July - August 2002

hrSPECTRUM

CAHRS Center for Advanced Human Resource Studies

Research Highlight

Bottom-Line HR Management: A Revolutionary Approach

A revolutionary approach to managing an organization's human resources, bottom-line HR links HR strategy with organizational goals.

"Strategic HR management links HR practices to the bottom line of the business," says Gary S. Fields, professor of labor economics at Cornell's ILR School. "Bottom line HR doesn't keep anyone guessing about what the company's objective is."

Organizational goals are easily classified, says Fields. "Most companies aim to maximize profits. Others aim to win championships. Some have social objectives. You can't manage well unless you know precisely which type of organization you're working in and what the goal of your organization is."

Bottom line HR enables managers and employees to think clearly, manage better, and connect HR to the bottom line by focusing people on the organization's objective. "You've won half the battle when you know that you should be maximizing profit, or if not profit, something else," says Fields. "To win the other half, you have to know how to go about it."

Once the company defines its goals, HR managers can do their jobs effectively because they know which class of organization they're working in. With a clearly-articulated objective, HR managers can earn a seat at the table and make correct decisions using a sound decision rule, and ask probing questions the rest of the time.

"I recommend giving all employees a one-sentence, two-part job description," says Fields. "The first part states the organization's objective clearly and concisely; the second part states the employee's specific responsibility."

For example, such a description might read: "ABC Corp. makes money by discovering and refining oil; my job is to help make money for the company by discovering oil."

Practices that get in the way of good decisions hamper bottom line HR management, according to Fields. Among the most important:

Unclear organizational goals. You can't maximize anything if you don't know what you're maximizing. "Some companies are unwilling to be clear about their own goals," says Fields, pointing to companies with two-page mission statements.

The balanced scorecard. This technique assumes that companies should measure four sets of factors: learning and growth, internal business process, customer and financial — assuming each has the same importance. However, the balanced scorecard is analogous to baseball's box scoring system. One team may beat the other on hits and errors, but unless it has scored more runs at the end of nine innings, it loses the game.

Value. "Adds value" is an ambiguous term, according to Fields. Sometimes it means, "produces benefits;" sometimes it means, "produces benefits that outweigh the costs." When a term means different things to different people, it ceases to have content, says Fields. "It would be better to return to everyday English and use phrases like 'produces benefits'."

Strategy. Managers in many organizations have difficulty aligning their decisions with the company's business objectives because they don't understand what the company's objectives are.

Some people object to bottom line HR because it's so straightforward. Says Fields, "There are people who don't like precision and actively work against it. If you're one of them, I can't help you."

Others object to bottom line HR because profits can be manipulated, as the Enron, WorldCom, and other companies' scandals have demonstrated. "Even if you're managing in an organization that manipulates its profits to look better to Wall Street, you should be

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Letter from the Departing Director

Pat Wright
CAHRS Research Director

John Boudreau
CAHRS Director

Scott Snell
CAHRS Director of Executive Programs

In looking back upon my past year as the Director of CAHRS, I want to first express my thanks to the many people who made it such a great experience. First, Dr. Pamela Stepp has been absolutely invaluable in teaching me the ropes of CAHRS and providing the leadership that has been needed while John Boudreau was on sabbatical. Second, I want to thank Jo Poole whose administrative work has kept me far more on top of things than I could ever have been on my own. Third, I want to thank George Milkovich, Lee Dyer, John Boudreau, and Scott Snell for sharing their wisdom and insight regarding the past, present, and future of CAHRS.

During the past year, many things have been going on within CAHRS. We have tried a new event format with the knowledge sharing session on the impact of September 11th. We found that this was an effective format for hitting current issues in a timely manner. We expect to try this again when an issue presents itself (although we are hopeful it will not be another disaster!). We have tried to stay in touch with sponsors through means other than the normal on-campus sponsor meetings. And, even during some trying economic times, we have been able to maintain our sponsor base. This is a testament to both Pam's tireless efforts and our sponsors' deep commitment to CAHRS.

