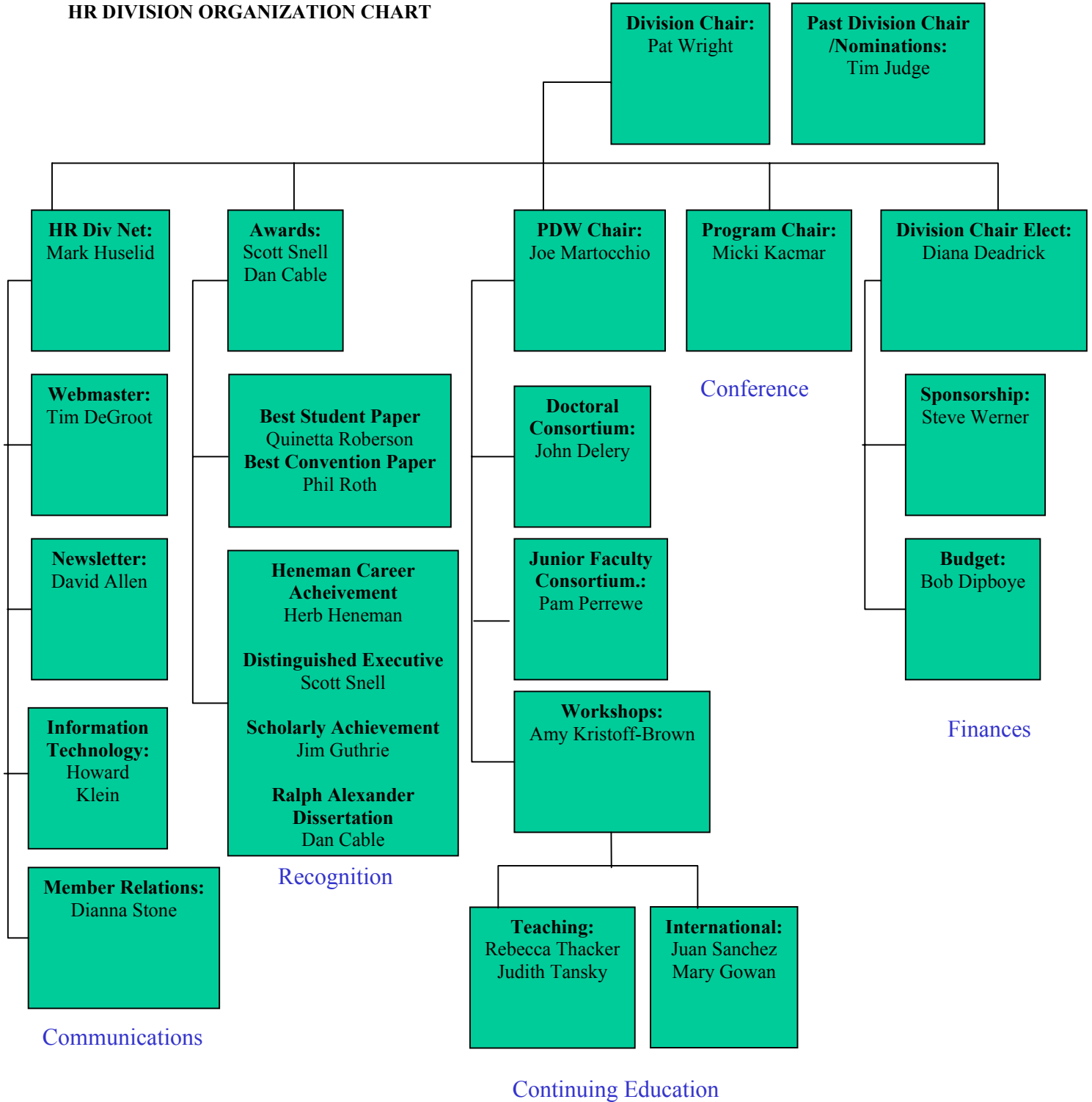
## New Newsletter Editor

Also, please welcome James Hayton (Utah State University), who will be working with David Allen (University of Memphis) on the Division Newsletter.

If you have any content you'd like to submit to the Division Newsletter, or any suggestions or comments, please contact David Allen at [dallen@memphis.edu](mailto:dallen@memphis.edu).

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**HR DIVISION ORGANIZATION CHART**



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**Message from the Program Chair  
Micki Kacmar  
Florida State University**

**2004 Conference in New Orleans**

With the semester well under way it is time to turn your thoughts to preparing your submissions for the 2004 Academy of Management Conference. Just a reminder, the deadline for submission is January 5, 2004. The conference theme for 2004 is Creating Actionable Knowledge and as always we are looking for papers that support this theme. The full call for papers can be found on the Academy website at <http://meetings.aomonline.org/2004>.

As always, the division needs you to volunteer to review for the conference. If you are interested in reviewing, please drop me an email ([hrdivaom@fsu.edu](mailto:hrdivaom@fsu.edu)) so I can make sure you are in the active reviewer database. In an effort to recognize the efforts of our reviewers, we are instituting a Best Reviewer Award this year. This award, which will be determined by a committee, will be presented to the reviewer who provides the most constructive, useful reviews.

Another innovation this year will be a division awards ceremony. This session will be the very first session on Monday morning and will serve multiple purposes. First, all of the awards that are normally announced at the Business Meeting on Tuesday night will be presented. This will allow the winners to "wear their crowns" for the entire conference, not just on Wednesday. Second, the winner of the Herbert Heneman Jr. Career Achievement Award, normally announced at the Ice Cream Social, will be presented during the awards ceremony. The winner as well as the nominator will have a chance to address the audience. Finally, our first Distinguished HR Executive Award will be presented. This is a new award that is designed to help bridge the academic-practitioner gap. As with the Heneman Award, the nominator as well as the winner will be given time to address the audience. We believe that starting the conference with a celebration of the best the Division has to offer will be a great beginning. If you would like to learn more about the awards that the Division presents each year, please visit our website at <http://www.hrdiv.org>.

I hope you will make plans to join me in New Orleans to Laissez Les Bon Temps Rouler!

