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Exciting Times at HFES...

By Wendy A. Rogers, HFES President

Having just recently returned from the 48th Annual Meeting in New Orleans, I am energized and impressed. Let me explain why, although those of you who attended the meeting may feel the same way and need no explanation.

First, I had the opportunity to attend many of the technical sessions, and the level of the science and the breadth of application areas was truly impressive. As members of HFES, we all know how important our work is – we know that we have the ability to improve products, to design better, to instruct well, and to influence organizations. Nevertheless, the contributions members are making are very exciting. The annual meeting provides us with the opportunity to learn more about what our fellow members are doing, to strengthen existing ties with colleagues, and to make new connections. The hallway conversations, social events, and “birds of a feather” meetings all contribute to the level of energy evident at our meeting.

It is fun to hear my students tell me about the paper they heard on a topic relevant to their thesis project or a “famous” person they met at a poster session. Students are the future of our organization, and it was heartening to see the large turnout at the Student Career and Professional Development Day on Monday, at the student reception, and throughout the technical sessions. Their enthusiasm is infectious.

I also had the good fortune to interact with the many volunteers who make our Society run smoothly. Of course, we have a wonderful staff in the central office, without whom we would be in dire straits. We must extend our sincere appreciation to Lynn Strother, Lois Smith, Carlos de Falla, Stefanie Alexander, Jeremy Loudenback, and Andrea Tomscanyi. However, we are a volunteer organization, and there are many people who invest a tremendous amount of energy, creativity, and passion into their service to the Society. I always knew that there were numerous volunteers, but becoming the president has made it clear just how many there are and how important they are.

One of my goals as president is to try to recognize these individuals for their efforts and commitment. As a start, let me simply say “thank you” to all of you who are currently serving on a committee or a task force; who are involved in the leadership of your

student chapter, local chapter, or technical group; who were on the Host Committee in New Orleans; who serve as reviewers for the annual meeting or for one of our publications; who edit or write for our newsletters or tend to Web sites and list servers; who are actively engaged in National Ergonomics Month. Your efforts are greatly appreciated!



Goals and Activities for 2004–2005

As I mentioned at the HFES business meeting on Tuesday, September 21, I am truly honored to have been selected to be the president of this organization. Over the years, the Executive Council has worked with the membership to develop a solid, well-defined, and detailed Strategic Plan that I believe should guide the actions of the Society’s president. Each year, we spend an entire day at the midyear Council meeting reviewing, revisiting, and, when required, updating the plan to guide us in our activities. The activities of the Society are designed to accomplish the primary goals of our plan through specific strategic objectives. I invite everyone to review the strategic goals and objectives on our Web site (<http://www.hfes.org/About/stratplan.html>) and contact me if there are particular activities you would like to be involved with. The goals are (a) Science & Practice, (b) Education & Training, (c) Peer Networking, (d) Outreach, and (e) Organizational Excellence.

Let me mention a couple of the exciting activities on the horizon that fit with these strategic goals. One event, which occurred on October 15, is the Patient Safety Science Forum in Washington, D.C. HFES cosponsored this event with the Federation of Behavioral, Psychological, and Cognitive Sciences, and the response has been tremendous. Go to <http://www.thefederationonline.org/PatientSafetyIndex.html> to read about the Forum, or look for an article in the next issue of the *HFES Bulletin* about it.

Also notable are the Internet advances we are making in the Society, which include the transition to an on-line journal submission and review system and the unveiling of our new Web site in the not-too-distant future – many volunteers have been involved in the development of our new site.

A media outreach effort will begin soon with our involvement in a program called Discoveries and Breakthroughs Inside Science.