In addition, at the behest of George Milkovich, the senior faculty within CAHRS has been having discussions about its future governance. (I should note that we began this discussion long before corporate governance became an issue in response to the scandals, again evidencing our leading-edge thinking!) As George and Lee hit a career stage where they are looking for fewer, not more things to do, with the addition of some very talented younger faculty over the past few years, and with the need to better integrate the various activities for which our faculty has responsibility, the consensus was that CAHRS could benefit from a revised structure. Consequently, beginning with John's return from his sabbatical, he will resume his role as the Director of CAHRS. In addition, Scott Snell, who currently heads ILR Executive Education, will take on an internal CAHRS role as Director of Executive Programs. Finally, I will transition from my role as Director to the role of Research Director within CAHRS. Each of these positions will have term limits to help us to better attend to succession planning within the CAHRS leadership ranks. Our belief is that this new governance structure will enable us to better exploit our faculty resources toward integrating the many activities in which we all participate, and thus become an even stronger organization and better positioned to move into the future.

This year has been an extremely valuable learning experience for me. I have come to appreciate the fine organization John has built and the challenges faced by a CAHRS Director. In light of that, let me welcome John back as the Director of CAHRS.

Sincerely,

Patrick M. Wright
CAHRS Research Director

Company HR Profile

The Gillette Company

The Gillette Company is an $8 billion global market leader in several major consumer products categories, including Gillette blades & razors, Duracell alkaline batteries and Oral B products. Headquartered in Boston, it operates in more than 100 countries, with nearly 32,000 employees around the world.

When Jim Kilts was elected CEO in early 2001, the company was "having a bad beard day," according to *Fortune*. Its management structure was under fire and stock price had dropped. Under Kilts, Gillette launched a three-phase turnaround plan: a financial turnaround plan — focused on improving short-term financial performance; a strategic turnaround plan — focused on setting the business on the right course; and a plan for Functional Excellence meaning achieving best-in-class capability and performance at the best possible cost.

The results so far: a strong profit increase over last year. Solid sales growth. Positive feedback from analysts and the market.

Before the implementation of these business turnaround programs, Gillette had some HR issues linked to the lack of a performance-based culture across the entire organization, and line management's satisfaction with HR as business partners was mixed. Says Mike Sharp, Vice President of HR for Centers of Expertise & Shared Services, "We were having some challenges fighting the war for talent."

Another reason: too much fat. "Gillette had many HR employees performing overlapping activities worldwide," says Sharp. Besides bloating costs, the inefficiencies precluded best practices from being shared company-wide.

In its case for change, Gillette's HR team recommended centralizing certain functions to leverage the company's scale, delivering best practices and upgrading the role of what they term the HR Business Unit Partner — giving this role the challenge of driving a performance culture within Gillette.

"Our new organization requires and rewards teamwork and collaboration," says Sharp.

One of the first groups to change was HR itself. Gillette's 380 global HR professionals and managers adopted a new model that focuses them into one of three areas:

Global Centers of Expertise develops and provides specialized knowledge and processes for global implementation in the areas of learning and development, rewards and recognition, and employee benefits.

Global HR Shared Services provides high quality, cost-efficient transactional services in the areas of talent acquisition, compensation management, HR call centers (to respond to queries from active and retired employees relating to benefit plans and policies such as pension, medical insurance, etc.), and the HR processes and technology department supporting the technology platforms on which the shared services center operates.

Business Unit Partners are the prime interface with line management. They focus on HR initiatives to enhance the unit's organizational performance, as well as manage employee relations and people development issues.

"Before, we were HR leaders," says Sharp. "Now we have to become change leaders. This organizational model gives us the opportunity to meet this challenge and move the focus of the HR function to one of business partnership."

Gillette, Inc. joined CAHRS in 2002; the 'Company Profile' series feature a corporate HR view of new CAHRS sponsors.

Spring in Berlin, 2002

Managing Human Capital in the European Union

United States Ambassador to Germany, Daniel Coats, welcomed CAHRS sponsors and faculty to Berlin for the CAHRS Spring 2002 International Sponsor Meeting on "Managing Human Capital in the European Union and Beyond." Ambassador Coats encouraged the international audience to share ideas with each other while upholding the Berlin tradition of participating in dialogue. The diverse presentations contrasting U.S.-European approaches to HR sparked much discussion and debate.

SONY Headquarters in Berlin

When asked to evaluate the CAHRS meeting, participants commented that there was something for everyone. Attendees found the role of the Learning Academy in mergers and acquisitions at DaimlerChrysler innovative, and the Shared Services presentation by IBM informative and beneficial. Mediation and conflict resolution strategies proposed by Shell and Cornell University were thought-provoking; and executive compensation strategies and practices presented by IBM, GM, and the University of Ljubljana were useful. The presentations about expatriation and repatriation, diversity, migration, and cultural values created intellectual interaction and ideas for new models.

