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hrSPECTRUM

CORNELL CAHRS Center for Advanced Human Resource Studies

Research Highlight

Human Resources and Intellectual Capital

As intangible assets continue to transform business and drive competitive advantage worldwide, intellectual capital is a highly sought commodity in today's corporate landscape. The rush is on among companies around the world to stockpile and develop intellectual capital knowledge resources to attain superior performance.

Intellectual capital comes in many formats and categories and is not an easy substance to capture and bottle, according to three Cornell researchers who recently analyzed how 208 companies developed their human, social and organizational capital. "A company's intellectual capital includes human capital—the knowledge, skills and abilities of individual employees and organizational capital—information stored in organizational databases, business processes, systems and relationships," says Scott Snell, Professor at Cornell's School of Industrial and Labor Relations.

In addition, intellectual capital includes the networks and relationships workers have established with customers, suppliers, partners and others—social capital.

Snell, along with Mark Youndt of Skidmore College and Mohan Subramanian of Boston College, explored the role of human resources in developing intellectual capital. Along with information technology and research and development, human resources can significantly leverage a company's knowledge base by making or buying human capital. "HR develops employee knowledge and skills, attracting individuals with superior knowledge and skill levels from external markets and competitors," says Snell. In addition, HR conducts training, performance feedback to facilitate employee development and expand relationships inside and outside the company. "We found that investment in human resources management tends to be higher in companies with stronger social and human capital," he says.

To generate data for their study, the three researchers mailed a questionnaire to the CEO, President and VP of HR at more than 900 companies from the U.S. Directory of Corporate Affiliations. The companies of the 208 respondents represented more than 100 industries, had an average of more than 4,000 employees and mean annual revenues of $771 million.

The researchers asked respondents to rate their human, organizational and social capital using several multi-item scales, and validated responses by factor analysis. They also questioned respondents about investments in human resources and incorporated information about organizational performance such as return on assets and return on equity, obtained from standard financial sources such as Disclosure and Bloomberg. Additional data included organizational age, resource abundance, volatility and complexity or environmental heterogeneity, obtained from standard financial reference sources.

Regression analysis showed that most companies focus primarily on one type of intellectual capital. Fewer than 25 percent of respondents had high levels of human organizational, as well as, social capital and a few underperforming companies had low levels of all three types of intellectual capital. "Some companies may view different types of intellectual capital as substitutes, which is not necessarily the case," says Snell. "The reality is, developing multiple types of intellectual capital is a difficult and complex challenge."

Furthermore, the analysis showed

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Up-Close with ...

Randy MacDonald of IBM

Randy MacDonald Steps Down as CAHRS Chair

When the Dean and faculty of Cornell's ILR School interviewed Randy MacDonald, then a GTE executive, for a CAHRS Advisory Board seat in 1995, they told him they needed him, his vision and expertise. "We don't have anyone like you," said the Dean, according to Randy.

Randy MacDonald

"I told him I had applied to Cornell and was rejected 25 years ago," laughs Randy. The Dean said, "We do make mistakes." I said, "No, you made the right decision at that point."

Now IBM's Senior Vice President of Human Resources and three-year chair of CAHRS' Advisory Board, Randy is preparing to hand the organization's leadership over to another board member. His legacy is one of remarkable growth and accomplishment.

In addition to spearheading work between CAHRS colleagues and the Cornell faculty on the HR implications of September 11 and offshoring U.S. production in emerging countries, "We created better dialogue with faculty, identified key HR issues, held seminars and published research on them," says Randy.

Randy also took a personal interest in making Cornell curriculum development contemporary for business. To illustrate the reality that relations between labor and management are not necessarily controversial, he and Morty Bahr, president of the Communications Workers of America, addressed students on working together for success.