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**Awards Committee Report**

**Scott A. Snell  
Cornell University**

**Dan Cable  
University of North Carolina**

**2003-2004 ALL ACADEMY AWARDS:  
CALLING FOR HR DIVISION  
MEMBERS' NOMINATIONS**

Each year the Academy of Management recognizes individuals who have made exemplary contributions to our field in research, teaching, and service. The recipients are recognized at the Annual Meeting, and are expected to receive the award in person. This year the past chairs of divisions and interest groups will compose the nominating committee for the All Academy Awards, each of whom can suggest up to two candidates for each award.

As the Chair of the HR Division and Co-Chairs of the Division's Award Committee, we are encouraging members of the HR Division to nominate deserving individuals for each All Academy Award. Nominations can be sent to the address listed below. Although Academy membership is not a requirement for eligibility, we encourage you to think about the many deserving HR division members for each award. There are numerous individuals within the Division who have contributed extensively in education, service, as well as in scholarship and influential books. In the past, few individuals were nominated for these awards, so please nominate an individual and send the appropriate materials to me.

\*\*\*The nominating letter should specifically address the award criteria listed below, and should include a current vita/resume for the nominee. Up to two additional letters of support will also be accepted.\*\*\*

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**Academy of Management Distinguished Educator  
Award**

Criteria for this all-Academy award include noteworthy contributions or excellence in one or more of the following:

1. Developing doctoral students
2. Communicating knowledge in the classroom or other forums

3. Initiating pedagogical innovations
4. Developing effective methods, structures, and designs.

**Academy of Management Distinguished Service Award**

Criteria for this all-Academy award include excellence in one or more of the following:

1. Developing/enhancing a field of study
2. Founding or creatively editing a scholarly journal
3. Building institutions (e.g. through creative/unusually effective service to a major professional institution as a whole or one of its divisions, such as the Academy of Management)

**Richard D. Irwin Award for Scholarly Contributions to Management**

This award is granted for significant scholarly contributions that have advanced management knowledge and practice. Significant scholarly contributions may take the form of conceptual, theoretical, or empirical developments having significant impact upon management knowledge and practice.

**George R. Terry Book Award**

Nominations from publishers as well as Academy members are welcome. This award is granted annually to that book published in the past two years that is judged to have made the most outstanding contribution to the advancement of management knowledge. Books that contribute to the advancement of management theory, conceptualization, research, or practice are eligible. Books developed and generally recognized as textbooks are ineligible. Authors' vita need not be included with nomination letter for the Terry Book Award.

All nominations for All Academy awards are to be submitted electronically to Don Hellriegel at [dlh@tamu.edu](mailto:dlh@tamu.edu) by February 2, 2004

**2003-2004 ALL ACADEMY AWARDS: SELF-NOMINATIONS**

There are two additional All Academy Awards that we want to notify you about. Both awards involve self-nomination at the time of paper submission in January for the Academy program. The Carolyn Dexter Best International Paper Award is an all academy award

given to the paper that best meets the objective of the International Programs Committee to internationalize the Academy. The William H. Newman Award is for a paper based on a recent dissertation. The paper must be (a) single authored, (b) accepted for presentation at the Academy's annual meeting, and (c) based on a doctoral dissertation completed within the past three years.

**HR DIVISION AWARDS**

Each year, the HR Division of the Academy of Management formally recognizes excellence in its members through the bestowal of awards for career achievement, scholarly achievement, best dissertation, best convention paper, and best student convention paper. This year two new awards are also being given. One recognizes the best convention reviewer. The other recognizes a distinguished human resource executive. Subcommittees evaluate nominees for each of these awards. The winners of the awards for the year 2004 will be recognized in New Orleans.

Nominations for all awards must be received by the chair of the relevant subcommittee by **February 2, 2004**. Names and addresses of the chairs are given below. I encourage anyone who has a nominee in mind to take the time to forward the relevant materials to the appropriate subcommittee chair. One of the most important functions of our conference is the recognition of superior scholarship, and the process of recognition begins with peer nominations. Listed below are the criteria and procedures for each of the awards.

**The Herbert Heneman Jr. Award for Career Achievement:**

The Herbert Heneman Jr. Award for Career Achievement is given by the Human Resources Division of the Academy of Management to an individual who has distinguished himself/herself in the field of human resource management. The award winner will be announced at the 2004 Academy meeting during the HR Division Awards Ceremony.

The award is based on the following criteria:

1. A clear record of excellence in research.
2. The impact of the nominee's research upon the science, teaching, and practice of human resource management.

3. The stature of the nominee relative to other scholars in the field of human resources management.

Nominations should adhere to the following procedures:

1. Only members of the Human Resources Division of the Academy of Management may be nominated for the award.
2. Nominations may be submitted by any member of the HR Division.
3. A current vita of the nominee should accompany a letter of nomination.
4. Nominations should be received by February 2, 2004 to:

Herbert G. Heneman, III  
 Department of Management and  
 Human Resources  
 University of Wisconsin  
 5172 Grainger Hall  
 975 University Avenue  
 Madison, WI 53706  
 TEL: 608-263-3461  
[hheneman@bus.wisc.edu](mailto:hheneman@bus.wisc.edu)

**The Human Resources Division Scholarly Achievement Award:**

The Human Resources Division's Scholarly Achievement Award will be presented to the author(s) of the most significant article in human resource management published in recognized journals and research annuals that are generally available to Division members. Publications may be empirically or non-empirically-based. Nominated papers must have a publication date of 2003. Award recipients need not belong to the Academy or to the Human Resources Division.

The award is based on the following criteria:

1. The significance and importance of the problem to human resources
2. The extent to which the design, findings, or orientation advances research or theory
3. The likelihood that the paper will be widely cited in future published work

Nominations should adhere to the following procedures:

1. Self-nominations will not be accepted.
2. Individuals may nominate one publication for the award
3. Nominations should include a letter justifying the worthiness of the nominated article for the award.
4. A full bibliographical citation for the nominated work should be included.
5. Nominations should be received by February 2, 2004 to:

James Guthrie  
 University of Kansas  
 School of Business  
 Summerfield Hall  
 Lawrence, KS 66045  
 TEL: 785-864-7546  
[jguthrie@ku.edu](mailto:jguthrie@ku.edu)

**The Ralph Alexander Dissertation Award:**

The Ralph Alexander Dissertation Award is given to the author of the best doctoral dissertation in the field of human resource management. In order to be eligible for this award, a dissertation must address a phenomenon that is of importance to the human resources field and have been completed with 24 months prior to the submission deadline. The winner of the dissertation award will receive a plaque and a \$500 honorarium.