Most agreed that the networking sparked by the presentations contributed the most to learning. The reception and dinner sponsored by SONY in the Sky Garden of their new Berlin Headquarters gave us the opportunity to view the city while enjoying conversation with our colleagues. The walking tour in the former East Berlin, learning journeys highlighting the remains of the cold war, the New Berlin, and the unemployment crisis educated us about our host country. Record numbers participated in the Berlin meeting and many made enthusiastic suggestions about where to have the next international meeting. All of us at Cornell would like to thank the CAHRS Sponsors and our new friends in Germany who contributed to the Berlin meeting during the past two years making it such a success. hr

Ambassador Daniel Coats, U.S. Embassy Berlin and John Boudreau, CAHRS Director

and Beyond

Richard Lewis, European Commission, Brussels, Belgium

Shlomo Ben-Hur, DailmerChrysler and Torsten Kuehlmann, University of Bayreuth

Kelly Race, Gillette; Pam Stepp, CAHRS; and Jim Hennessey, Corning

Ulrich Jordan, Citibank; Govert Boeles, Shell; Roberta Douma, Capital One; and Adam Booksin, CIGNA

Stuart Reed, Honeywell; Charles Hampden-Turner, THT Consulting; and Chris Goldsmith, Shell

Calls for Sponsor Participation

CAHRS Senior Faculty Team Embarks on Global Strategic HRM Study

In an effort to leverage the resources of CAHRS (both faculty and sponsors) to further accelerate its worldwide impact, the senior faculty (Professors Batt, Boudreau, Dyer, Milkovich, Snell, and Wright) will be conducting a global study aimed at creating a new strategic HRM paradigm. The senior faculty team will be setting up working groups in New York City, St. Louis, San Francisco, London, Paris, Hong Kong, and Tokyo. Each working group will consist of senior line and HR executives and will meet for one day in the fall (September/October) and one day in the spring (February/March). The first meeting will focus on generating models of the business by examining the competitive marketplace and factors leading to competitive success. The second (spring) meeting will feedback the results of the first phase, and then drill down more deeply on the current and future roles that people and HR will play in ensuring competitive success.

The sessions will immediately benefit participants through being able to ruminate, generate, and communicate their own thoughts about their businesses, and then integrate these with the various perspectives and viewpoints offered by peer executives at other companies. They will also benefit in the longer term as these ideas will be assimilated and integrated by the faculty team and fed back to the participants with practical implications.

CAHRS sponsor firms that wish to participate by nominating line and HR executives to be part of these working groups should contact the CAHRS Research Director, Patrick Wright at pmw6@cornell.edu or 607-255-3429. hr

Fall 2002 "Issues in Global and Digital HR" Course Begins in September

It's Time to Send in your HR Questions for the

Human Resource Management in a Digital and Global World: Topical Research Skills

class taught by

John Boudreau, CAHRS Director and Professor

Stuart Basefsky, Senior Reference Librarian, Catherwood Library ILR Cornell

Please contact Victoria Bond at
607-255-5347
or email vb25@cornell.edu
if you would like to submit a question

Special Bonus for CAHRS sponsor companies ... Free online research resources

If you would like to experience just a few of the tools that our students will learn and use in the class, or enhance your own ability to answer topical questions, please visit this link to a guide entitled, *"Free Key Resources For Research."* This is a research portal designed by Stuart Basefsky who co-teaches the ILRHR 664 Class. It provides a methodical approach to the use of free and highly useful materials relevant to the world of work. Simply review the categories in the left-hand margin and click on the ones you wish to explore. You will probably want to make this resource available to all of your employees once you discover its true value. This is but one of the many guides students in this class use to become their own information consultants. This is a research portal to FREE RESOURCES, you can use from anywhere in the world without charge.

Free Key Resources for Research
http://www.ilr.cornell.edu/library/reference/guides/show_guide/default.html?guide_number=563

In The News

Brad Bell

Brad Bell, ILR New Incoming Assistant Professor - Brad will begin teaching the HR560 Management course in the Fall 2002 semester. Dr. Bell's previous experiences in teaching are as an instructor for Michigan State University where he taught industrial and organizational psychology. His research interests include developing learning systems that can enhance individual, team, and organizational effectiveness. His research explores the design of technologically-based learning systems, and examines the implications of integrating the features of active learning techniques into complex and dynamic learning environments. Professor Bell graduated from Michigan State University with a Master of Arts degree and a Ph.D in Philosophy majoring in Industrial and Organizational Psychology.

