

BIOGRAPHICAL SKETCHES OF SPEAKERS AND PANELISTS

Dee T. Allsop is Executive Vice President, Strategic Planning with Wirthlin Worldwide. In a career of over 20 years, Dr. Allsop has had experience providing market positioning and communications strategies for many of the world's largest companies and organizations, including the largest automobile manufacturer, largest aerospace manufacturer, largest hotel and lodging chain, largest chemical company, among others. Dr. Allsop's expertise covers a very broad range, including: advertising research, crisis communications, labor communications strategy, values marketing, ingredient branding, new product launches, brand line extensions, issues marketing, political campaigns, employee research, customer satisfaction, tracking studies, concept testing, brand essence research, brand critical standards, event marketing, Olympics sponsorship, logo and naming strategies, and corporate reputation. In 2000, the American Association of Political Consultants honored Dr. Allsop with the Pollster of the Year Award for political and public affairs excellence. More recently Dr. Allsop received the David Ogilvy Award from the Advertising Research Foundation in recognition of research and strategic consulting for the highly successful Steel Alliance Campaign.

Beth Almeida is a Research Economist with the Strategic Resources Department at the headquarters of the International Association of Machinists and Aerospace Workers. Beth has been with the IAM since 1999, where her primary responsibility is conducting financial and economic analysis in support of negotiations in the airline, aerospace and other industries. Prior to joining the IAM, Beth was a visiting fellow with the Center for European Integration Studies at the University of Bonn in Germany. She also worked as a visiting researcher at the European Institute of Business Administration (INSEAD) in Fontainebleau, France. Beth earned her B.A. from Lehigh University in Bethlehem, Pennsylvania and has a Master's in Economics from the University of Massachusetts at Amherst. She is currently a doctoral candidate at UMass and expects to complete her PhD in Economics this year. During her time at UMass, Beth was active in her local union, UAW Local 2322, where she held positions on various committees, serving also as Vice Chair of the Region 9A Women's Council and as a local trustee. Beth was part of a team at UMass that developed the AFL-CIO's economics education program, "Common Sense Economics" and her research has also been published in various academic journals and books.

Arnold I. Barnett is George Eastman Professor of Management Science at MIT's Sloan School of Management. He holds a BA in Physics from Columbia College and a Ph.D. in Mathematics from MIT. His research specialty is applied mathematical modeling on issues of policy importance; aviation safety is one of his primary areas of emphasis. Professor Barnett has authored or co-authored nearly 100 published papers. His research articles about aviation safety have been extensively summarized in, among others, *The New York Times*, *The Wall Street Journal*, *Scientific American*, *The Economist* and *Newsweek*. He has served many times as consultant to the FAA and its contractors, and

to five airports and thirteen airlines. Barnett has studied passenger mortality risk in commercial aviation, public perceptions of and reactions to the risks of flying, and such specific safety issues as weather hazards, runway collision risk, adoption of free flight routings, and the dangers of terrorism. He was chair over 1996-98 of the FAA's Technical Team about Positive Passenger Bag Match, and was recently hired by the Transportation Security Administration. NBC News described him in 1997 as "the nation's leading expert" about the safety of air travel.

Cynthia Barnhart is Professor of Civil and Environmental Engineering at MIT and serves as Co-Director of the Global Airline Industry Program, the Center for Transportation and Logistics and the Operations Research Center. She teaches courses on *Transportation Carrier Systems*, the *Airline Industry* and *Airline Schedule Planning*. Her research activities have focused on the development of planning models and algorithms to improve carrier operations, particularly airlines. Her work has been published in several books and scholarly journals. She has served or is serving as an Associate Editor for *Operations Research* and *Transportation Science* and as a Board member for INFORMS. She has been awarded the Mitsui Faculty Development Chair, the Junior Faculty Career Award from the General Electric Foundation and the Presidential Young Investigator Award from the National Science Foundation.

Peter P. Belobaba is Principal Research Scientist at MIT's International Center for Air Transportation. He holds a Master of Science in Transportation and a Ph.D. in Flight Transportation Systems from the Massachusetts Institute of Technology. His doctoral dissertation, "Air Travel Demand and Airline Seat Inventory Management", is widely recognized as the first Ph.D. thesis on the topic of airline yield management. Dr. Belobaba currently teaches graduate level courses in Air Transportation Economics and Airline Management, in the Department of Aeronautics and Astronautics at MIT and is the Program Manager of the Global Airline Industry Program. He is also a Visiting Professor of Aviation Management in the IATA International Aviation MBA Program at Concordia University in Montreal. He presently manages an MIT research consortium funded by seven international airlines to explore the areas of airline pricing, demand forecasting, seat inventory management, network revenue optimization, and simulation of the competitive impacts of revenue management. He has published articles dealing with revenue management an airline competition in *Operations Research*, *Transportation Science*, *Decision Sciences* and the *Journal of Air Transport Management*.