The award is based on the following criteria:

1. The significance and importance of the problem to human resources
2. The extent to which the design, findings, or orientation advances research or theory.
3. Given the length allotment, special attention will be paid to the conceptual development of the paper

Nominations should adhere to the following procedures:

1. An entrant should submit seven copies of a paper that summarizes her/her dissertation research. Papers are limited to a maximum of 50 double-spaced pages (including title page, abstract, text, figures, tables, references, footnotes, appendices, etc.).
2. The name of the submitter, his/her institutional affiliation, current mailing

address, and phone number should appear only on the title page.

3. A submitter must provide a letter from his/her dissertation chair specifying (a) that the paper submitted adequately represents the completed dissertation, and (b) the date the dissertation was accepted by the university.
4. A paper may be submitted only once.
5. Nominations should be received by February 2, 2004 to:

Daniel Cable  
U of North Carolina-Chapel Hill  
Kenan-Flagler Business School  
Campus Box 3490  
McColl Bldg Chapel Hill, NC 27599  
TEL: 919-962-6145  
[dan\\_cable@unc.edu](mailto:dan_cable@unc.edu)

### **Best Student Convention Paper, Best Convention Paper, and Best Reviewer Awards**

The Best Student Convention Paper Award is given, not surprisingly, to the student who authors (i.e., is the first author on) the best paper accepted by the Program Committee for the annual conference. To be eligible for this award, an individual must still be a student (i.e., still located at the institution at which he or she did graduate work) at the time the paper is submitted to the award committee, and this status should be made clear in the submission (see Call for Papers for further details). The recipient of the award will receive a \$500 honorarium. Student papers are also eligible for the Best Convention Paper award. Any questions about the Best Student Convention Paper Award should be directed to:

Quinetta Roberson  
Cornell University  
Department of Human Resource Studies  
393 Ives Hall  
Ithaca, NY 14853  
TEL: 607-255-4454  
[qmr3@cornell.edu](mailto:qmr3@cornell.edu)

The Best Convention Paper Award is given to the author of the best paper accepted by the Program Committee for the annual conference. Any questions about the Best Convention Paper Award should be directed to:

Phil Roth

Clemson University  
Department of Management  
Clemson, SC 29634  
TEL: 864-656-1039  
[rothp@clemson.edu](mailto:rothp@clemson.edu)

For both of these conference awards, the awards committee will evaluate several of the highest rated qualifying papers (i.e., papers that received the highest average ratings by conference reviewers) to determine the winners.

The convention awards are based on the following criteria:

1. The significance and importance of the problem to human resources
2. The extent to which the design, findings, or orientation advances research or theory.

The Best Reviewer Award is being instituted this year in an effort to recognize the efforts of our reviewers. This award, which will be determined by a committee, will be presented to the reviewer who provides the most constructive, useful reviews. As always, the division needs volunteers to review for the conference. If you are interested in reviewing, please contact:

Micki Kacmar  
HR Division Program Chair  
Florida State University  
College of Business  
Tallahassee, FL 32306  
TEL: 850-644-7881  
[hrdivaom@fsu.edu](mailto:hrdivaom@fsu.edu)

### **The HR Division Distinguished Human Resource Executive Award**

The award is given to executives who have distinguished themselves throughout their careers in the field of human resources management. The award is co-sponsored by the Society for Human Resource Management and is based on the following criteria:

1. Contribution to HR practice. The executive should not only be recognized for a distinguished career and contribution to his/her organization, but should be respected in the broader community of HR professionals for advancing the field through effective leadership.

2. Contribution to HR research. The candidate should be someone who has actively supported research in HR either through institutional collaboration or personal involvement within his/her organization.
3. Contribution to HR education. The candidate should be someone who has consistently supported education, training, and continuous learning in the field of HR. This might include involvement in professional organizations, academic institutions, and/or corporate learning.

Nominations for this award should adhere to the following procedures:

1. Only senior level HR executives may be nominated for the award.
2. Nominations may be submitted by any member of the HR Division.
3. Nominations should include:
  - a. A nomination letter
  - b. A current resume of the nominee
  - c. Up to three (3) letters of recommendation that address the above criteria (i.e., contribution to practice, research, and education).
  - d. The nominee's statement of commitment that if s/he wins, s/he will attend the session on the morning of August 9, 2004, in New Orleans and present a 30 minute invited address to the Division.
4. Nomination packets must be received by February 2, 2004 and mailed to:

Scott A. Snell  
 Center for Advanced Human Resource Studies  
 Cornell University  
 393 Ives Hall  
 Ithaca, NY 14853  
 TEL: 607-255-4112  
[scott.snell@cornell.edu](mailto:scott.snell@cornell.edu)

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## Professional Development Workshops Report

### **Joe Martocchio University of Illinois**

We're still riding a high from the successful PDW program in Seattle. Thanks to past PDW Chair Micki Kacmar and her crew for their excellent work. As current PDW chair, I've been working with several HR Division members to plan the PDW program for New Orleans. A variety of PDW programs for the 2004 meetings will take place between Friday, August 6 (1 p.m.) and Sunday, August 8 (noon). The HR Division will offer a doctoral student consortium, junior faculty consortium, and several workshops geared toward meeting the professional development interests of our members. Workshops span approximately 2 to 4 hours and will address important research or practice topics and research methods. The set of workshops should provide something of interest to our diverse membership. Some workshops will be co-sponsored with one or more other Academy of Management Divisions. Last, but certainly not least, the PDW program will offer one or more company tours in the New Orleans area.

At time of publication of this newsletter, we are busily reviewing proposals submitted by HR Division members based on a call for proposals communicated to all division members in late August. We are also soliciting participation of HR and other division members as contributors to the workshops and consortia, and sponsorship from other organizations. We look forward to communicating the full PDW program and all the details to you shortly after the New Year holiday. In the meantime, please set aside time to join us in New Orleans

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### **HR Doctoral Consortium**

#### **John E. Delery University of Arkansas**

The 2003 HR Division's doctoral consortium in Seattle, WA was a great success, thanks to the many students and faculty who participated. Nearly 50 doctoral students from around the world were in attendance for the two-day program that featured numerous outstanding faculty presenters. The students particularly enjoyed the keynote address from John Hollenbeck.