Ronald Ehrenberg

Ronald Ehrenberg Appointed AAUP Chair - The American Association of University Professors' (AAUP) Committee on the Economic Status of the Profession for the 2002-2003 academic year selected Dr. Ehrenberg, the Irving M. Ives Professor of Industrial and Labor Relations and Economics, and Director of the Cornell Higher Education Research Institute. As part of his responsibilities he will author the AAUPs annual report on faculty salaries. Professor Ehrenberg received a B.A. in mathematics from Harpur College (SUNY Binghamton) in 1966 and a Ph.D. in economics from Northwestern University in 1970. A member of the Cornell faculty for 25 years, he has authored or co-authored over 100 papers and 15 books. He was the founding editor of Research in Labor Economics and is currently a co-editor of the Journal of Human Resources. He is serving, on several editorial boards and as a consultant to numerous governmental agencies and commissions and university and private research corporations. He is also a research associate at the National Bureau of Economic Research, was a member of the Executive Committee of the American Economic Association, and chaired AAUP Committee Z on the Economic Status of the Profession. He currently chairs AAUP Committee E on Retirement, is President-Elect of the Society of Labor Economists, and serves on the Advisory Board of the National Research Council's Office of Scientific and Engineering Personnel.

Michael Lounsbury

Professor Michael Lounsbury Wins Award - One of the two inaugural winners of Cornell's "Kaplan Family Distinguished Faculty Fellow in Service Award," Dr. Lounsbury, Department of Organizational Behavior, is a sociologist with interests in the relationship between organizational and social change, entrepreneurship, and the rise of new industries and practices. This award was given in recognition of work he has done to support civic engagement through his "Service Learning" course, cross-listed with Sociology, in which students explore how the Ithaca non-profit and community service sectors work together. Recently, he has been working on projects that investigate the emergence of the recycling industry and the dynamics of product categorization in the mutual fund industry. Professor Lounsbury's work has been published in journals such as: Administrative Science Quarterly, Academy of Management Journal, Academy of Management Review, and the Strategic Management Journal. In addition, he is co-editor of a forthcoming volume in the book series, Research in the Sociology of Organizations, entitled "Social Structure and Organizations revisited." Dr. Lounsbury received a B.A. in Economics from Middlebury College, a M.M. and a Ph.D. in Sociology and Organization Behavior from Northwestern University.

ILR Students Win the National SHRM HR Games - In the first year a Cornell team has participated in the National HR Games competition, our HR students won. Winning team members are Maggie Lorenc ILR '04, David Klesh ILR '02, and Amy Schwab ILR '02, all coached by Micky Candia MILR '03. Chris Collins, Assistant Professor in ILR, directed the team as they competed at both the Area I and the National HR Games competitions sponsored by the Society for Human Resource Management (SHRM). The HR Games are a chance for undergraduate student teams to test their HR knowledge in a round-robin "College-Bowl" type competition. Questions for the competition are written by members of the National Chapter of SHRM and cover content found on the Professional in Human Resources certification exam. The Cornell team won in overwhelming fashion at the Area I regional competition, beating out eleven other teams including previous champion Penn State. The team went on to capture the National HR Games Championship held during the SHRM Annual Conference this June in Philadelphia. At the national event, Cornell competed against the winning teams from five other regions in a two-day competition, defeating North Carolina State and Mississippi State in the semi-finals and finals. Their success in these events brings increased national recognition to ILR, especially in regard to the quality of our students and of the education they receive. The student SHRM chapter, supported by the ILR School, CAHRS, and Cornell University are applying to host next year's Area I regional competition. The games will need judges, particularly some HR professionals that we might help recruit through CAHRS. If you think you might want to participate as a judge or volunteer for the contest next year, please contact Chris Collins at 607-255-8859 or via email: cjc53@cornell.edu .

Up Close With...

John Murabito of Monsanto Corporation

Two years ago, Monsanto faced a multitude of challenges. Activists continued to protest the company's biotech products in Europe as Monsanto was establishing a founding stake in the growing agricultural biotechnology industry. At the same time, the company grappled with a major restructuring.