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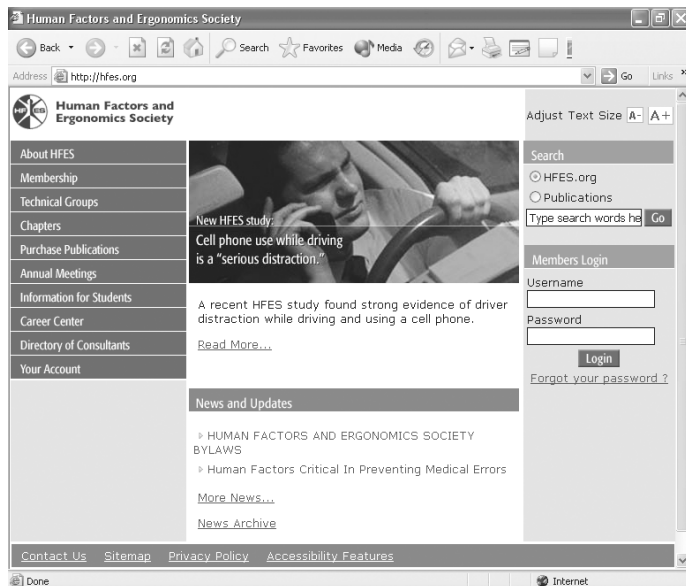
HFES Web News Editor Sought

By Lois Smith, HFES Communications Director

The new HFES Web site, which will be launched after it has been fully tested by staff and the Web Design Advisory Task Force, features a prominent area for news, with a related photograph. For example, see the image below, which is a nearly final iteration of the main page design. News featured here will encompass both breaking news (e.g., regulations or legislative developments that affect the human factors/ergonomics field) and non-time-critical, newsworthy information of interest to both members and nonmembers.

We plan to update this news "spot" regularly, perhaps twice a month, and are seeking the assistance of one or two HFES member volunteers. The Web news editor(s) would be asked to provide leads about newsworthy people, activities, and events to the Communications Department staff (lois@hfes.org and jeremy@hfes.org). The Web news editor(s) would also be asked to review staff-written press releases featuring newsworthy articles from HFES publications.

If you are interested in serving HFES in this capacity, please contact me (lois@hfes.org, 310/394-1811) as soon as possible.



2005 Membership Dues Renewal

The 2005 dues renewals are in the mail, and we thank you in advance for renewing your membership for the year 2005. Renew to help HFES support your professional needs and to strengthen the field of human factors/ergonomics. By renewing prior to January 31, you will have uninterrupted delivery of *Human Factors*, *Ergonomics in Design*, and the *HFES Bulletin*, and you will avoid the \$15 postage surcharge to cover the costs of mailing out the periodicals late.

The dues renewal packet includes your contact information. Please update your member listing by visiting the On-Line Member Directory at <http://hfes.org> or by calling the HFES central office at 310/394-1811. You will need your member ID – the five-digit number on the mailing label of this issue – to access your file. Changes submitted through January 31, 2005, will be included in the 2005–2006 *HFES Directory and Yearbook*.

2004 HFES Fellows and Awardees


At this year's annual meeting in New Orleans, the Society recognized the 2004 award winners and honored newly elected Fellows. All honorees are pictured at the HFES Web site (HFES Fellows, <http://www.hfes.org/meetings/2004fellows.html>; 2004 award winners, <http://www.hfes.org/meetings/2004awardees.html>).

The newly elected Fellows are **Kevin B. Bennett**, associate professor, Psychology Department, Wright State University; **Alan Hedge**, professor, Design and Environmental Analysis Department, Cornell University; **Mark W. Scerbo**, assistant and associate professor, Department of Psychology, Old Dominion University; and **Michelle M. Robertson**, senior research associate, Liberty Mutual Institute for Safety and lecturer, School of Public Health, Harvard University. Diane L. Damos was chair of the Fellows Selection Committee.

The **Arnold Small President's Distinguished Service Award** was presented to Kenneth R. Laughery, Sr., a professor in the Psychology Department at Rice University. He is a Fellow and past president of HFES and is being honored for career-long contributions that have brought honor to the profession and the Society.