The doctoral consortium committee members would like to thank all of the faculty presenters who so graciously donated their time. These include: Murray Barrick (University of Iowa), Talya Bauer (Portland State University), Brad Bell (Cornell University), Wendy Boswell (Texas A&M University), John Boudreau (Cornell University), Art Brief (Tulane University), Wayne Cascio (University of Colorado at Denver), Chris Collins (Cornell University), Jason Colquitt (University of Florida), Angelo DeNisi (Texas A&M University), Jeff Edwards (University of North Carolina), Gerry Ferris (Florida State University), Bob Ford (University of Central Florida), Dan Ganster (University of Arkansas), Tim Gardner (Brigham Young University), Rodger Griffeth (University of New Orleans), Stan Gully (Rutgers University), John Hollenbeck (Michigan State University), Mark Huselid (Rutgers University), Tim Judge (University of Florida), Howard Klein (Ohio State University), Carol Kulik (University of Melbourne), David Lepak (Rutgers University), Roy Lewicki (Ohio State University), Blaine McCormick (Baylor University), Bruce Meglino (University of South Carolina), Ray Noe (Ohio State University), Jean Phillips (Rutgers University), Christopher Porter (Texas A&M University), Sara Rynes (University of Iowa), John Sawyer (University of Delaware), Marcia Simmering (Louisiana State University), Paul Sparrow (Manchester Business School), Dianna Stone (University of Central Florida), Donald Truxillo (Portland State University), Steve Werner (University of Houston), Dick Woodman (Texas A&M University), Pat Wright (Cornell University), Sheldon Zedeck (University of California, Berkeley), and Jing Zhou (Texas A&M University)

Planning has already begun for the 2004 doctoral consortium to be held in New Orleans. The consortium committee members are John Delery (University of Arkansas) ([jdellery@walton.uark.edu](mailto:jdellery@walton.uark.edu)), Paul Boselie (Erasmus University), Chris Riordan (University of Georgia), and Eduardo Salas (University of Central Florida). More detailed information about the application process will appear in the Spring newsletter.

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## 2004 Junior Faculty Consortium

### Pamela Perrewé Florida State University

Plans are under way... The HR Division of the Academy of Management is already preparing for the 2004 Junior Faculty Consortium and we want you to join us in New Orleans. Building on last year's program, we are putting together a number of exciting sessions that we hope you find interesting and important for your career progress. Find out some key pointers for getting tenure from those who have traveled that road. Talk to the experts about research design and publication strategies. Spend some time in a roundtable with journal editors to answer your questions about publishing and reviewing. It should be a lot of fun, relaxed, and informative.

We'll meet on Saturday and Sunday . . . The Junior Faculty Consortium will be held during the pre-conference sessions, but you should still be able to enjoy other pre-conference sessions as well as the main conference. We'll kick things off on Saturday, August 2<sup>nd</sup> from 7:30am – 1:00pm (a continental breakfast and special lunch for all participants will be included). ***The theme for Saturday centers on the secrets to success—what you need to know.*** Topics include a discussion of the responsibilities of assistant professors and a “hands-on” research method workshop: “ask the experts” - We invite you to bring research method and statistical questions with you (including printouts if you like!). Our final Saturday session will be with journal editors who will talk with you about publishing and reviewing in some of our top journals. Editors will be invited to join us for lunch so that you might have some one-on-one time with them.

The Junior Faculty Consortium will wrap up on Sunday morning, August 3<sup>rd</sup> from 8:00am – 11:30am (a continental breakfast will be included). ***Sunday's theme will center upon the secrets to success—doing it right.*** Topics include planning for tenure, crafting an effective research strategy, and a practical workshop on tips regarding how to best gain access into organizations and how to obtain research grants.

As you can see, this is an agenda designed for faculty at the starting gate of their careers. It has been one of the hallmarks of Academy meetings in the past, and we anticipate another excellent program this year. So plan on being a part of it with us. Bring a friend—or make one. There is no better way to develop networking opportunities than through the Junior Faculty Workshop.

For more information, please contact: Pamela Perrewé at Florida State University ([pperrew@cob.fsu.edu](mailto:pperrew@cob.fsu.edu)).

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## Let's Make a Difference! Taking HRM Out of the Workplace

**Bob Cardy**  
**Arizona State University**

Hi everyone and welcome to another column. The purpose of this feature is to consider new and innovative topics regarding HRM. Do you have an idea for an article or feedback regarding this one? If so, please contact me ([robert.cardy@asu.edu](mailto:robert.cardy@asu.edu)).

The genesis of today's topic is, in part, a program that I have had the good fortune to be involved in over the past couple of years. The Rodel Community Scholars program is a School of Business initiative that involves teams of business Honors undergraduate students who try to improve the dropout rate at a local high school ([http://wpcarey.asu.edu/up/RodelProgram/rodel\\_home.cfm](http://wpcarey.asu.edu/up/RodelProgram/rodel_home.cfm) for more information). As a faculty advisor, I have supervised two teams of Honors students and enjoyed seeing the encouragement and passion that develops as they work on the difficult problem of preventing dropouts. Each team of Honors students is responsible for developing a program that they think will improve the dropout problem at the high school they have been assigned to.

The public and very real goal of the Rodel Community Scholars program is improvement of the dropout rate at selected area high schools. In addition to this primary goal, there are hopes that the efforts of the Honors student teams will result in increased attendance of the high school graduates at universities, particularly ours! There are other important aspects of the program, such as the project providing opportunity for the Honors students to apply their business skills to a social problem. For example, the Honors students are required to create a business plan in which they propose their intervention, but also consider the cost of dropouts and issues such as cost of their intervention and expected return on investment.

