



INSTITUTE FOR APPLIED MANAGEMENT & LAW, INC.

The Professional's Choice in Training Since 1979

THE CERTIFICATE IN ESSENTIALS OF HUMAN RESOURCE MANAGEMENTSM SEMINAR

**The Nation's Leading Seminar Covering All Important
Aspects of Human Resource Management...Since 1983!**

- Terrific faculty with real world experience and insight.
- Time-tested curriculum designed for today's complex workplace.
- Relevant, timely and authoritative information.
- Attractive program locations.
- Collegial, enjoyable training and networking environment.

"The instructors were amazing and so impressive with their own accomplishments. They had so much knowledge to share with us and encouraged open discussion so the class could get all perspectives and hear different scenarios that could happen in the workplace. I learned so much and feel so much better about my ability to take the correct legal precautions with employees."

Alicia Vara • Human Resources Generalist • Dana Incorporated • Auburn Hills, Michigan



www.**IAML**.com

"Great instructors, I was able to understand a lot more of 'what I need to do as a supervisor' and appreciate more of the roles that our HR Managers and Supervisors play in our organization. I will be able to utilize what was taught in the class and bring it back and implement it into my daily routine as a Supervisor. I really appreciate it and look forward to attending other IAML classes."

Clara Jones
Public Services Director
Northwest Arctic Borough
Kotzebue, Alaska

"Nice touch to have multiple instructors."

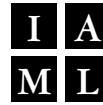
Veronica Shum
HR Compliance Coordinator
Sony Interactive Entertainment
San Mateo, California

About IAML

The Institute for Applied Management & Law, Inc. (IAML) produces practically-oriented seminars for professionals requiring timely and accurate information in employee benefits law, human resource management and employment law. Founded in 1979, IAML is the nation's leading producer of practical and comprehensive law seminars. More than 80,000 people from thousands of organizations have participated in IAML programs.

This 4½ day seminar has been approved for 29.75 credit hours towards aPHR, PHR, SPHR and GPHR recertification through the HR Certification Institute. The use of the HRCI seal confirms that this activity has met HR Certification Institute's® criteria for recertification credit pre-approval.

The Institute for Applied Management & Law, Inc. is recognized by SHRM to offer Professional Development Credits (PDCs) for the SHRM-CPSM or SHRM-SCPSM. Earn 29.75 PDCs by attending this 4½ day seminar.



INSTITUTE FOR APPLIED MANAGEMENT & LAW, INC.

450 Newport Center Drive, Suite 390
Newport Beach, CA 92660
Telephone: (949) 760-1700
Facsimile: (949) 760-8192

www.**I A M L**.com



Dear Colleague:

IAML's Certificate in Essentials of Human Resource ManagementSM Seminar provides a broad and practical foundation of knowledge in important human resource topics. Whether you are new to the HR field, or are in need of an update, this seminar is information-packed and empowering.

Offered at attractive locations nationwide, this seminar features an outstanding faculty of experienced employment law attorneys and highly qualified human resource consultants. All have impressive teaching skills and excellent track records teaching IAML seminars.

The first two days (presented by savvy employment law attorneys) cover all of the major employment laws and regulations and how to comply with the legal requirements. The last 2½ days cover topics such as staffing, training, compensation, and other important human resource subjects.

You, or a member of your staff, will certainly benefit professionally by attending this popular seminar, and you will enjoy yourself as well.