"Randy MacDonald is a busy man who makes promises and keeps promises," says Pamela Stepp, Managing Director of CAHRS. "He has a demanding job and many other responsibilities, but during the time he has served as our Advisory Board Chair he has followed through on every one of his promises. His company, IBM, is represented at every CAHRS event. He has brought in new sponsors. This year he taught a class in our new course, 'A View from the Top,' and students thought he was amazing. He will kick off our HR and Sustainability Meeting in Lausanne and he convinced IBM to support one of our CAHRS teaching assistants this spring."

Adds Pat Wright, ILR Professor, "In the old days, board members were responsible for funneling money to organizations. Today, putting people behind projects is what helps even more. Randy is a model advisory board member and a man of action. For example, he arranged interviews with HR practitioners all over the world for our New Paradigm Study, which involved meetings between me and HR practitioners in several international cities. Randy has always sent IBM representatives to our classes, including our global distance learning class, which wouldn't have happened without his support."

Randy will continue as a member of the CAHRS board, providing intellectual and financial support. "I expect to be active with faculty and students as a visiting lecturer periodically," he says. hr

IBM Incorporated joined CAHRS in 1987; the 'Up-Close With …' profiles feature interviews with leaders of CAHRS sponsors.

The ILR School and the ILO

Work: Towards a Fairer Globalization

By Stuart Basefsky

In the complex world of work, it is important to be sensitive to often competing needs of companies, workers, and governments. The only truly tripartite international organization that addresses these complexities is the International Labour Organization (ILO) founded in 1919. Remarkably, the Cornell Industrial and Labor Relations (ILR) School is one of the few world-class educational institutions structured to study these same three entities as part of the interwoven fabric that constitutes the workplace. It is no wonder, therefore, that the research arm of the ILO known as the International Institute for Labour Studies (IILS) and the ILR School signed a Memorandum of Understanding (MOU) in September 2003, to work jointly on projects of mutual interest.

As a follow up to the MOU, several ILR faculty members went to the ILO in Geneva, Switzerland on May 20-21, 2004 just prior to the CAHRS meeting in Lausanne. This group, which included Dean Lawler, Professors Cletus Daniel, James Gross, Rosemary Batt, Ronald Applegate, Sarosh Kuruvilla and Stuart Basefsky, met for numerous sessions sponsored by IILS and its Director, Jean-Pierre Laviec. The Ithaca contingent was jointly supported by the International Programs of the ILR School, chaired by Professor Maria Cook, and the Deans Office.

While the primary reason for this meeting was to develop a possible research and training agenda to respond to the recently released report of the World Commission on the Social Dimension of Globalization entitled, "A Fair Globalization: Creating Opportunities for All," there were other goals including but not limited to—

- Identifying who are the key counterparts to the ILR faculty residing at the ILO with whom research and training networks could be developed for gathering data, sharing research and developing curricula.
- Acquainting the Dean with the leadership of the ILO in order to establish the personal contacts that permit an institutional relationship to develop.

In the office of Sally Paxton, Executive Director, Social Dialogue Sector (from left to right): Jean-Pierre Laviec, Sally Paxton, Dean Edward Lawler, Cletus Daniel, James Gross, and Giuseppi Casale.

An unusual element of this visit was a two-hour video conference with ILR faculty and staff in Ithaca interested in pursuing this common research agenda. Opening remarks were made by Lucio Baccaro, IILS, Harry Katz and Clete Daniel, ILR, on the topic of "Towards a Fairer Globalization: What Role for Employment Relations Institutions?" This panel discussion was stimulating and brought numerous comments and responses from the nearly thirty-five participants.

ILR Extension was also well-received by its counterpart, the International Training Centre of the ILO (located in Turin, Italy). Its Executive Director, François Trémeaud, who also maintains an office at the ILO in Geneva, agreed to establish a modest exchange program with the hope that a broader institutional collaboration will develop as well as enhanced training opportunities globally.

Dean Lawler had the opportunity to meet four of the six executive directors of the ILO: Mr. Göran Hultin, Executive Director, Employment Sector (speaker at CAHRS meeting); Ms. Sally Paxton, Executive Director, Social Dialogue Sector (highest ranking U.S. citizen at the ILO); Mr. Assane Diop, Executive Director, Social Protection Sector; Mr. François Trémeaud, Executive Director, International Training Centre (Turin, Italy).