There is another and more internal goal that we have for this program: we hope to improve the community awareness and involvement of our business graduates. Business students quickly learn to make ROI and profit their key priorities. In other words, and to coin a phrase from Michael Douglas in the movie *Wall Street*, "greed is good." The profit notion clarifies and cuts through the fluff, fads, and various distractions. The bottom line can give students a way to think about, analyze, measure, and make decisions. However, responsible and ethical leadership demands that more than short-term profit be considered. A sense of community, of being able to make a difference, and the importance of stepping up to make a positive difference is what the Honors program is all about. Our hope is that when the Honors students complete the program, their focus will have expanded beyond profit to include the human social fabric that we call community.

What does all of this have to do with HRM? For the teams of students I have had the pleasure of advising, everything! The students bring a business perspective to a complex social problem. This perspective can be an innovative way of viewing a problem, but the students still need a way to identify what might be the important causes and what can be done about them. I have found our HRM lens and models to be invaluable in this regard. For example, models of performance, motivation, and turnover have all been used by the students as a way to frame and attack the dropout problem at their assigned high school. One team used an expectancy model as a basis for developing a survey of the high school students. Do the students think they can graduate if they try? Do they see graduation as instrumental to obtaining other valued outcomes? These types of issues helped form survey questions that got at components of the expectancy model. Poor instrumentality linkages and system barriers (such as drugs, family problems, poor school materials, and so on) were found to be the major sources of difficulty for some of the high school students and possible precursors to dropping out. The Honors students then put together a business plan to address these problems. Part of their efforts involved educating some of the students at risk of dropping out as to average salaries of graduates versus non-graduates. (In other words, they were influencing instrumentality perceptions.) They also met with students and their parents and arranged for courses to be taught that would allow the high school students to start earning college credit. All of these efforts at increasing expectancies and instrumentalities and decreasing barriers were direct results of applying the expectancy model to the dropout problem.

Another team's story is similar, but they focused on defining what it means to be a good student. They chose to use the critical incident technique as a tool for defining the expectations regarding a good student. However, they also found that some staff and teachers seemed non-supportive and negative from the student perspective. In addition, the Honors students also found some teachers to be frustrated with the high school administration. So, the students plan on applying the critical incident technique to the role of teachers and administrators, in addition to the role of students. They intend to behaviorally define expectations for each of those roles. The behavioral descriptions will then be shared among the three perspectives. The essential idea here is to maximize alignment among the students, teachers, and administrators in the hope of increasing student performance, satisfaction and retention. The approach is innovative and it started with the concept of fit and the humble ol' critical incident technique of job analysis.

The important point here is not the solutions generated by the Honors students, although they are very important and interesting. What I want to emphasize is the use of HRM models outside of the workplace. Various HRM models and concepts provided a way to organize and approach the complex problem of high dropout rates. While the approach may not provide all of the solutions, there is reason to be hopeful; after all, it seems to me to make sense that models that have been successfully used to understand and improve employee motivation, performance, and retention could be useful for similar purposes with students.

In addition to the potential for reducing dropouts and for increasing the community involvement of business students, there are a number of other benefits from this type of program. A program that focuses on a community problem, such as dropouts, can help to establish a culture and brand for an organization. Community involvement, giving back, and humaneness can be more than just rhetoric. A program focused on a community issue can help establish or change the perception of a college of business, or any organization, both internally and externally.

A program such as the Rodel program can provide the spin-off benefit of new domains for our HRM models. Extending our framework to situations outside of the work domain brings with it exciting challenges and possibilities. A change in the domain allows us to see whether our models really are useful or are crippled by limitations we may have never seen before. In other words, we can explore the boundary conditions of our models. Further, the domain of a social problem makes

our HRM models very real to business students. In my experience, concepts like expectancy models are difficult to get across in the classroom and are resisted by students as yet something else to put in short-term memory stores in order to pass a test. In contrast, when such models are seen as tools to help attack a problem to which the student has some emotional commitment, they are not only quickly learned, they are embraced and appreciated for their utility in helping to structure and improve a problem.

Extending HRM to a social issue also opens up exciting possibilities in terms of interactions, networks, and the problems we focus on. For example, the high school dropout program provides a vehicle for me to interact and work with other faculty advisors who are outside of my area. I also meet teachers, administrators, and parents. All of these parties coming together to make a positive difference can be exciting and there is no telling where the extended network might head.

HRM can make a difference. It has been an invigorating process for me to help apply our HRM models to issues outside of the workplace. My hope is that this column might prompt some of you to do the same. My example has been a program housed in a School of Business, but I encourage you to think outside of the academic domain that defines working life for many of us. Our HRM framework could be helpful for nonprofit clubs to which you or your children might belong. Perhaps the club could use help with attracting and retaining members, selecting members, providing feedback, or any number of issues. Chances are, if we take some of our HRM theories and practice out of the workplace, we can have positive impacts on these issues. In addition to various nonprofit clubs, other domains that might find an HRM framework to be useful could include churches, homeless shelters, hospice, and so on. Common problems might include motivating and retaining staff and improving the satisfaction or performance of clients, such as the homeless or elderly. These are issues we know something about! We simply need to make the transition from our typical focus on employee well-being or productivity to client/staff satisfaction or performance. The transition seems easy and we have a lot to offer. The rewards can be great.

What about the critical criterion that hangs over many of our heads: publication? It is unlikely that applying our models to a social issue would merit publication in our most prestigious journals. There may be some of our journals that would consider publishing such pieces as examples of applied work, and of course the manuscript would have to be carefully crafted to fit with the journal. Perhaps what we need is a journal devoted to applying our expertise to social issues. A

title such as HRM: Making A Difference could be catchy. (Certainly the acronym, MAD, would be a positive for such a journal!). Whether published in a new outlet or in one of the many we already have, we are not likely to get much credit for such publication from our scholarly communities. However, making a positive difference in our social communities is important. We can't let self-concern (or greed) get in the way of making a positive contribution (getting beyond this focus is the whole point of our Honors program). Establish your record and get tenure. Get your research stream under way. Then, I think it is a moral imperative to try to make a positive difference in our communities.

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## HRDIV\_NET Up and Running!

**Mark Huselid**  
**Rutgers University**  
[huselid@rci.rutgers.edu](mailto:huselid@rci.rutgers.edu)

The HR Division's new members-only listserv, HRDIV\_NET, is up and running! HRDIV\_NET is dedicated to research, teaching, and the practice of human resource management. You can send and exchange questions, answers, pearls of wisdom, frustrations, and ideas with all HRDIV\_NET members who have access to BITNET, INTERNET, or another compatible electronic mail system. Topics can include almost anything, including research ideas, statistical methods, research methodology, teaching methods, requests about member activity in particular areas, etc.