Sincerely yours,

Scott H. Schroeder
Vice President

Partial List of the Thousands of Participating Organizations

AdColony	Deltic Timber Corporation	MCA Communications, Inc.	State of New Mexico
Alfa Insurance Company	Doyon Ltd.	MCH Electric, Inc.	SupplyCore Inc.
American Showa	Embraer-U.S.	McMaster-Carr Supply	Swisscom Cloud Lab
Arizona Public Service Co.	Emerald Queen Hotel	Mears Transportation Group	Syngenta Corporation
Associated General	& Casinos	Microsoft Corporation	Taghleef Industries Inc.
Contractors of America	Encompass Manufacturing	Minitab Inc.	Teletrac Navman
Bangor Savings Bank	Epson America, Inc.	Murphy USA	Tennessee Wildlife
Barrick Gold Corporation	Federal Reserve Bank,	Nihon Kohden America, Inc.	Resources Foundation
Big Brothers Big Sisters	Dallas	Northern Virginia Criminal	Tillamook County Creamery
Borough of Matanuska-	Flint Hills Resources	Justice Academy	Association
Susitna	Florida Power & Light	Northwest Arctic Borough	TJX Companies, Inc.
BrassCraft Manufacturing	Genesis Alkali	Novelis Inc.	Toshiba International Corp.
Builders Firstsource	Great Clips	Oberweis Dairy Inc.	TrueCar, Inc.
C.H. Robinson Worldwide	Grunenthal Latin America	Open-Silicon, Inc.	University of Cincinnati
Campus USA Credit Union	Hamilton Technologies	Orange County	University of Colorado
Cascades Tissue Group	Harrah's	Transportation Authority	University of Utah
Central Hudson Gas &	Heller Brothers Packing Corp.	Paul Hastings LP	VTM, Inc.
Electric	High Desert Milk	Philadelphia Gas Works	Western & Southern
Chickasaw Nation	Home Depot, Inc.	Procter & Gamble	Financial
City of Palmer	Hood Packaging Corporation	Purdue Research Foundation	Williams Companies, Inc.
Clearwater Paper	Humboldt Waste	Quanex Building Products	Williamson-Dickie
Corporation	Management Agency	Road & Rail Services, Inc.	Manufacturing Company
Cognate Bioservices, Inc.	Ikea North America	Rubicon	
Compass Laboratory	International Dehydrated	Safelite Group, Inc.	Please note: Due to space
Services	Foods, Inc.	Saltz Mongeluzzi	limitations we are unable to
County of Clallam	JM Family Enterprises, Inc.	Santander Bank, N. A.	provide a complete list of
County of Gwinnett	JT4	Security First Insurance	participating organizations in
County of Robeson	Kentucky Employers' Mutual	Shaw Industries Group, Inc.	this brochure. If you wish to
CPS Energy	Insurance	Sinfoniarex	know whether or not others
Crookham Company	Laclede Group, Inc.	Sitka Tribe of Alaska	from your organization have
Crown Holdings, Inc.	M. Davis & Sons, Inc.	Sony Interactive	attended and do not see
Crown, Cork & Seal	Mannington Mills, Inc.	Entertainment	your organization listed
Dana Incorporated	Matanuska Telephone	Sony Pictures Entertainment	above, please contact us.
Darden Restaurants, Inc.	Association	Southern Nuclear	Our apologies to those we
Delhaize America	Maxwell Enterprises	Southwire Company	were unable to list.

Features and Benefits

of the Certificate in Essentials of Human Resource ManagementSM Seminar

AN OVERVIEW

Presented by IAML for nearly 40 years, The Certificate in Essentials of Human Resource ManagementSM Seminar provides comprehensive and practical coverage of many important aspects of human resource work. The objective of the program is to help participants immediately become more effective on the job, while helping them prepare for greater responsibilities.

SEMINAR FORMAT

BLOCK I 2 Days
Monday & Tuesday
Legal Aspects of HR Management

BLOCK II 2½ Days
Wednesday, Thursday,
& Friday
Human Resource Management

INSTRUCTORS

Each seminar features block leaders who are employment law attorneys with extraordinary legal backgrounds and nationally known human resource consultants who have extensive practical experience. All are veteran IAML presenters with outstanding platform skills.

INTERACTION

Faculty members use skill development techniques and practical classroom application of the information during the entire program. Questions are openly encouraged from all participants during the programs, breaks and after the sessions.

Participants will find a collegial atmosphere which fosters the sharing of ideas and experiences.

WHO SHOULD ATTEND

IAML believes that anyone currently involved in human resources, or anyone wanting to become involved, would benefit by participating in this program. For those new in the field, this program will provide an extremely valuable foundation and the skills necessary for a successful career in human resources.

For those already in the field, this program will provide an excellent overview, as well as new insights regarding many aspects of human resources.

REPRESENTATIVE TITLES OF PARTICIPANTS

Administrative Assistant
Administrative Officer
Assistant Controller
Benefits Specialist
Business Services Manager
Compensation Consultant
Employee Relations Supervisor
Employment Manager
Executive Assistant
HR Trainer
HRIS Manager
Human Resources Assistant
Human Resources Associate
Human Resources Generalist
Human Resources Intern
Human Resources Representative
Office Manager
Onboarding Consultant
Operations Manager
Payroll Specialist
Plant Manager
Recruiter
Staffing Specialist
Talent Acquisition Specialist

CERTIFICATE AWARDED

The Certificate in Essentials of Human Resource Management is awarded when a participant attends all 4½ days of the seminar. These attractive Certificates are mailed 3-4 weeks after the program. If you complete only one block of the seminar you can still receive a Certificate if you complete the remaining block within a two-year period.