John-Paul Clarke is Associate Professor of Aeronautics and Astronautics at the Massachusetts Institute of Technology (MIT). Prof. Clarke received his S.B. (1991), S.M. (1992) and Sc.D. (1997) from MIT, and has been a researcher at the NASA Jet Propulsion Laboratory and a visiting scholar at the Boeing Company. His research and teaching focus on airline operations and strategy, the application of advanced technology to aircraft operations and air traffic control, the environmental impact of aviation, and the modeling, design and operation of complex systems. Dr. Clarke is a member of the

American Institute of Aeronautics and Astronautics (AIAA), Institute of Navigation (ION) and Sigma Xi. He is the principal investigator for several research projects funded by the Department of Transportation (DOT), Federal Aviation Administration (FAA) and the National Aeronautics and Space Administration (NASA). He serves on several international and national committees, including ICAO's Noise Modeling Subcommittee and the FAA's RE&D Environment and Energy Subcommittee, that help shape global and domestic policies related to aviation. In 1999 he won the Speas Award that J-P for his contributions to knowledge on the environmental impacts of aviation.

James C. DeLong, a veteran airport management professional, was appointed General Manager of the Regional Airport Authority of Louisville and Jefferson County in June, 1998. Mr. DeLong was Director of Aviation at Denver International Airport from March, 1993 until he relocated to Louisville. Prior to Denver, he served as Director of Aviation at Philadelphia (1987 – 1993); as Deputy of Aviation for the Houston Intercontinental Airport System (1974 – 1987); and as Airport Manager for Wichita Mid Continent Airport from 1970 until 1974. His educational background includes an undergraduate degree in Economics from Colgate, and a Master's in Aviation Management from University of Southern California. Additionally, he was a pilot in the U.S. Airforce, and is type rated in a number of turbojet aircraft. In 1996, Mr. DeLong served as Chairman of Airports International – North America and currently serves on the Board of Directors of that body. He is an active member of the American Association of Airport Executives, and is a past president of AAAE's Northeast and South Central chapters. He is a former member of the Executive Committee of the Academy of Science's Transportation Research Board, and currently serves on the FAA's Research and Development Committee and the Airports Subcommittee of that body. He also currently chairs the FAA's Subcommittee on Environment and Energy, and is a member of the National Science and Technology Committee's Advisory Group.

Patricia A. Friend is the International President of the Association of Flight Attendants, AFL-CIO. She has been a United Airlines flight attendant since 1966 and remains on the UAL seniority list as a member of the international flight crew. She was elected to her first four-year term as International President of AFA in January 1995 and re-elected in October of 1998. Today, AFA is the largest flight attendant union in the world representing 50,000 flight attendants at 26 airlines. Under her leadership, AFA has fought for and won whistleblower protections for aviation employees, increased penalties for crew interference, and a smoking ban on international flights. It has also opened the door for occupational safety and health protection for all flight attendants. Friend spearheaded the largest private sector organizing campaign in airline history by providing Delta's 20,000 flight attendants with the opportunity to have a voice at work. She is one of seven women on the 54-member AFL-CIO Executive Council and serves as Chair of the AFL-CIO Safety and Occupational Health Committee, and as the Secretary-Treasurer of the Transportation Trades Department. On the international level, she is the North American Executive Board Member, as well as Chair of the North American Committee/Civil Aviation Section of the International Transport Workers Federation,

which represents more than 5 million transport workers worldwide. After the September 11 terrorist attacks, Friend was appointed by Secretary of Transportation Norman Mineta to the DOT Rapid Response Team for Aircraft Security, a group of industry experts assembled to recommend aircraft security improvements. Since then, she has tirelessly lobbied Congress, the FAA and the public for more stringent security measures and for financial relief for displaced workers.

Jane F. Garvey is the 14th Administrator of the Federal Aviation Administration and the first to serve a five-year term. She was sworn in on August 4, 1997. Administrator Garvey heads an agency with worldwide aviation presence and responsibility, a \$13 billion annual budget, and nearly 50,000 employees. She initiated *Safer Skies*, the U.S. aviation community's safety agenda. This program collaboratively focuses the FAA's and industry's resources on the actions that safety data and analysis indicate can make the biggest difference in lowering accident rates. Under her leadership, the FAA is also moving aggressively forward on its phased plan to modernize the air traffic control system. To bring immediate benefits, she initiated the Free Flight Phase 1 program to deploy five specific technologies by the end of 2002. In mid-2001, the FAA announced its ten-year Operational Evolution Plan, which integrates and aligns the FAA's activities with industry and aviation system users to expand the capacity and efficiency of the nation's aviation system. Prior to joining FAA, Garvey was Acting Administrator of the Federal Highway Administration. She served as FHWA Deputy Administrator from April 1993 until February 1997. Before joining FHWA, Garvey served as Director of Boston's Logan International Airport, Commissioner of the Massachusetts Department of Public Works, and Associate Commissioner of the Massachusetts Department of Public Works. She holds degrees from Mount Saint Mary College and Mount Holyoke College. She has also participated in the Fellowship Program for Public Leaders at Harvard University.