If you are interested in participating in HRDIV\_NET, please send an email to:

[hrdivmgr@rci.rutgers.edu](mailto:hrdivmgr@rci.rutgers.edu)

The body of the message should contain only the following one-line command:

ADD HRDIV\_NET email Firstname Lastname

(\*Insert your own email address, first name, and last name in the command, where shown)

Please join us - the success of HRDIV\_NET depends on you!

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## Communications Committee

### Howard Klein The Ohio State University

The goal of the Communications Committee is to facilitate (1) communication among HR Division members (downward, upward, two-way, and peer-to-peer) and (2) the coordination of division activities. The Division's primary means of communication are the newsletter, website ([www.hrdiv.org](http://www.hrdiv.org)), listserv (HRDIV\_NET), direct e-mails and the annual business meeting.

The excellent work by the Information Technology Committee over the past few years has provided a solid foundation for this year's renamed committee. I am grateful to the members who have served on the IT committee for all of their hard work. This year, the Communications Committee will be focusing on the following issues:

- Making arrangements to run Division elections through the Internet.
- Creating a policy statement to guide decisions concerning the placement of links to external web sites on the HR Division's web site.
- Exploring additional ways to enhance the Division's web site.
- Continuing to build awareness of and traffic on HRDIV\_NET.
- Evaluating new ways in which the Division can improve communications with, from, and among division members.

#### Committee Members

Bradley Alge, Purdue University  
David Allen, University of Memphis  
(Newsletter Editor)  
Mike Bedell, Cal State Bakersfield  
John Boudreau, Cornell University/USC  
Kenneth Brown, University of Iowa  
Timothy DeGroot, Oklahoma State University  
(Division Webmaster)  
James Dulebohn, Michigan State University  
Albert Elam, International Business Academy  
James Hayton, Utah State University  
Mark Huselid, Rutgers University  
(HRDIV\_NET List Manager)  
Howard Klein, The Ohio State University  
(Chair)  
David Kravitz, George Mason University  
Jeffery LePine, University of Florida  
Janet Marler, SUNY, Albany

If you have any questions or suggestions for the Communications Committee, please feel free to contact

me at [klein\\_12@cob.osu.edu](mailto:klein_12@cob.osu.edu).

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## The Member Relations Committee

### Dianna Stone University of Central Florida

The primary goal of the member relations committee is to enhance social and professional relationships among our members. In order to accomplish this goal we have identified four key initiatives for the coming year.

First, we are organizing the 3rd Annual HR Town Meeting to be held the Saturday (1:00 to 5:00 pm) prior to the start of the Conference. Last year participants identified a number of issues they would like to address in the Town Meeting forum, and one of the primary issues was "Translating HR Research into Practice". Thus, Robert Ford, Editor of AME, Mary Watson, Richard Klimoski and I will organize an interactive discussion around these issues. Bob Ford has graciously invited HR Vice Presidents from Siemens, Darden, Marriott, and other organizations to join us for the session. In addition, we plan to invite Debra Cohen, VP of SHRM, journal editors, HR Division Executive Committee members, Heneman Award winners, and other key leaders in our field to serve as facilitators for the session. Once the plans for the session are finalized we will announce them in the newsletter, on the website, and in HRDivNet. We have some photos from last August's Town Hall Meeting at the end of this Newsletter.

Second, the member relations committee has a new column in the newsletter titled the "Whole HR Choclon" to help members keep up with their friends and colleagues between conferences. You will find that column elsewhere in the newsletter. Also, send announcements for the next column to Dianna Stone at [shashcub@bellsouth.net](mailto:shashcub@bellsouth.net).

Third, last year we created a new student subcommittee of the member relations committee and asked that committee to help us organize the "Dutch Treat Dinner" for HR members. We had over 30 people join us for dinner, and it was enjoyed by all. We plan to organize a similar dinner in New Orleans, and welcome other doctoral students to join this new committee. If you are interested in becoming a member of the Doctoral Student Subcommittee please email Linda Isenhour at [lcisenhour@juno.com](mailto:lcisenhour@juno.com).

Fourth, we are again hosting the ice cream social and offering momentos from the HR Division for our members. Last year, Linda Hoopes, Diane Sullivan, and Jack Feldman, were very creative in their design of our HR offerings. I don't know what they have planned for this year, but it will be hard to top the HR tattoos

Finally, I would like to thank everyone who served on the member relations committee last year and helped us accomplish our goals. These individuals include Mary Watson, Richard Klimoski, Mary Gowan, Linda Isenhour, Diane Sullivan, Marie Mitchell, Judy Callahan, Linda Hoopes, Jack Feldman, Dana Dudzinski, Kim Lukaszewski, Gergana Markova, Fraya Wagner-Marsh, Stephanie Newell, and Richard Johnson. We also want to offer our special thanks to Ron Johnson for organizing the ice cream social. We could not do it without his expert help.

As you can see from the description above, we have a lot of activities for the coming year and would welcome your help. Please contact Dianna Stone, University of Central Florida, at [shashcub@bellsouth.net](mailto:shashcub@bellsouth.net) if you would like to join this committee.

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## Web Site

### Tim DeGroot Oklahoma State

We've recently changed our web site host to one that allows us to build and deploy powerful web applications such as Cold Fusion programs. This type of program is required to use database type applications like the annual AOM program paper review process and our annual elections. In the past, if we wanted to use these applications, we had to host a sub-site somewhere with this capability. Now we'll have these programs on our own site so we don't have to re-invent the wheel each year nor will it cost us anything additional each year.

In addition to yearly updating, this year I'm planning to make some site structure changes. I encourage anyone with ideas to send them to me at [webmaster@hrdiv.org](mailto:webmaster@hrdiv.org) or [degrotg@okstate.edu](mailto:degrotg@okstate.edu). The last time I made structural changes to something, my wife came home and asked me why I painted the trim purple on our gray sided house.

My response: I guess I needed help! Don't let me paint the web site purple.