PROFESSIONAL EDUCATION

Human Resource Certification Institute (HRCI)

This seminar has been approved for 29.75 (general) recertification credit hours toward aPHR, PHR, SPHR, and GPHR recertification.

Society of Human Resource Management (SHRM)

The Institute for Applied Management & Law, Inc. is recognized by SHRM to offer Professional Development Credits (PDCs) for the SHRM-CPSM or SHRM-SCPSM. Earn 29.75 PDCs by attending this 4½ day seminar.

International Foundation of Employee Benefit Plans

Earn 29.75 Continuing Education Credits towards CEBS recertification.

WorldatWork

This program can be reported for CCP, GRP, CBP and WLCP recertification credit.

American Society for Healthcare Human Resources Administration (ASHHRA)

This 4½ day seminar is eligible for CHHR recertification credit.

State Boards of Accountancy

Individual State Boards of Accountancy may accept IAML courses for continuing education.

"The course was structured very well in terms of how the information was presented. Dr. Sanchez encouraged very useful dialog among the class; the sharing of ideas and processes was insightful. She also sent us home with some great resources which should be helpful in my day-to-day."

Jennifer Cortez
Vice President, Human Resources
MCA Communications
Houston, Texas

"The program was great! To be honest, it was one of the most engaging seminars I have attended. Being new to HR, the materials and discussions were given in a way that you could practically apply to everyday work so kudos to the instructors!"

Suzanne Mayberry
Human Resources Relationship Manager
JM Family Enterprises, Inc.
Deerfield Beach, Florida

"This is my first conference of this type and was very pleased with it. I very much enjoyed the content and came back with many takeaways and practical knowledge I could immediately put to use on the job. The discussions with other attendees regarding situations in their workplaces was invaluable and I also learned a great deal from them."

L. Roberta Martinez
Human Resources Coordinator,
Office for Advancement
University of Colorado
Boulder, Colorado

"The program as well as the instructors were very informative and interactive. I really enjoyed the group setting as it allowed everyone to give input and personal examples relating to each person's position."

Kaitlyn Rutledge
Public Safety Staffing Specialist
Gwinnett County Department of Fire & Emergency Services
Lawrenceville, Georgia

Seminar Content

BLOCK I **LEGAL ASPECTS OF** **HR MANAGEMENT** **MONDAY & TUESDAY**

Employment Law **Overview:** **Knowledge Every** **Manager and** **Supervisor Needs to** **have to Reduce the** **Employer's Legal Risk**

Employment **Discrimination Law**

- Title VII of the 1964 Civil Rights Act (discrimination and retaliation)
- The Age Discrimination in Employment Act
- The Americans with Disabilities Act (including reasonable accommodation and undue hardship)
- The 1991 Civil Rights Act
- The Equal Pay Act
- Executive Order 11246/ Affirmative Action
- The Rehabilitation Act
- State discrimination laws

Kinds of **Discrimination**

- Disparate treatment
- Disparate impact
- Harassment (including sexual harassment)

How Discrimination is **Proven**

- Direct evidence ("smoking guns")
- Circumstantial evidence
- Statistical/numerical evidence

Specific Laws/Rules **Regarding** **Employment** **Termination**

- "Employment at-will"
- Public policy discharge
- Implied contracts
- Whistle-blower laws

Labor Standards Laws

- Fair Labor Standard Act (wage-hour, overtime, child labor)
- Occupational Safety and Health Act
- Family and Medical Leave Act

Labor Law – **The National Labor** **Relations Act** **Miscellaneous**

- Worker's Compensation
- COBRA
- ERISA
- WARN

Potential Personal/ **Individual Liability** **for the Manager/** **Supervisor**

Safety and Security **Issues in Today's** **Workplace**

How to Cope: **Complying with the** **Legal Requirements**

Employee Selection: **Hiring and Interviewing** **Employees**

- How to avoid costly hiring mistakes
- What to look for
- What not to ask
- Negligent hiring
- Objective vs. subjective criteria
- Workplace diversity issues
- Employee orientation
- Drug testing/medical evaluations