The winners of the **Jerome H. Ely Human Factors Article Award** were David Peebles, University of Huddersfield, and Peter C.-H. Cheng, University of Sussex, for the article "Modeling the Effect of Task and Graphical Representation Response Latency in a Graph-Reading Task." Published in the Spring 2003 issue of *Human Factors*, the article represents a significant contribution to the understanding of processes involved in reading Cartesian graphs.

The **2004 Best Ergonomics in Design Article Award** went to Ido Morag of Intel Corporation for "The Ergonomic Critical



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Assessment Program," which appeared in the Fall 2003 issue. The awards committee commented that the strength of the article is in its identification of organizational, managerial, technical, and process-related hindrances, as well as success criteria. The open communication processes described encouraged trust among workers, which, in turn, led to fewer injuries.

Skye Lee Pazuchanics of New Mexico State University was the winner of the **Alphonse Chapanis Student Paper Award** for "The Effect of Combining Monaural Cues to Distance."

Penelope M. Sanderson of the University of Queensland was the recipient of the **Distinguished International Colleague Award**. Sanderson was honored for her outstanding contributions to the theory and practice of cognitive analysis in the context of environments mediated by computer systems, which has influenced the development of the human factors/ergonomics field worldwide. She is also an accomplished academic leader who nurtures the creative thoughts of her students and an exceptional researcher who challenges many scientific and philosophical issues of the discipline.


Waldemar Karwowski, University of Louisville, was honored with the **Jack A. Kraft Innovator Award**. Karwowski, who has worked in such areas as robotics, thermal stress, and anthropometry and restricted spaces, was recognized for his blend of innovative theoretical modeling and careful experimental work. The hallmark of his research has been applying new and promising mathematical techniques to better describe the functioning of ergonomic processes underlying the foundation of ergonomics and human factors beliefs.

Gavriel Salvendy of Purdue University was given the **Paul M. Fitts Education Award**. A professor of industrial engineering at Purdue University and chair, professor, and head of the Department of Industrial Engineering at Tsinghua University in Beijing, Salvendy has authored two handbooks that have influenced education in human factors/ergonomics. Salvendy has also made unique programmatic contributions to human factors education at the international level.

The **A. R. Lauer Safety Award** was presented to Eugene Farber for his research in safety communications and warnings and his work to develop national standards for warnings. Farber's career in automotive safety spans nearly 40 years, first at the Franklin Institute Research Laboratory and then at Ford Motor Company. He has led research on intelligent vehicle-highway systems, advanced collision avoidance systems, adaptive cruise control, driver and vehicle performance in handling and braking, and vision and visibility, to name a few.

The **Alexander C. Williams, Jr., Design Award** was given to Emily S. Patterson of Veterans Administration Cincinnati Medical Center. Through the application of human factors methods in usability studies, she has worked to improve the software for the Bar Code Medication Administration System used in every facility of the Veterans Administration, the largest health care provider in the United States. The results of her efforts have the potential to save lives and millions of dollars in health care costs.


This year marks the debut of a new award, the **Oliver Keith Hansen Outreach Award**. This new award, established in his

memory and honor, was presented for the first time at the 2004 Annual Meeting to the late Keith Hansen for his untiring service and excellence in outreach to the general public, government agencies, and professional organizations on behalf of the Society and the profession. 

ANNUAL MEETING


48th Annual Meeting Proceedings Papers

Because of technical difficulties during submission, four papers that were presented at the 48th Annual Meeting were not included on the proceedings CD-ROM. The following papers are available free of charge from HFES (membership@hfes.org). HFES expresses its apologies to the authors of these papers:

- Marc Green, W. Huang, and J. V. Odom, "Aging Vision in Visual Clutter" (.pdf, 70 kb), presented on September 22 in Aging Technical Group's second session.
- Lori L. Winnemuller, Steven J. Russell, Janice E. Camp, Jennifer Ibbotson Brown, and Peter W. Johnson, "Standardized vs. Actual Work: Assessment of Trapezius Muscle Activity during Grocery Cashiering" (.doc, 100 kb), presented on September 24 in the third Test and Evaluation TG session.
- Stephen J. Reinach, "Toward the Development of a Performance Model of Railroad Dispatching" (.pdf, 457 kb), presented on September 22 in poster session 2.
- Meghan Dierks, Emily Roth, Fuji Lai, Eileen Entin, and Luke Sato, "Studies in Healthcare Technical Work – Surgical Risk Hot Spots: Mapping Adverse Events to Activity Nodes and Transitions Using a Detailed Surgical Process Model" (.pdf, 80 kb), presented on September 23 in the Safety Technical Group's fifth session. 

SHORT COURSES

26th Annual Occupational Safety and Health Update, December 9–10, 2004, Chapel Hill, NC. **25th Annual Occupational Safety and Health Winter Institute**, January 24–28, 2005, Chapel Hill, NC. **Certified Safety Professional (CSP) Review Course**, April 11–15, 2005, Chapel Hill, NC. Occupational Safety and Health Education and Research Center, University of North Carolina at Chapel Hill, 3300 Hwy. 54 West, Chapel Hill, NC 27516-8264, 888/235-3320, fax 919/966-7579, oshercww@sph.unc.edu, <http://www.sph.unc.edu/osherc/>.

Summer 2005 Human Factors Engineering Short Course, July 25–29, 2005, and August 1–5, 2005, Ann Arbor, MI. Paul Green, UMTRI Research Professor, 2901 Baxter Rd., Ann Arbor, Michigan 48109-2150, 734/763-3795, pagreen@umich.edu, <http://cpd.engin.umich.edu/>. 

This is part of a series of articles drawn from presentations at the Student Career and Development Day during the 2003 HFES Annual Meeting in Denver.

Negotiating Entry Conditions

By Ben B. Morgan, Jr.

The interview went very well. You've met the major players. You'd really like to have this job, and the anxiety is building. Finally, the department head calls and makes the job offer, "What will it take to sign you to a contract?" What do you do now? Is it necessary to negotiate? Absolutely! Negotiation is expected and is necessary if you are to obtain your best overall deal. Negotiation is particularly important if you receive an offer (oral or written) and some of your conditions are not met, or if you are considering multiple offers and are seeking the best deal. This article offers some helpful hints to prepare you for negotiating the entry conditions for a new job.

The Nature of Negotiation

Negotiation is the process of searching for an agreement that satisfies all parties. In explicit negotiation, parties communicate openly, making demands, stating preferences, asking for information, offering proposals, and making concessions. Negotiation strategies include (a) *contending* – persuading the other party to yield, such as through persistence or threats; (b) *concession making* – "yielding" to accommodate the other party; and (c) *problem solving* – finding options that satisfy both parties (win-win) using constructive processes such as active listening, providing information, and brainstorming.

Additionally, motivational orientations toward negotiating include (a) *individualistic* – concern for one's own outcomes; (b) *altruistic* – concern for the other party's outcomes; (c) *competitive* – desire to do better than the other party; and (d) *cooperative* – concern for both parties' outcomes. In general, cooperative orientations and problem-solving strategies are most helpful. However, it is important to be aware of the orientation and/or negotiation strategy adopted by the other party because this information can inform your approach to negotiating.

Below are a few guidelines and suggestions for negotiating entry conditions.

Anticipate the Call

Anticipate the timing of the offer. Be prepared to discuss details as appropriate. Be prepared for the unexpected. Understand the offer (listen carefully). Respond positively, but make no commitment until all details are understood and accepted. Request some time (a week for instance) to consider the offer and set specific arrangements for the next conversation.

For example, your immediate response could be something along these lines:

- "I am very interested."