While the Dean was meeting the leadership of the ILO, the other ILR faculty members were meeting with their research counterparts hoping to establish solid communications and networks for future research opportunities.

Special thanks must go to Jean-Pierre Laviec, Interim Director, IILS, for orchestrating this successful meeting in Geneva. In addition, Professor Maria Cook and Robin Remick, International Programs of the ILR School, as well as ILR Dean Lawler, made this key international effort possible with their vision and generous support. hr

The ILO is one of the key resources for freely available information on the world of work. Any company seriously interested in international operations should be acquainted with their services. They treat companies, workers, and governments equally that is their mandate. They possess the information and contacts to ease the burden of operating internationally. Please refer to their web site www.ilo.org or www.ilo-mirror.cornell.edu .

To learn more about the Cornell ILR/ILO formal Memorandum of Understanding, the IILS, and it's Visiting Scholar Program visit the ILR International Programs web site www.ilr.cornell.edu/international.

HR Influence, Lausanne, Switzerland

CAHRS Spring Sponsor Meeting 2004

CAHRS Director Patrick Wright opened the Lausanne, Switzerland meeting May 24 explaining that "sustainable development represents an opportunity for HR to influence firm decision making." Managing Director Pamela Stepp and Executive Education Director Scott Snell organized the meeting to bring sustainable development leaders from the U.S. and Europe to interact with CAHRS sponsors and Cornell faculty on this timely topic.

In preparation for the meeting CAHRS surveyed sponsor companies to learn about the company's vision for sustainability, drivers, initiatives and capabilities. Snell presented the results; the companies most advanced in sustainable development are no more likely to have the necessary HR vision, engage HR as a champion or achieve their sustainability goals, than those companies beginning to explore sustainable development programs.

Björn Stigson, President of the World Business Council for Sustainable Development, gave his well-received presentation about the business case for sustainable development. A participant said about Stigson's presentation, "getting such a clear leader on the topic was fantastic."

The second day of the meeting focused on topics in HR. Linda Distlerath, Vice President, Global Health Policy and Randall Bradford, Director of HR, MSD-France Merck, received extremely high evaluations for their presentation, "Integrating Corporate Purpose and Responsibility: Merck and HIV/AIDS." Distlerath presented from a scientist's perspective the 'why' Merck needed to develop an HIV/AIDS, TB & Malaria policy for their workplace. Colleague Randall Bradford spoke about the role of HR in developing the policy and making it work.

When asked what were the most useful ideas and information gathered at the meeting, participants said they learned developing sustainability as part of a strategy, effective models from company presentations, the importance of balancing between business responsibility and social responsibility, and that sustainability can be approached from many different angles. A participant said about the angles, "none are wrong or right, but to do nothing is wrong." Rob Lake, Head of Social Responsibility Initiatives and Corporate Governance for Henderson Global Investors, said in his presentation that he speaks all the time at sustainable development conferences, but this was the first time that he was invited to speak to leaders of human resources. There are many challenges in initiating and maintaining sustainable development initiatives. The CAHRS meeting was a beginning in understanding how to meet those challenges.

Outside the Olympic Museum in Lausanne: Mrs. Preston and Paul Preston, Unilever; Pam Stepp, CAHRS; Larry Kelleher, FPL Group and Mrs. Kelleher.

The Swiss Mountains and Lake Geneva, on the waterfront in front of the Beau-Rivage Palace where the CAHRS meetings were held.

Björn Stigson, World Business Council for Sustainable Development

Linda Distlerath, Merck & Co.

Göran Hultin, International Labour Organization

Beau-Rivage Palace, Atrium Meeting Room

HR Company Profile

Terex Corporation

Although Terex Corporation saw business shrink when the economy stalled in 2001, it is now on the fast track to renewed growth. Ranking third worldwide behind Caterpillar and Komatsu, the Westport, CT—based construction equipment manufacturer is projected to generate over $4.0 billion in revenues for 2004—a big increase over 2002's $2.8 billion in revenues.