Managing, Training **and Supervising** **Employees**

- What is/is not "harassment" on the job
- The importance of good communication
- Negligent retention/supervision
- Job assignments/onerous work/overtime
- Employee safety
- Job accommodation/pregnancy/family-medical leaves
- Employee privacy/electronic monitoring
- Drug and alcohol policies/practices
- Investigating/reporting employee complaints
- The supervisor or manager who keeps notes, a diary, or a notebook about his/her employees

Evaluating/Appraising **Employees**

- Importance of the evaluation in litigation/employee relations
- The biggest obstacles to honest, accurate evaluations
- How to correct performance/conduct problems
- The self-appraisal as an important management tool
- How to say what you mean on an evaluation

Employee Discharge **and Discipline**

- A detailed checklist for supervisors and managers to reduce the likelihood of "wrongful discharge" and/or claims of discrimination
- Unemployment claims
- Requests for a job reference/defamation risks

BLOCK II **HUMAN RESOURCE** **MANAGEMENT** **WEDNESDAY, THURSDAY,** **& 1/2 DAY FRIDAY**

Through a Strategic Planning Case Study, participants will learn to assist in the development of their own organization's Strategic Human Resources Plan through the use of systematic processes and HR metrics.

Strategic HR **Management**

is concerned with maintaining organizational competitiveness by achieving HR effectiveness through the use of HR measurement and HR technology. Through HR planning, managers must anticipate the future supply and demand for employees. An additional strategic HR concern is employee retention. Learn about what the HR Strategic Role entails and how to leverage them at your organization. We will review HR roles, competencies, and current challenges such as: The globalization of business; economic and technological changes; occupational shifts; workforce availability and demographics; and organizational costs. Learn the value of HR Effectiveness and Financial Performance by determining the ROI of all resources

and expenditures. Learn about the HR scorecard, measurement and benchmarks and how to show value to your organization.

Staffing and **Retention**

Learn how to choose the proper job analysis strategy and the difference between job task analysis and competency-based job analysis:

- Steps of the job analysis process
- Develop proper job descriptions
- Understand that recruiting applicants and selection are required to procure a workforce
- The employee psychological contract; job satisfaction; individual performance factors; motivation strategies; retention interventions; and cost of employee turnover
- Employment branding and how your organization should do it
- Internal and external recruiting sources you should tap
- Properly select and place candidates
- Selection process and should you test

Talent Management, **Performance** **Management and** **Development:**

- New employee orientation
- Training
- HR development of all employees and managers to meet future challenges
- Career planning
- Performance management which focuses on how employees perform their jobs
- Succession planning
- Workforce realignment
- Mergers and acquisitions
- Types of training deliveries, assessments, and learning styles
- Training metrics
- Benchmarking
- ROI analysis
- Effective Performance Management Systems should do the following:
 - Clarify what the organization expects
 - Provide performance information to employees

Faculty Biographies

- Identify areas of success and needed development
- Document performance for personnel records
- Understand the different types of performance appraisals and how to maximize them

Compensation and Benefits

A number of important decisions must be made to achieve the following objectives:

- Legal compliance with all appropriate laws and regulations
- Cost effectiveness for the organization
- Internal, external and individual equity for employees
- Performance enhancement for the organization
- Performance recognition and talent management for employees
- Learn how to:
 - Job price
 - Make market comparisons
 - Pros and cons of job evaluations
 - Different pay structures
 - Compliance issues that should be evaluated
 - Consider compensation trends, projections and strategies
 - Design and measure Benefits Strategy
 - Understand different types of benefits such as government mandated, voluntary, security, retirement and health benefits.

Risk Management and Worker Protection

Learn the legal compliance organizations must adhere to concerning workplace health and safety such as:

- Disaster and recovery planning
- OSHA regulations
- Personal Protective Equipment
- Blood-borne Pathogens
- Workplace Air Quality
- Ergonomics

BRENDA K. HEINICKE



is an attorney in private practice in Colorado Springs where she specializes in representing employers in a broad range of workplace issues. Her expertise encompasses advising and defending human resources professionals and managers on compliance matters related to federal, state, and local labor and employment laws, including anti-discrimination laws, wage and hour laws, drug and alcohol policies and testing procedures, workplace privacy issues, wrongful termination, non-compete agreements and contract issues. Ms. Heinicke is committed to assisting her clients in implementing and complying with best practices in the workplace designed to avoid costly and time-consuming litigation. To that end, she has been a key presenter for IAML in both public and on-site seminars for more than 20 years. Ms. Heinicke graduated from the University of Denver School of Law.