- "I am considering other offers." (Be open and honest.)
- "I would like to discuss some details." (Ask for the offer in writing.)
- "I need time to consider the offer." (Give a specific date for your response.)
- "Thanks for your assistance." (Always be courteous and considerate.)

Think It Through!

Before the offer comes, think it through! Realize that everything is negotiable, including rank, salary, benefits plan, job assignments, start date, office space, secretarial assistance, startup package (equipment), and reimbursement for moving expenses. Other options include teaching load, tenure schedule and expectations, summer support, travel funds, research space, assigned graduate assistants, and, in some cases, a job for one's spouse. Below are some other questions/issues to consider.

When should I ask? Be ready to begin negotiations when the offer is made. Try to set the timetable for discussion. Settle most issues before you receive the written offer.

What are my time constraints? Be ready to complete the negotiation in a timely fashion. Consider all events that might constrain your time schedule for discussion.

Know what you want. What are your critical issues? Prioritize your needs, but be flexible. What other desires do you have? Consider possible trade-offs on items where concessions won't hurt. Finally, what are your deal breakers? Consider any special needs or unusual circumstances.

Do your homework. What is the average salary offer? Collect hard data, such as salary surveys. Talk to current faculty and recent hires. Figure the dollar value of everything. Determine who "controls" the offer and understand the decision structure at the organization/institution. Also, know the job market and understand the competition to determine what your chances are.

Develop strategies. It is important to develop effective negotiating strategies to ensure successful outcomes. Personalize yourself and focus on your strengths. Explore options, make trade-offs, and consider compromise. Recognize negotiating styles and work to build bridges (that is, foster positive relationships). And above all, be patient!

Conducting the Final Negotiation

Everyone has power in a negotiation. Remember, urgency drives decisions. Deal with critical issues first. Practice active listening. Appear more interested in a win-win solution than in your needs. Deal with interests first, then positions. Respond to issues, not personalities, and be sensitive to cross-cultural issues. Be willing to concede as necessary, but get something in return. Build trust and positive relationships. Finally, keep in mind the following "don'ts" of negotiation:

- Don't accept the first offer.
- Don't negotiate without options.

- Don't make unilateral concessions.
- Don't get personal.
- Don't submit to time pressure.
- Don't overplay the game.
- Don't expect a perfect solution.

Follow Up

Once the negotiation process is complete, ask for the agreement in writing. Provide a written acceptance. And, as always, continue to build positive relationships.

Ben B. Morgan, Jr., is associate dean of graduate studies at the University of Central Florida. His research has focused on issues related to the acquisition, maintenance, degradation, and recovery of complex individual and team performances. This article is drawn from his HFES 47th Annual Meeting presentation, "Negotiating Entry Conditions," October 2003.



Exciting Times at HFES...

(continued from page 1)

This effort is designed to provide television programming to local news stations about science, and our involvement will ensure that human factors/ergonomics activities are included. Stay tuned for more about this activity.

I am also pleased to announce that the Executive Council approved a new journal: *Journal of Cognitive Engineering and Decision Making* (JCEDM). Mica Endsley is the editor-in-chief, and the call for papers is available on line (<http://www.hfes.org/Publications/cedmjjournal.html>). Also on the publications front, Nancy Cooke has been selected as the new editor of *Human Factors*. We are grateful to Eduardo Salas for all of his hard work and wish Nancy well!

This is an exciting time to be the president of HFES. I am eager to meet new members this year and reconnect with those I've known for many years. Please take the time to share your thoughts with me (wr43@mail.gatech.edu). HFES is your organization, and together we work to maintain its excellence. The Society is in excellent shape – financially as well as organizationally. As with any organization, we must continue to adapt and grow. I look forward to shepherding us through these changes in the next year. And I thank all of you in advance for the support I know you will provide!

One last thought – for those of you reading this and wishing you had gone to the meeting in New Orleans, I look forward to seeing you in Orlando next year – mark your calendars for September 26–30, 2005!