"Since the mid-1990s, Terex "Earth King" in Latin, survived by acquiring smaller equipment manufacturers," says Kevin Barr, Terex's Vice President of Human Resources. Often, these under-performing construction equipment companies needed help with distribution, and Terex concentrated on simplifying their business and reducing operating costs. "We typically under priced competitors and muscled our way into new markets," says Barr, a graduate of Cornell's ILR School.

While this enabled Terex to triple sales in five years to $2.8 billion by 2002, the company also took on a significant amount of corporate debt. "And having come together through more than 25 acquisitions since 1998, our various manufacturing locations had a tendency to act like independent companies and not one Terex."

Terex's operations include a variety of businesses such as construction, cranes, aerial work platforms, mining, roadbuilding and utility products in 65 countries worldwide. Highly decentralized, the company's corporate staff consists of less than 70 people; most staff functions are handled by operating units at their site headquarters.

Predictable problems of decentralization inevitably began to crop up. "Some of our customers were telling us that sales representatives from five different Terex companies were calling on them separately," says Barr. "Other customers simply told us that we were just too difficult to easily conduct business with."

At a meeting last August of top Terex managers, the company took a hard look at itself from its customers' perspective, and decided that changes were in order. To generate further growth in a competitive economy, the company has announced an ambitious strategy that represents a dramatic change from its former style of operations—and a major challenge for Terex company's human resources group. "We've decided to shape our collection of loosely aligned acquisitions into a focused, consistent organization while maintaining the autonomous and entrepreneurial spirit that helped build the company," says Barr.

"Creating a company of multiple independent operators into a global integrated manufacturer won't be easy," says Barr, who started with Terex when it was a very different animal 3+ years ago. "Less than two years ago, Terex had 6,000 employees. Today, we have more than 15,000. We're more global: well over 50 percent of our people are located outside of the U.S. Today, our overseas presence is mainly in Europe, but we are looking to expand to Asia as well."

The company's financial strength will aid in the process. "As a $4 billion company today, combined with a greatly improved balance sheet and debt profile, we are able to acquire stronger companies," says Barr. "We'll have less clean-up to do once an acquisition is made, and we'll be able to be more selective for those companies that match our philosophy and operating style."

Terex's HR core functions such as worldwide compensation, benefits, labor, employment, diversity, learning, and executive staffing are located in Westport, CT. In addition, each of Terex's five major business units—construction, cranes, aerial work platforms, mining, and road building and utilities products—have their own HR organizations, with a dotted line relationship to Barr.

Barr's key goals for human resources include ensuring that an appropriate quantity and quality of talent is being assessed and developed for the company's businesses, providing the atmosphere and tools necessary to help the employee base learn and grow professionally, and striving to build a Terex environment that is a great place to work and the best in the industry. "Making Terex a great place to work as it transforms from a little known construction equipment company to a world class Fortune 500 Company will be a tremendous HR challenge," says Barr. "The entire Terex Improvement Plan represents a change in how we view our people, our workplace, our culture, and our customers." hr

Terex Corporation joined CAHRS in 2004; the 'Company Profile' series feature a Corporate HR view of new CAHRS sponsors.

HR Company Profile

Tyco International Ltd.

A global, diversified company headquartered in Princeton, NJ, Tyco International Ltd. is a conglomerate that provides products and services in five business segments: fire and security, electronics, healthcare, engineered products and services, and plastics and adhesives. The company's story has been a remarkable turnaround for the past two years, since Ed Breen took over as Tyco's Chairman and CEO following the dismissal of Dennis Kozlowski and his team.

Brought in to "clean house," the former Chief Operating Officer of Motorola faced a company with many significant near-term challenges. Although Tyco was operating more than $30 billion in annual revenues, it had staggering operating losses and $11 billion of debt in calendar 2003. "Within six months of joining, Breen fired the entire board and all the top managers and hired 80 executives to revamp the company," says Laurie Siegel, Tyco's senior vice president of human resources.