CYNDI RYAN



is the Founder and Principal Consultant at M&S Talent Human Resources. Her firm, based in Dallas/Fort Worth, provides strategic and tactical HR services on a project-based, interim or contract basis. Ms. Ramirez Ryan is able to draw upon her extensive experience leading human resources functions across a variety of industries to provide broad insight and deliver innovative solutions for organizations of all sizes. She specializes in solutions that engage employees, develops talent, and strategically aligns human capital approaches with business needs. Her areas of specialty include: Human Resources Expertise, Executive Coaching, Diversity & Inclusion and Leadership Development Facilitation. She is currently an Executive Advisor & Coach at the SMU Cox School of Business. She holds a BBA in Human Resource Management from Texas Woman's University and a MBA in Human Resources Management from the University of Dallas. She holds an SPHR designation.

DI ANN SANCHEZ



is the founder of DAS HR Consulting LLC. Ms. Sanchez has over 25 years of experience and has held executive Human Resources positions with both private and public companies. She has extensive experience in: Compensation, Benefits Planning, Recruiting, Retention Strategies, Diversity, Compliance Training, Succession Planning, Talent Management, Shared Services, HR Technology, Employee and Labor Relations, HR Audits, DiSC Assessments, and Strengths Training. She received her Bachelor's Degree from UCLA, Master's Degree in Organizational Management from the University of Phoenix, and her Ph.D. in Organizational Management and Human Resources from Capella University. She holds SPHR and SHRM-SCP certifications. She is an Assistant Professor at Amberton University.

EMILY D. SHODA



is an Associate in the Atlanta office of Littler Mendelson P.C. where she advises and represents management in a broad range of employment matters. A large part of her practice is devoted to advising employers on difficult employment issues related to reductions-in-force and other downsizing issues. In addition, she has significant experience with HR and compliance audits, arbitration agreements, EEO laws, FMLA, and ADA. She also regularly defends single-plaintiff employment cases brought in federal and state courts as well as claims involving employment discrimination, retaliation and harassment before the EEOC as well as many state agencies. She received her J.D. from the University of Memphis Cecil C. Humphreys School of Law.

BRYAN STILLWAGON



is Vice President and Associate General Counsel at Unifi. Prior to joining Unifi, he was a partner with Thompson Hine's Atlanta office. His experience covers a broad spectrum of issues affecting the

employer-employee relationship. In addition to defending against numerous claims brought by plaintiffs and the EEOC under Title VII, the ADEA, and the ADA, Mr. Stillwagon has spent significant time advising and defending clients in exempt status and independent contractor matters under the FLSA on both an individual and collective action basis. He was listed in *Georgia Trend's* 2013 Legal Elite and is the co-author of "How Much Leave is Enough? Reasonable Accommodation, Undue Hardship, and the Intersection of the FMLA and the ADA," published in the *Employee Relations Law Journal* (Spring 2014). Mr. Stillwagon earned his J.D., *cum laude*, from the University of Georgia School of Law and his B.A. in International Affairs with a minor in Spanish, *summa cum laude*, from the University of Georgia.

GREGG JAY TUCEK



is General Counsel for Bashas', Inc. Formerly, he was a partner with the law firm Sherman & Howard where he practiced exclusively in the area traditional labor and employment law. He represented employers in preventing and defending lawsuits in personnel-related litigation brought by individuals and government agencies. He is a member of the Labor and Employment Law Section of the Arizona and American Bar Associations. He received his law degree, *cum laude*, from William Mitchell College of Law.

WAYNE W. WILLIAMS



is an attorney in private practice in Colorado Springs. His practice includes employment discrimination and wrongful discharge litigation, employment law advice, traditional labor law, and wage and hour law. He received his J.D. degree from the University of Virginia where he was on the editorial board of the *Journal of Law and Politics*. He has been an IAML instructor for more than 20 years, lecturing extensively throughout the country on various employment law topics.

Registration Information

TO REGISTER

You may register in a seminar by any of the following methods:

- Register online at www.IAML.com
- Telephone IAML at (949) 760-1700 to reserve space(s).
- Fax the registration form to IAML at (949) 760-8192.
- Mail the registration form to: Institute for Applied Management & Law, Inc. 450 Newport Center Drive Suite 390 Newport Beach, CA 92660

Confirmations are sent via e-mail. If you haven't received confirmation within 3 business days please call IAML at 949-760-1700.