HFES President Wendy A. Rogers is a professor in the School of Psychology at Georgia Institute of Technology. She may be reached at 404/894-6775 or wr43@mail.gatech.edu.



William B. Johnson recently joined the Federal Aviation Administration to fill the newly created position of chief scientific and technical advisor for human factors in aircraft maintenance systems. He was formerly director of the Americas for Lufthansa Technical Training. He may be contacted at FAA-ASO-200, 1701 Columbia Ave., College Park, GA 30337, 404/305-6118, bill.johnson-dr@faa.gov.

Steven M. Belz recently received the 2004–2005 Outstanding Alumnus Award for Engineering from Virginia Tech. Belz studied and worked at Virginia Tech for nine years, earning his bachelor's degree, master's degree, and Ph.D. in industrial and systems engineering. He now works for Eastman Kodak as a senior human factors engineer in the areas of corporate design and usability. Belz may be contacted at 27 Bay Colony Dr., Pittsford, NY 14534-3149, 585/385-1178, steven@belzfamily.com.

Louis D. Silverstein was awarded the Macbeth Award during a presentation at the annual meeting of the Inter-Society Color Council in May. Silverstein, president and chief scientist at VCD Sciences, was recognized for his contributions to color rendering through liquid-crystal technology in electronic displays and image-capture devices. Silverstein may be contacted at VCD Sciences, Inc., 9695 E. Yucca St., Scottsdale, AZ 85260, 480/391-1326, lou-s@vcdsci.com.

Shrawan Kumar was elected a Fellow of the Academy of Sciences, Royal Society of Canada in April 2004. The academy recognized his contributions to the development of rehabilitation ergonomics and his theories regarding causation of occupational musculoskeletal injuries and their treatments. Kumar may be contacted at Physical Therapy, University of Alberta, 3-75 Corbett Hall, Edmonton, AB T6G 2G4 Canada, 780/492-5979, shrawan.kumar@ualberta.ca.



2005 ODAM Conference

The 20th Anniversary of the Human Factors in Organizational Design and Management (ODAM) Symposium will be held on June 22–25, 2005, at the Wailea Marriott in Maui.

The organizing committee encourages proposals for any area related to organizational design and management with relevance to the ergonomics community. To view the full call for papers and for more information, including proposal due dates, go to <http://cqi2.engr.wisc.edu/odam2005/>.



AHRQ Patient Safety Grants

The Agency for Healthcare Research and Quality (AHRQ) announces the availability of grants for partnerships in implementing patient safety. The goal of the grants for applications is to assist health care institutions in implementing safe practice interventions that show evidence of eliminating or reducing medical errors, risks, hazards, and harms associated with the process of care.

In fiscal year 2005, AHRQ intends to commit up to \$3 million in total costs to fund up to 15 new grants. Because the nature and scope of the projects will vary from application to application, it is anticipated that the size and duration of each award will also vary.

Applicant institutions are expected to identify the medical errors, risks, hazards, or harms that are to be addressed by the safe practice intervention; develop a complete implementation plan for the safe practice intervention; describe the projected impact of the safe practice intervention on the process of care; and provide an evaluation plan to determine whether the safe practice intervention is effective as adopted within the institution. These implementation projects will inform AHRQ, providers, patients, payers, policymakers, and the public about how safe practice interventions can be successfully implemented in diverse health care settings and lead to safer and better health care for all Americans.

The deadline for receipt of letters of intent is *December 19, 2004*, and the deadline for grant applications is *January 19, 2005*. For more information about the grants, go to <http://grants.nih.gov/grants/guide/rfa-files/RFA-HS-05-012.html>.

Grants on Workplace Practices

The National Institute of Child Health and Human Development (NICHD), the National Institute on Alcohol Abuse and Alcoholism (NIAAA), and the Office of Behavioral and Social Sciences Research (OBSSR) of the National Institutes of Health and the National Institute for Occupational Safety and Health (NIOSH) of the Centers for Disease Control and Prevention invite applications for cooperative agreements to participate in a research network that will design model protocols for intervention studies that examine the health consequences of workplace policies and practices.