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## THE WHOLE HR CHOCLÓN

**Linda Isenhour and Dianna Stone**  
**University of Central Florida**

### Member Relations Committee

The HR Division Member Relations Committee has developed this newsletter column to help us keep up with our HR family members' professional and family life events between conferences. Its title is intended to reflect that goal: Choclón is a Chilean word meaning the whole crowd or group. Thus, the whole HR crowd is the subject of interest for this column. Please send information about awards, new positions, promotions, births, marriages, etc. to Dianna Stone at [shashcub@bellsouth.net](mailto:shashcub@bellsouth.net) for future issues. In the following paragraphs we share information about family changes, moves, awards, election to offices, and other issues.

**FAMILY – Brian Dineen** (University of Kentucky) and wife Amy have proudly reported on the timely arrival of daughter Caitlin on September 30 (just in time for this column's deadline!). Not cutting it quite so close to deadline time, daughter Maia Sarah was born on September 21 to proud parents **Dimitri Liakhovitski** (Pfizer Consumer Healthcare) and wife Alexandra. **Sheryl Shirvers-Blackwell** (Florida A&M University) joyfully welcomed son Baron Spencer on September 11. **Todd Maurer** (Georgia State University) reported that second son Matthew was born this summer and joins 3-year-old brother Jason in making life exciting. **Robert Konopaske** (University of North Carolina-Wilmington), wife Vania and son Nicholas were thrilled with the happy arrival of daughter Isabella Rose, born April 29. Congratulations to these families, and welcome to the next generation of the WHOLE HR CHOCLÓN!

**MOVING AHEAD** - Besides welcoming new family members, **Todd Maurer** moved from the I&O Psychology Department at Georgia Institute of Technology to Professor of Management at Georgia State University, and **Dimitri Liakhovitski** moved from Mercer Delta Consulting to Pfizer Consumer Healthcare. **Chris Brewster** accepted a position as Professor of International Human Resource Management at Henley Management College, UK. Moving from Cyprus International Institute of Management, **Jacob Eisenberg** (University College Dublin) is now tenure-track College Lecturer at Quinn & Smurfit School of Business in Dublin, Ireland. **Lois Tetrick** has joined the Psychology Department at

George Mason University, and **Robert Pritchard** has moved from Texas A&M University to the Psychology Department at the University of Central Florida. Following the AOM meeting, **Steve Havlovic** accepted a position as Associate Dean and Professor of Human Resource Management in the School of Management at SUNY Institute of Technology at Utica Rome, NY. **Caren Goldberg** was promoted to Associate Professor and received tenure in the Department of Management Science at George Washington University. **Rob Folger** moved from Tulane University to the University of Central Florida as Professor of Management. New AOM member **James Neblett** accepted a new position as BSBA/MBA Instructor at City University in the Slovak Republic. **Shung Jae** defended his doctoral dissertation at Texas A&M University in June and accepted a position as Assistant Professor at Washington State University – Tri-Cities. **Deidra J. Schleicher** has also accepted a new position as Assistant Professor of Management at Krannert Graduate School of Management at Purdue University. **Bob Barrett** was appointed Department Chair for Management Studies at American Public University System, including American Military University, American Public University and American Community College. **John Boudreau** (Cornell University) is now a Visiting Professor at Marshall School of Business and Visiting Research Director at the Center for Effective Organizations at the University of Southern California. Best wishes for success in your new endeavors to all of you from your CHOCLÓN!

**RECOGNITION & AWARDS - Jeffrey Stanton** (Syracuse University) won the 2003-4 Robert Benjamin Junior Faculty Research Award and received a new NSF award. **Richard Peterson** (University of Washington, retired) has been recognized as one of the Great Minds of the 21<sup>st</sup> Century and one of 2000 Outstanding Intellectuals of the 20<sup>th</sup> Century by the American Biographical Institute and International Biographical Centre, Cambridge, England, respectively. **Herman Aguinis** (University of Colorado, Denver) has received the 2003 Business School Dean's Scholar Award. **David Kravitz** (George Mason University) was a recipient of the 2003 GMU Teaching Excellence award. **Frank Schmidt**, and colleagues J. Harter and T. Hayes, won the 2003 Outstanding Publication in OB for 2002 on a paper intended to be HR. **Wayne Cascio** (University of Colorado, Denver) won the 2003 Best Paper Award from the Academy of Management Executive. **Arup Varma** (Loyola University) received the Graduate School of Business Faculty of the Year Award for 2003. **Todd Maurer** (Georgia State University) was elected a fellow of SIOP and APA. Congratulations to all from your CHOCLÓN!

**ELECTION TO OFFICES AND OTHER ISSUES**—**Ellen Kossek** (Michigan State University) and **Wayne Cascio** (University of Colorado, Denver) have been elected to the Academy of Management Board of Governors. **Yehuda Baruch** (University of East Anglia, UK) was appointed Editor for *Career Development International* journal. **Donna Maria Blancero** (Arizona State University) was elected National Chairman of the Board of Directors for the National Society of Hispanic MBAs. **Bob Cardy** (Arizona State University) has written a new book on performance management for publisher M. E. Sharpe, which will be out later this year. **John Boudreau** (Cornell University) was selected as Department Editor for the journal *Management Science* and Senior Editor for the journal *Manufacturing & Service Operations Management*. **Fraya Wagner-Marsh** (Eastern Michigan University) will be leading five of her Department of Management colleagues, including HR Division members **Eric Schultz** and **Stephanie Newell**, on a trip to Tianjin University in China to finalize details for an EMU Masters degree in HR/OD for Chinese managers – the first such Masters degree in HR approved by the Chinese government. **Arup Varma** (Loyola University) has been appointed Director and Affinity Area Coordinator Chair for the Institute of Human Resources at Loyola. **Tom Mayes** (California State University, Fullerton) has been elected President of the Western Academy of Management. **Monica Lee** (Lancaster University, UK) has become Executive Secretary for the University Forum for HRD, a European Association of Universities, Organizations and Individuals in the HR field. Many thanks to all from your CHOCLÓN for your involvement in our supporting our profession!

Thanks to everyone for sharing their lives with the whole HR Chocon.