Next, Breen pushed hard for cost-saving integration throughout Tyco's 2,000 businesses. Under Kozlowski, Tyco had expanded through classic wheeling, dealing and acquisitions, with the predictable result: It had become a sprawling collection of decentralized operating units and 260,000 employees—not a unified organization with consistent goals and objectives.

After taking the helm, Breen also launched several programs to leverage Tyco's combined strength. One was a strategic sourcing program that enables the company's five divisions to jointly procure goods and services, saving millions of dollars. So far, more than $40 million has been cut from a telecommunications bill that totaled $350 million the year before. Tyco's 3,500 buildings and sites have been pared to 3,200, with an additional 200 locations scheduled for closing. Four Tyco divisions that previously had separate offices within miles of each other in Singapore, for example, are now in one location. Corporate headquarters staff, previously ensconced in lavish Manhattan quarters, now works in an office park in Princeton, NJ.

To return Tyco to profitability and establish it as a world-class operating company, Breen and Tyco management turned their attention to managing existing operations. The goal: steady, organic growth from market share and product development. "Our new leadership has a longer term view on growth," says Siegel. "Ed Breen has laid out a blueprint for change and is sticking to his outline. He doesn't expect Tyco to heal overnight, and he recognizes the cleanup will take time."

Tyco has also initiated several corporate-wide strategic programs:

Six Sigma and Lean. In 2003, Tyco launched a method of examining and permanently improving processes to eradicate waste, defects and variability. Six Sigma and Lean can be applied to anything from product design to production workflow to call center operations. Its adoption has been credited with saving billions of dollars at leading companies around the world. "Companies that have implemented Six Sigma and Lean find that it brings them much closer to their customers—something we will never stop striving to achieve at Tyco," says Siegel.

Ethics. Tyco has written and circulated, to all 260,000 employees, a multi-page ethics policy that has now been translated into 12 languages. The company has also hired more than 100 internal auditors to enforce it. It has a new corporate ombudsman, Richard Baran, to address employee concerns about ethics or policies. All of Tyco's employees attended mandatory one-day ethics seminars last spring, and more detailed programs are in the works for its 25,000 managers. "In the past," says Siegel, "The practice was to award huge bonuses to anyone who 'somehow drove the numbers up.' The new system assesses how well managers set and meet goals. As a result, Tyco's bonus budget for the fiscal year 2003 was reduced by $90 million." While Siegel acknowledges that some executives have grumbled about reduced compensation, "The ethics and bonus programs have restored a sense of corporate pride," she says.

With Tyco's attention now on 2004 and 2005, the immediate challenge for management is to improve operating rigor, further strengthen the balance sheet, solidify governance standards, generate more cash, and begin to establish a reputation as a world-class operating company. "Most importantly," says Siegel, "We need to deliver on our 2004 operating and financial commitments."

So far the plan is working like a charm: Tyco's second quarter 2004 profit was higher than expected at $782 million, while revenue rose 12% to $10 billion. hr

Tyco International joined CAHRS in 2004; the 'Company Profile' series feature a Corporate HR view of new CAHRS sponsors.

Sponsors Improve Spring Courses

Executive Guest Class Speakers

CAHRS is pleased to continue bringing human resources executives to the ILR School to participate in our classes. The ILR School was delighted to have nine CAHRS Sponsor Executive speakers during the spring of 2004.

David Nachbar, Senior Vice President, HR at Bausch & Lomb, addressed the challenges and current issues regarding performance management, which proved to be comprehensive and informative for the students in Quinetta Roberson's Intro to HR course. Likewise, the lecture given by Martha Sherman, Vice President, Morgan Chase & Co., on the role of HR in mergers and acquisitions engaged the students interests, as she used a systems-perspective to integrate all of the HR functions.