R. John Hansman, Jr. is Professor of Aeronautics and Astronautics at MIT, Head of the Humans and Automation Division and Director of the MIT International Center for Air Transportation. He conducts research on information technologies applied to air transportation in several areas related to flight vehicle operations, Air Traffic Control and safety. Dr. Hansman holds 6 patents and has authored over 200 technical publications. He has over 5000 hours of pilot in-command time in airplanes, helicopters and sail planes, including meteorological, production and engineering flight test experience. He is a Fellow of the American Institute of Aeronautics and Astronautics. He received the 1996 FAA Excellence in Aviation Award, the 1994 Losey Atmospheric Sciences Award from the American Institute of Aeronautics and Astronautics, the 1990 OSTIV Diploma for Technical Contributions and the 1986 AIAA Award for Best Paper in Thermophysics.

Dan Kasper is Managing Director and founding partner of the Cambridge, MA office of LECG, LLC, a consulting firm that specializes in complex issues involving economics, finance and public policy. Previously, he was a Partner at Coopers & Lybrand, LLP and Chairman of that firm's National Transportation Industry Program. He directed the

Transportation Practice of Harbridge House, Inc., prior to its acquisition by Coopers & Lybrand in 1993. In 1993, Mr. Kasper was appointed as one of fifteen voting members on the U.S. National Airline Commission, a body established by Congress to advise the President and Congress on measures needed to improve the performance of the airline and aviation industries. Earlier in his career, Mr. Kasper served in several senior positions, including Director of the Bureau of International Aviation, at the United States Civil Aeronautics Board where he was instrumental both in implementing domestic deregulation and in developing and implementing a pro-competitive U.S. international aviation policy. Since leaving public service, Mr. Kasper has directed numerous consulting engagements for clients in both the private and public sectors. Before joining the CAB, Mr. Kasper served on the faculties of the University of Southern California and the Harvard Business School. He holds MBA and Juris Doctorate degrees from the University of Chicago and a Bachelor of Arts degree from the University of Kansas.

Thomas A. Kochan is the George M. Bunker Professor of Management at MIT's Sloan School of Management. He has done research on a variety of topics related to industrial relations and human resource management in the public and private sector. His recent books include: *After Lean Production: Evolving Employment Practices in the World Auto Industry*, 1997 and *The Mutual Gains Enterprise*, 1994. His 1986 book *The Transformation of American Industrial Relations* received the annual award from the Academy of Management for the best scholarly book on management. Prof. Kochan is a Past President of the International Industrial Relations Association and the current President of the Industrial Relations Research Association (IRRA). In 1996, he received the Heneman Career Achievement Award from the Human Resources Division of the Academy of Management. He was named the Centennial Visiting Professor from The London School of Economics in 1995. From 1993 to 1995 he served as a member of the Clinton Administration's Commission on the Future of Worker/Management Relations.

Gordon A. McHenry, Jr. is the Director of Market Development for Boeing Commercial Airplanes. In this position, McHenry is charged with leading the development, coordination, and integration of marketing communication strategies and plans. He also has management responsibility for the Airline Marketing Services, Executive Presentations and Marketing Events, and Product and Services Analysis departments within Commercial Airplanes Business Strategy and Marketing. Prior to his current assignment, McHenry was director of Airline Industry Analysis where he led a group of senior marketing analysts responsible for tracking world airplane market demand, supply requirements, the industry's competitive environment, forecasting air travel growth, and publishing Boeing's annual 20 year outlook, the *Current Market Outlook*. He has also held management assignments in Program Management and in Customer Services. McHenry began his career with Boeing as an attorney in 1988. From 1982 to 1988, McHenry was an attorney with the Perkins Coie Law Firm in Seattle. Born February 8, 1957 in Seattle, Wash., McHenry holds a bachelor's degree in Political Science from Seattle University and in 1982 received a *juris* doctorate from Georgetown

University. In 1996, he also completed the Program for Management Development at the Harvard University Graduate School of Business.