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**Call For Papers**

*Academy of Management Review*  
**Special Topic Forum**

**The Interplay Between Theory and Methods**

**Due Date: May 5, 2004**

**Guest Editors:**

Terry Mitchell  
 Jesper Sørensen  
 John van Maanen

**BACKGROUND**

The aim of organizational research is to discover, describe, order, explain and predict carefully defined social phenomena that characterize behavior in and of organizations. Theory and method provide tools for such efforts. The two are often treated as conceptually independent but in practice, they are highly interrelated. Few theories, if any, do not have methodological implications, nor are all methods up to the task of illustrating any theory at work. In short, the relationship between theory and method is complex, a source of considerable tension within and across organizational research communities.

Such tension is not always recognized. To wit, textbook treatments of the relationship continue to suggest that methods (minimally) test the plausibility of theories and do so in a roughly predictable -- if not magical -- sequence. In conventional form: Problems are identified, specific questions or hypotheses posed, research tactics spelled out, measures taken, analysis conducted and inferences or conclusions result. Yet, practicing organizational researchers know from both experience and growing critique that this conventional narrative is misleading.

What seems clear today is that method can generate and shape theory just as theory can generate and shape method. The two are inextricably tied together however much we may wish to pull them apart. The purpose of this Special Topic Forum is to explore in some depth just how broadly and deeply methods are entwined with theory.

Specifically, we invite papers that take up questions as to how method -- old and new -- helps to develop theory and/or how theory -- old and new -- helps to develop method. Micro, macro, qualitative and quantitative approaches are welcome -- with overlapping and integrating approaches encouraged as well. The editorial group for this Forum -- Terry Mitchell (University of Washington, [trm@u.washington.edu](mailto:trm@u.washington.edu)), Jesper Sørensen (MIT, [sorensen@mit.edu](mailto:sorensen@mit.edu)), and John Van Maanen (MIT, [jvm@MIT.EDU](mailto:jvm@MIT.EDU)) -- is intentionally diverse in terms of disciplinary and intellectual background. Hence

manuscripts representing a variety of perspectives and scholarly interests in organizational research are sought.

Below are listed a few topical areas where submissions are welcome. This list is not intended to be inclusive but merely representative of a few of the domains of interest covered by this call for papers.

- How to think about and define research constructs and variables, particularly with respect to understanding complex relationships across organizational levels and time.
- How to order and carry out the research process from conception through publication based on an explicit concern for the interaction between method and theory, and the implications of such processes for the training of new researchers.
- How exploration and development of theory enhances or limits method choice (and the reverse).
- How formal modeling and/or simulation techniques contribute to (or limit) theory development and testing.
- How particular methodological strategies have impacted theoretical developments in particular areas of research, or how particular theories have shaped methodological practice.
- How inductive or deductive (single-unit or multiple-unit; statistical or representative) research strategies constrain or broaden theoretical choice and elaboration.

In brief, there are many ways theory and method play off one another. We are seeking papers that explicitly address these matters and, in the end, offer suggestions for how organizational studies might be improved by taking into account the interaction of method and theory.

## SUBMISSIONS

To be considered for publication in this Special Topic Forum, manuscripts must be received by May 5, 2004. There are two ways to send the manuscript to *AMR*. The **strongly preferred** way is by e-mail attachment. To do so, simply attach a copy of the Microsoft Word file to an email and send it to [briefamr@tulane.edu](mailto:briefamr@tulane.edu). *Alternatively*, you may submit your manuscript on a 3.5 floppy disk or CD by mail or express delivery. Please include with the disk a cover letter indicating your postal address, e-mail address, and telephone number. Details concerning *AMR's* procedures and evaluation

criteria are printed in all issues of the journal in a section titled *Information to Contributors*. Instructions for manuscript preparation are provided in the *Style Guide for Authors*, printed in each January issue of the journal. Authors must consult both documents and follow them when submitting manuscripts.

**Request for volunteers:** If you are interested in serving as an ad hoc reviewer for this Special Topic Forum, you may contact one of the Special Issue Editors, or send Arthur P. Brief an email ([briefamr@tulane.edu](mailto:briefamr@tulane.edu)) describing your relevant expertise and reviewing experience.

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## CALL FOR NOMINATIONS: ACADEMY OF MANAGEMENT CAREER ACHIEVEMENT AWARDS

Nominations are invited for the four Academy of Management Career Achievement Awards. Nominations must be submitted electronically and received by the Chair of the Career Achievement Awards Committee no later than February 2, 2004. Detailed information regarding each award and on the process for submitting a nomination is provided at: <http://infonet.aomonline.org>

This online source also provides a list of past recipients of each award. The awards focus on recognizing significant contributions over the course of a career. They include:

1. DISTINGUISHED EDUCATOR AWARD
2. DISTINGUISHED SERVICE AWARD
3. SCHOLARLY CONTRIBUTIONS TO MANAGEMENT AWARD
4. DISTINGUISHED SCHOLAR-PRACTITIONER AWARD

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## UPCOMING CONFERENCE: FOURTH CONFERENCE ON INNOVATIVE TEACHING IN HUMAN RESOURCE MANAGEMENT & INDUSTRIAL RELATIONS, SPRING 2005

This will be the fourth time that this teaching oriented conference has been held. The last event, organized by Rob Heneman and Judy Tansky at the Ohio State University was a great success. Utah State University will host the fourth conference in spectacular Park City, Utah. While we cannot guarantee it, we hope that there will be opportunities for late season skiing at Deer Valley, Canyons, Alta, or Snowbird. The conference will be held in April 2005. A full call for papers along

with conference details will appear in the next newsletter. We encourage researchers, teachers, consultants and practitioners to contribute empirical and conceptual research as well as case studies and discussions of best-practices that promote learning and professional development in the fields of HR and IR. For more information, please contact the conference organizer James Hayton ([James.Hayton@usu.edu](mailto:James.Hayton@usu.edu)).

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**Pictures from the 2003 HR Town Hall Meeting**



**Deb Cohen, SHRM, addresses participants in the HR Town Hall Meeting, Seattle, WA**



**The 'Dean's Table' discusses the contributions that HR education must make.**



**Foard Jones, University of Central Florida, and Sara Rynes, University of Iowa lead a discussion of the mission for HR research.**