Students in Ben Dunford's Strategic Compensation course were fortunate to hear Sue Murphy, Vice President, Rewards and Recognition Programs at Citigroup, address international compensation issues, with a specific focus on benefits. In addition, Jim Gould, Vice President, Compensation and Benefits at Aetna, Inc., discussed strategic compensation issues, emphasizing the need to link rewards to appropriate firm level performance metrics with special emphasis on creating long-term value to the firm. Tom Fleming, HR Director, Corporate Technology and Manufacturing at IBM, spoke about the critical role compensation plays in helping firms create a strong performance culture and remain competitive under challenging financial circumstances.

Paul Whalen, Vice President, HR, Services Division at Sun Microsystems, presented new restructuring efforts at Sun's global services division to Rosemary Batt's Competing in Services course, with a discussion of the issues and dilemmas facing firms as they attempt to streamline and standardize service delivery systems on a global level. Ken Carrig, Senior Vice President, Administration and Chief Administration Officer at Sysco, focused his presentation on new strategies in service management and supply chain management.

In Lisa Nishii's International HRM course, Dave Pace, Executive Vice President, Partner Resources at Starbucks, discussed the factors that MNCs need to consider when designing a global compensation program, such as the business strategy and person strategy of the firm. Federico Castellanos, Vice President, HR Global S&D at IBM, spoke about the global talent development program that is in place at IBM, including the importance of the international

David Pace, Starbucks

Federico Castellanos, IBM

2004 Spring Semester	Company	Speaker
March	Aetna Bausch & Lomb	Jim Gould David Nachbar
April	SYSCO IBM Starbucks Citigroup Sun	Ken Carrig Tom Fleming Federico Castellanos Dave Pace Sue Murphy Paul Whalen
May	JP Morgan Chase	Martha Sherman

Continued on next page

SAVE THE DATES

Executive Briefing

October 7, 2004 • Seattle, WA

"The continuing success of the Starbucks Coffee Company has been built on the foundation of a commitment to their employees ("partners" in Starbucks speak). In sustaining this momentum as they have grown to what is now more than 7500 stores and over 100,000 partners worldwide, Starbucks has been known for their leadership and innovation in the Human Resources arena. Whether it was the introduction of stock options for all partners, the extension of full health insurance offerings to part-timers or the inclusion of coverage for domestic partners and their dependants, Starbucks has always been at the leading edge of change as it relates to their partners.

On October 7, 2004, the Starbucks Support Center in Seattle, Washington will be the site of the next CAHRS Executive Briefing. The event will be hosted by Dave Pace, Executive Vice President, Partner Resources, Orin Smith, CEO and Jim Donald, President, North America along with a number of other Human Resources executives from the Starbucks team. While Orin and Jim will provide the business and cultural context behind the success of Starbucks, as well as the challenges associated with the hyper-growth that they have experienced, Dave and the Partner Resources team will engage the group in a series of discussions around how they have tackled these challenges and how they are moving forward to address anticipated future issues. These challenges include the continued commitment to providing broad-based health care to all partners, the need to accelerate leadership development ahead of the growth curve and the role of corporate social responsibility in building sustainable partner commitment to the organization among other topics.

We look forward to this Executive Briefing and believe it will be an interesting and stimulating day as we look behind the counter and inside one of Fortune magazine's "10 Most Admired Companies."

CAHRS Fall Sponsor Meeting

November 10 to11, 2004 • Ithaca, NY

Costs of Employment: The Present, Future, and Hidden Cost of Pensions, Health Care, Infrastructure, Technology and Employment Regulations

More information on this briefing will be posted soon on the CAHRS web site at www.ilr.cornell.edu/cahrs.

experience for success. Paul Whalen also spoke in Lisa's class, presenting the design of a new global customer service process that is about to be implemented at Sun as a way to demonstrate the issues that arise when companies struggle with the dual pressures of globalizing and standardizing. Martha Sherman's interactive presentation catered to international HR issues identified by the students as being of primary interest.