Says John Murabito, Senior Vice President, Human Resources, "It's been a wild ride." Murabito came to Monsanto in 1997 as HR operations team leader after serving as group vice president of Frito-Lay's Eastern U.S. division. Earlier, he was in labor relations posts with the Trane Company and HR management for Symbion, Inc., manufacturers of the Jarvik 7 artificial heart. He holds a bachelor's degree from Augustana College and a master's degree from the University of Iowa.

John Murabito, Senior Vice President, Human Resources, Monsanto Corporation

Monsanto's human resources group, which includes approximately 200 professionals worldwide, is centrally managed and organized in a flat structure. Reporting to Murabito are corporate HR, global technology as well as specialist heads, including diversity, organization/management development, rewards, staffing, and corporate services (real estate, aviation, security, purchasing-A/P). In addition, Monsanto has four human resources heads representing global operations.

In late 1999, Monsanto and Pharmacia & Upjohn agreed to merge into a single company, which changed its name to Pharmacia Corporation. Monsanto's pharmaceutical business was integrated into Pharmacia's, and the agricultural business retained the Monsanto name. In the fall of 2000, Pharmacia offered more than 38 million common shares in an initial public offering (IPO) of "new" Monsanto, giving it an 85 percent stake in Monsanto, a company now focused exclusively on agriculture and biotechnology. On August 13, Pharmacia spun off its ownership stake in Monsanto to its shareowners, making Monsanto a freestanding company.

Today, Monsanto is a $5.5 billion global corporation headquartered in St. Louis with approximately 14,000 employees. The company has operations in more than 100 countries and employees in 60 countries, and is a major producer of herbicides, seeds, biotechnology traits, and other agricultural products.

As new studies have eased fears about the health and environmental effects of biotech crops, Monsanto has successfully built a biotech business. The United Nations has issued a report stressing the benefits of biotech crops. Regulatory agencies in many countries have approved sale or importation of genetically modified corn, cotton, canola and soybeans. This past growing season, U.S. farmers ignored activist protests, planting more of Monsanto's genetically modified seeds.

Several human resources initiatives helped Monsanto transition effectively through its changes. Says Murabito, "It's been a tremendous time to focus on leadership, and our leadership development programs include a disciplined approach to people review and succession planning."

Training has been a key element of leadership development. "We've launched training programs for all employees worldwide," says Murabito. The company has also created a model to define what leadership means at Monsanto. Explains Murabito, "It's a balance between strategy and implementation with stress on implementation. We want leaders with foresight — the ability to see trends around world. Most important, we want leaders who care about the people on their team and spend time with their people."

Connecting through vision and strategy has enabled HR to get the job done during the past few years. "We've communicated key messages and kept our team united during our many transitions," says Murabito. Beginning with a landmark post IPO meeting for the company's top 300 people, line managers and HR staff cascaded strategic information to all Monsanto's employees. "Each year since then, our people's goals have been tied directly to one or more of Monsanto's key strategies and we measure their performance on them," he says.

Diversity is another element of HR's transition efforts. Says Murabito, "We've made significant progress in increasing employee diversity here at Monsanto." After installing mentoring, coaching, and training programs around the world, the company has lowered the turnover of women and minority employees, increased retention and created a larger pool of diverse people at an early stage of their career.

With Monsanto's restructuring complete and biotech concerns allayed in domestic markets, HR will continue to stress leadership development, diversity, and developing first line managers. "We want managers with strong technical and operational capabilities who are passionate about the business and courageous about stands they take," says Murabito.

Building harmony in the organization through cross-training and cross-staffing is another HR priority. "Our goal is to create a single company focus from what were several cultures." *hr*

Monsanto (Pharmacia) Corporation joined CAHRS in 1991; the 'Up-Close With …' profiles feature interviews with leaders of CAHRS sponsors.

Executive Briefing Profiling IBM®

We are pleased to announce that the next CAHRS Executive Briefing will be held on October 9th, 2002 at the IBM Learning Center in Armonk, NY.

Hosting the event will be Randy MacDonald, Senior Vice President, HR for IBM. Louis Gerstner, IBM's Chairman of the Board, will speak to the participants regarding his observations about HR and its role in business. Also joining us will be a number of the leading members of IBM's HR community. The day promises to be informative and interactive.

IBM will be hosting a reception the evening before the event on October 8th at their Learning Center from 6-9pm. We hope to see you there.