These interventions should be designed to improve employees' abilities to more successfully meet work and family demands, thereby improving worker and family health. The grants will support the development of research plans focused on the interrelations among work, family, health, and well-being that are state of the art in conceptualization and measurement techniques. The model protocols that are developed will serve as the basis for a future initiative to support a set of multisite interventions to evaluate which types of workplace policies and practices are the most beneficial for the health and well-being of workers, their families (including their children and other dependents), and workplaces.

The grants seek multidisciplinary research to develop innovative models for quasi-experimental research to evaluate the effectiveness

of existing, modified, or newly developed workplace policies and practices for improving health and well-being outcomes for the individual as worker, spouse, and caregiver; for spouses; and for children and other dependents. The policies and practices to be examined should be aimed at improving the ability of the worker to successfully meet both work and family demands. Examples of potential workplace interventions include, but are not limited to, changes in schedule flexibility, benefits, workplace atmosphere, workplace-based counseling programs, alcohol use policies and programs, and potential for career growth.

The deadline for receipt of letters of intent is *November 22, 2004*, and grant applications are due *December 20, 2004*. For more information, go to <http://grants.nih.gov/grants/guide/rfa-files/RFA-HD-04-017.html>.

IDSa MediaSpeak Seminar

The Industrial Designers Society of America will present a seminar addressing successful ways to deliver a design message to members of the media. "MediaSpeak: Strategies for Raising Your Company's Press Profile" takes place December 3, 2004, in New York. Communication experts and journalists from publications such as *BusinessWeek* and *Wired* will outline strategies to publicize good design.


For more information about the MediaSpeak seminar, go to <http://www.idsa.org> or e-mail idsa@idsa.org. ☒

IN THE NEWS

A pair of articles in the *Wall Street Journal* featured the work of several HFES members. An article on July 19, 2004, discussed new studies from the National Highway Traffic Safety Administration suggesting that the dangers of cell phone usage while driving are not curbed by hands-free devices. The article spotlighted the work of **David L. Strayer**, a professor of psychology at the University of Utah. **Thomas A. Dingus**, director of the Virginia Tech Center for Transportation Research, was also quoted in the article about the center's work in identifying cell phones as the largest distracting agent in automobile crashes. Strayer and **Frank A. Drews**, also from the University of Utah, were featured in another article on September 24, 2004, about research on the dangers of talking on the phone while driving. The article highlighted Drews' research on cell phone distraction in simulated driving experiments. Strayer's research on driver awareness and cell phone use, which was presented at this year's annual meeting, was also mentioned.

Jennifer A. Veitch was quoted in the article "Software Helps Ease Pain for Cube Dwellers" in the July 27, 2004, issue of the *Toronto Globe and Mail*. Veitch, a senior research officer at the National Research Council of Canada in Ottawa, commented on a new multidisciplinary project on open-plan office designs.

In the April 2004 issue of the American Psychological Society *Observer*, **Kenneth J. Maxwell** detailed his journey to the human factors profession in the “Engineering a Career” column. Maxwell is now a cognitive psychologist specializing in memory and decision making.

Marc Green wrote an article for the February issue of *Occupational Health & Safety* entitled “Why Warnings Fail.” Green, a consultant on issues of accidents and safety, says that many warnings are ineffective because they do not take into account the innate predisposition of users. 

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FLASH!

Bulletin Features Editor Sought

HFES is seeking an editor to assist staff in developing lead feature stories for the *HFES Bulletin*. The features editor would serve a two-year renewable term and would be responsible for obtaining six to ten 1000–1500-word feature articles per year.

Send a letter describing relevant experience, ideas, and suggestions to Communications Director Lois Smith, lois@hfes.org, fax 310/394-2410.

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