Executive visits to Cornell are largely a result of the relationships CAHRS builds between executive sponsors and ILR faculty. Sponsors are invited to participate in classes as guest lecturers on HR topics that are pertinent to a particular course. This allows sponsors to make contact with current students, as well as serves as a great way for students to develop their education in desired HR fields.

The students enrolled in these courses identified the executive speakers' expertise in the subject matter that each discussed, as well as their engaging presentation styles and personal experiences, as being the most valuable part of the lectures.

Each semester, CAHRS serves as a broker, matching speakers to classes, and helping sponsors to get the most out of their classroom appearances by working closely with faculty to link topics to educational objectives.

If you would like to participate in our upcoming HR courses as a guest lecturer during the fall 2004 semester, please contact Dr. Pamela Stepp at 607-254-4829 or pls8@cornell.edu. We will be working with the ILR faculty to gather a list of topics where guest lecturers will be needed.

In The News

Phil Dankert

Phil Dankert to Retire – Phil Dankert, ILR's Collection Development Librarian, will be retiring after contributing more than 30 years of service as a member of the Catherwood Library staff. Dankert earned an undergraduate degree in economics from Colby College in 1958. After serving two years in the U.S. Army, Dankert graduated from the library science program at Simmons College in Boston in 1963. Shortly after, Dankert accepted a position in the acquisitions department at Olin Library. In 1968, Phil transferred over to Catherwood as the sole reference librarian. The library director at the time, Bernie Naas, quickly recognized Dankert's talent as a biographer, and in 1970 Dankert assumed his current responsibility for building the print and electronic based collections at Catherwood. During Dankert's time in this capacity, approximately 60% of the literature on industrial and labor relations and human resource management that sits on the Catherwood shelves was acquired, contributing to the prominence of the library. Dankert has served on almost every volunteer board in Ithaca and Lansing over the years, and in recognition of his contributions, the Village of Lansing dedicated a local park on Uptown Road in his honor. In addition, the Philip R. Dankert Endowment Fund is being established in honor of Dankert's lifetime of service.

Edward Lawler

Dean Lawler Resigns – Edward Lawler, Dean of the ILR School, recently announced that he will resign from his position at the end of the next academic year in June 2005. Lawler earned his Bachelor and Master degrees in Sociology from California State University, Long Beach, in 1966 and 1968, respectively. In 1972, Lawler received his Ph.D. in sociology from the University of Wisconsin, Madison. Prior to coming to Cornell, Lawler spent 22 years as a faculty member at the University of Iowa, where he served as a chairman of the Department of Sociology, and as the Duane C. Spriesterbach Professor. He was also tenured as Chair of the University Self-Study Committee, Chair of the University Strategic Planning Committee, and President of the University of Iowa Faculty Senate. Lawler came to the ILR School in 1994 as a Professor of Organizational Behavior, however, his association with the School began in 1978, when Lawler was a visiting professor. In 1981, he served as a visiting associate professor, and in 1990, as a visiting fellow. Lawler has authored 15 books and over 30 articles for professional journals. He also served as editor of Social Psychology Quarterly from 1993-97. In addition, Lawler is a member of numerous professional organizations, including the American Sociological Association and the Academy of Management. Although serving as the Dean of the ILR School has been a rewarding experience for Lawler, he wants to spend more time on current research and teaching courses.

Anu Lyons

Anu Lyons Joins the ILR Staff – On May 3, 2004, Anu Lyons joined the ILR Office of Career Services staff as the Assistant Director. Lyons earned a B.A. in psychology from SUNY Geneseo, and an M.S. in education with a concentration in college student development from Alfred University. Lyons previously served as a Career Advisor Intern with Alfred University. In addition, Lyons brings with her eight years of professional student services experience with Community Development at Cornell. In this capacity, she has held different positions, including Interim Assistant Director and Residence Hall Director. Most recently, Lyons held the position of Residential Special

Programs Administrator. Some of Anu's past responsibilities have included: supervising students and staff, supporting and advising 100 student volunteers for a mentoring program, directing summer program participants and managing the residential component for 175 incoming students, facilitating training workshops for professional and student staff, advising the Peer Mediation Program, and implementing large-scale residential programmatic initiatives for new students. The ILR Office of Career Services is pleased to welcome Lyons to the staff.