AGENDA

Wednesday, October 9, 2002 • IBM Learning Center, Armonk, NY, • Rooms 212/213N

7:45am - 8:30am . . . . . Continental Breakfast

8:30am - 8:45am . . . . . Welcome
Randy MacDonald
IBM Senior VP, Human Resources

8:45am - 9:45am . IBM - A Perspective on Change
Louis V. Gerstner
IBM Chairman of the Board

9:45am - 10:30am . . . . . Setting the Direction in Ensuring Accountability
Harriet Pearson
IBM VP, Workforce Effectiveness

10:30am - 11:00am . . . . . Break

11:00am - 12:00pm . . . . Workforce Diversity - a Competitive Differentiator
Ted Childs
IBM VP, Workforce Diversity

12:00pm - 1:00pm . . . . . .Lunch

1:00pm - 1:45pm . . . Making Pay for Performance a Reality
Diane Gherson
IBM VP, Compensation & Benefits

1:45pm - 2:30pm . . . . . *Driving Performance Through Learning*
Ted Hoff
IBM VP, Learning

2:30pm - 3:00pm . . . . . Break

3:00pm - 3:45pm . *Attracting, Motivating & Retaining the Best Talentin the IT Industry*
Donna Riley
IBM VP, Talent

3:45pm - 4:15pm . . . . . *IBM's e-Workplace*
Jon Iwata
IBM Senior VP, Communications

4:15pm - 4:30pm . . . . . .*Using the Web to Develop Human Resources Professionals*
Frank Persico
IBM Director, HR Executive Resources and Development

4:30pm - 5:00pm . . . . . Open Forum
Randy MacDonald
IBM Senior VP, Human Resources

To Register Online go to:
http://www.ilr.cornell.edu/cahrs/IBM02Form.html

HOTEL INFORMATION: *PLEASE NOTE* - You will need to make your hotel reservations before September 8th as that is the date that they will be released to the general public. We have set up a block of overnight rooms for the evening of October 8th at the Hilton Rye Town located at 699 Westchester Avenue, Rye Brook, NY 10573. This hotel is about 20-25 minutes from the IBM Learning Center. Please call (914) 939-6300 and reserve a room under block name "IBM - CAHRS". You will need to mention "IBM - CAHRS" to get the IBM discount rate. The IBM room rate is $165 plus taxes, etc.

For further information, please contact:

Jo Poole, Executive Staff Assistant, Cornell University, CAHRS, 187 Ives Hall, Ithaca, NY 14853-3901 USA, Phone: 607-255-4953, Email: JAP7@cornell.edu

Bottom-Line HR Management *from Page One*

building real profits," says Fields.

Ultimately, HR leaders can use the power of bottom line HR to become valued managerial partners by embracing their organizations' goals, using sound decision criteria and conveying decisions in jargon-free English.

Says Fields, "Managing people is far too important to be left to those who can't or won't think in such ways." hr

For more information regarding this research please contact Professor Gary Fields via email: gsf26@cornell.edu, or Tel: 607-255-4561. This article references research from the CAHRS Working Paper #02-07, which can be found on our web site: http://www.ilr.cornell.edu/cahrs/WPapers.html .

CAHRS EVENTS CALENDAR

2002/2003

CAHRS Sponsor Executive Roundtables for the ILR Student Orientation . . . . . August 27, 2002 Ithaca, NY

CAHRS Executive Briefing Profiling IBM . . . . . October 9, 2002 Armonk, NY

CAHRS Fall Sponsor Meeting 2002 . . . . . November 13-15, 2002 Ithaca, NY
Restoring Trust: HR's Role in Corporate Governance

International Human Resource Executive Development Program (A One-Week Program) . . . . . April 27 - May 2, 2003 Ithaca, NY

CAHRS Spring Sponsor Meeting 2003 . . . . . May 7-9, 2003 Ithaca, NY

CAHRS Fall Sponsor Meeting 2003 . . . . . November 12-14, 2003 Ithaca, NY

Other ILR Events

Cornell Annual Career Fair . . . . . September 24-25, 2002 Ithaca, NY

Creating Competitive Advantage Through People (A one-week Executive Development Program) . . . . . October 6-11, 2002 Ithaca, NY

ILR Career Fair . . . . . October 17, 2002 Ithaca, NY

For more information, contact Jo Poole at 607/255-9358 or email: jap7@cornell.edu, or visit our website at: http://www.ilr.cornell.edu/cahrs/Calendar.html

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