IAML has made arrangements for participants to receive especially attractive room rates at the hotels where the seminars will be held. To reserve a room at a hotel at the special rate, please make your hotel reservations at least 45 days in advance of the seminar and mention that you are participating in an IAML seminar.

Please note: If you experience any difficulty in making your hotel reservation, even within 45 days prior to the program you wish to attend, please call IAML. Through IAML's contacts, there is a good possibility that we can help you secure a reservation at the seminar hotel.

COSTS/SCHEDULE

The fee for the full 4½ day Certificate in Essentials of Human Resource ManagementSM Seminar is \$2,375.00, which includes all seminar materials and coffee breaks. Registration fees for those wishing to enroll in only portions of the program are:

Block I (Monday and Tuesday): \$1,050.00 (2 days)

Block II (Wednesday, Thursday, Friday): \$1,475.00 (2½ days)

Program schedule: Monday through Thursday, 8:00am to 4:00pm Friday, 8:00am to 12:00 noon

DISCOUNTS

Many organizations receive discounts from IAML. Please call to see if your organization qualifies. Once an organization has registered a representative for any of the full, 4½-day Certificate in Essentials of Human Resource Management Seminar, subsequent registrants from the same organization are entitled to a discount. A \$100.00 discount is available for each subsequent 4½ day registrant. Note: Participants need not attend the same location or date, however discounts must be requested at the time of registration.

PAYMENT OPTIONS

A minimum of one-half of the total fees due to IAML should accompany your registration, or a Purchase Order Number should be provided. The total fees payable should be received by IAML at least two weeks prior to the seminar. Arrangements such as deferred billing can be made to accommodate special circumstances by contacting us. IAML accepts AMEX, Discover, MasterCard, and VISA.

Participants will receive a full refund of any fees paid if IAML receives written notification that they will be unable to attend at least two weeks prior to their program's starting date. Otherwise, participants are liable for the entire fee. Registrants requesting a transfer to another program within this two week period will be charged an additional fee of \$150.00.

You may substitute an associate at any time. While registrations may be accepted within two weeks prior to the beginning of a program, we suggest that you call IAML to confirm space availability.

"I appreciate the level of detail provided in both the instruction and class materials. I was provided with more information than I assumed would be provided, which was a pleasant surprise. Brenda [Heinicke] and Cyndi [Ryan] were extremely knowledgeable, personable and open to honest communication throughout the entire event."

Nicole Gray
President
VTM, Inc.
Beaverton, Oregon

"This was a great program. I am extremely happy with the knowledge I have gained from this program. The instructor was extremely knowledgeable and willing to share experiences and practices. The setup and space of the seminar was nice, and the take home materials will serve as a great reference."

Brittany Lucero
Business Specialist II
13th Judicial District Court
State of New Mexico
Las Lunas, New Mexico

REGISTRATION FORM The Certificate in Essentials of Human Resource ManagementSM Seminar

I WISH TO REGISTER FOR THE FOLLOWING SEMINAR:

- Nashville, Tennessee** October 18, 2021
- Las Vegas, Nevada** October 25, 2021

I AM REGISTERING FOR: COMPLETE SEMINAR BLOCK I ONLY* BLOCK II ONLY*

*Participants may register in only one block, although participation in the full 4½ day seminar is recommended.

Name: Mr. Ms. _____ E-mail Address: _____

Title: _____ Bus. Phone: (____) _____ Ext.: _____ Fax #: (____) _____

Employer: _____ Employer Address: _____

City: _____ State: _____ Zip: _____ (Please include mail stop if required)

NAME AS YOU WOULD LIKE IT TO APPEAR ON CERTIFICATE (FULL SEMINAR REGISTRANTS ONLY):

Signature: _____ Date: _____

PAYMENT INSTRUCTIONS PLEASE MAKE CHECKS PAYABLE TO IAML. IAML'S FEDERAL I.D. NUMBER: 95-3548502

TOTAL FEES DUE: \$ _____

Check in full payment Deposit check for one half of full fees due Purchase Order No. _____

I wish to pay by credit card, please charge my: AMEX Discover MasterCard VISA

Cardholder name: _____

Card No.: _____ Exp. Date: _____ Signature: _____