Lee Dyer

Lee Dyer Wins Award – Lee Dyer, Professor of Human Resource Studies, was recently honored with the 2004 Michael R. Losey Human Resource Research Award. This honor is granted annually by the Society of Human Resource Management (SHRM) to recognize past research accomplishments and facilitate future contributions to the HR field, and includes a $50,000 award from the Michael R. Losey endowed research fund. Named for a former president of SHRM, this is only the second time it has been awarded. Dyer earned a B.B.A., M.B.A., and Ph.D. from the University of Wisconsin, Madison. His teaching and research interests include organizational agility and human resource strategy, both areas in which he consults to numerous private and public organizations. In addition, Dyer is a worldwide lecturer and leader, and has served on the editorial boards of several publications, including Human Resource Management, Human Resource Planning, International Journal of Human Resource Management, and Asia Pacific Journal of Human Resources. Since 1994, Dyer has been a Fellow in the National Academy of Human Resources, and in 2003 he was awarded the Herbert G. Heneman Jr. Career Achievement Award by the HR Division of the Academy of Management.

Students Compete and Win in the HR Games – Seniors, Ted Holmquist, Steve Horowitz, and Maggie Lorenc came in first place, and sophomores, Anna Fishman, Maureen Martin, and Becky Ong came in third place in the Northeast Regional HR Games held in April 2004. Under the coaching of Alicia Horbaczewski and the advising of Chris Collins, the student teams trained and competed in the HR games, a one- or two-day series of Jeopardy style matches designed to test students' knowledge of HR and labor issues. The questions for the matches were divided into categories that are similar to those used in the Professional in Human Resources (PHR) certification exam. For example, some of the categories included Management Practices, Selection & Recruitment, Training & Development, Compensation & Benefits, Employee/Labor Relations, and Health, Safety, and Security. All team members were required to be members of the Society for Human Resource Management (SHRM). This year's competition featured 19 teams from 15 different Northeast universities, about 6 more teams and universities than competed last year. The winning team of seniors will now go on to compete in the National HR Games competition that is held during SHRM's annual conference.

CAHRS EVENTS CALENDAR

2004

CAHRS Spring International Sponsor Meeting . . . . . May 24-25, 2004 Lausanne, Switzerland
HR and Sustainability

CAHRS Executive Roundtables . . . . . August 24, 2004 Ithaca, NY

CAHRS Executive Briefing . . . . . October 7, 2004 Seattle, WA
Profiling Starbucks Coffee

CAHRS Fall Sponsor Meeting . . . . . November 10-11, 2004 Ithaca, NY
Costs of Employment: The Present, Future, and
Hidden Cost of Pensions, Health Care Infrastructure,
Technology and Employment Regulations

Other ILR Events

ILR Executive Education . . . . . May 2-7, 2004 New York, NY
HR Execution: Delivering World Class HR Solutions

ILR Executive Education . . . . . Sept. 26 - October 1, 2004 Ithaca, NY
HR Strategy: Creating Competitive Advantage through People

ILR Executive Education . . . . . November 4-5, 2004 Arlington, VA
Managing for Impact: HR Metrics and
Firm Performance

ILR Executive Education . . . . . November 18-19, 2004 New York, NY
Global Labor and Employment Challenges

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

ilr advancing the world of work
school of industrial and labor relations

CORNELL

Human Resources and Intellectual Capital

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that human resources investments, as well as investments in IT, influenced intellectual capital development at companies more than R&D investment did. "HR investments tended to be higher in companies that had high human and social capital profiles, while IT investments were stronger in companies with profiles higher in social capital," says Snell. The take home message: investing in HR can build a company's intellectual capital. hr

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