Robert B. McKersie has been a Professor at MIT's Sloan School of Management since 1980. Prior to that he served as Dean of the New York State School of Industrial and Labor Relations at Cornell University and on the faculty of the Graduate School of Business at the University of Chicago. His undergraduate training was in Electrical Engineering at the University of Pennsylvania; his graduate degrees were received at the Harvard Business School. His research interests have been in labor-management relations, with particular focus on bargaining activity, and on productivity. His books include *A Behavioral Theory of Labor Negotiations* (with Richard Walton), *Pay, Productivity and Collective Bargaining* (with Lawrence Hunter), *Strategic Negotiations* (with Richard Walton and Joel Cutcher-Gershenfeld) and *Pathways to Change* (also with Richard Walton and Joel Cutcher-Gershenfeld). He participated in a multi-year project on labor productivity at the Sloan School that resulted in the award-winning book by Kochan, Katz and McKersie entitled *The Transformation of American Industrial Relations*. He is the author of numerous articles on topics relating to human resources, industrial relations, and operations management. He has served on several Presidential Commissions at the national level, is a member of the National Academy of Arbitrators, and was president of the National Industrial Relations Research Association. In addition, he serves as a union-nominated member of the Board of Directors for Inland Steel. Within the Sloan School, he served as Deputy Dean (1991-1994) and holds the Society of Sloan Fellows Professorship, emeritus.

Edward A. Merlis is Senior Vice President, Legislative and International Affairs of the Air Transport Association of America. In this capacity he oversees ATA's Federal, state and international legislative and executive branch advocacy, and ATA's airport and energy activities. Mr. Merlis has also served in a number of other capacities since joining ATA in March 1990 as vice president, policy and planning, after working for a number of trade associations and corporations in public policy positions. Previously, he worked for nine years on the staffs of several committees of the United States Senate, including serving as staff director of the Senate Committee on Commerce, Science, and Transportation during the committee's consideration of the Airline Deregulation Act of 1978. He is a graduate of Columbia University and has done graduate work at both Columbia and The George Washington University.

Congressman James L. Oberstar is the senior Democrat on the Transportation and Infrastructure Committee. He has worked tirelessly to improve safety and efficiency for the traveling public since he was first elected to Congress in 1974. He is the undisputed expert on aviation in the United States Congress. Since the terrorist attacks of September 11, 2001, Representative Oberstar has been at the center of legislative activity resulting from the tragedies of that day. He was the co-author of emergency legislation to provide financial support for the airlines to keep them operating. He was also a moving force in

the effort to make substantial improvements to airport security and introduced legislation to provide \$50 billion for infrastructure investments to create jobs and stimulate the post-attack economy. Oberstar chaired the Aviation Subcommittee from 1989 until 1994. He held multiple hearings on the subject of aging aircraft safety, resulting in the Aging Aircraft Safety Act of 1991. In 1990, Oberstar served on the President's Commission on Aviation Security and Terrorism, which investigated the destruction of Pan Am Flight 103 over Lockerbie, Scotland, the year before. He also worked for the requirement on airlines to install floor emergency lighting systems, collision avoidance systems, and ground proximity warning systems to enhance airline safety.

Nicole Piasecki has been Vice President of Business Strategy and Marketing for Boeing Commercial Airplanes since January 2002 and is responsible for leading strategic business planning and marketing for the organization's products and services. Previously, she was the vice president of Commercial Airplanes Sales, Leasing Companies for nearly two years. In this position, she was responsible for the Boeing business relationships with all airplane leasing companies worldwide, including the sale and marketing of all commercial airplanes and aircraft services to leasing firms. Piasecki earlier served as the Boeing Commercial Airplanes sales director responsible for Eastern Canada-based carriers Air Canada, Canada 3000, Air Transat and Royal Airlines; and lessors International Lease Finance Corporation, GATX Capital and Mitsubishi's Aerospace Group. Piasecki joined Boeing in 1991 as a customer engineer in the 777 Division. She also has worked in Boeing Commercial Airplanes Sales Operations and Business Strategy. She holds a B.Sc. degree in mechanical engineering from Yale and the MBA from Wharton at the University of Pennsylvania. She has done additional course work at the Massachusetts Institute of Technology and Keio Business School in Japan. Her previous career experience includes working for Piasecki Aircraft Corporation, Cresap - a Towers Perrin Company, Weyerhaeuser Japan, Ltd., and United Technologies Sikorsky Aircraft Division.

Seth D. Rosen is currently the Director of Representation for the Air Line Pilots Association, with responsibility for negotiations, FAA matters, arbitration, and organizing activities. He graduated from law school at George Washington University in 1966. From 1966-1971 he worked for the National Labor Relations Board in Washington, D.C. and San Francisco, CA. He joined ALPA's Legal Department in 1971 and has held a number of positions with the organization since then, including Assistant Legal Director and Manager of Contract Administration. Over the past 30 years he has been directly involved in numerous pilot negotiations and complex labor relations matters, and has been a frequent speaker and commentator on the state of labor relations and collective bargaining in the airline industry. He has also served as Industrial Advisor to IFALPA since 1986 providing advice and counsel to the Industrial Committee and member Associations. He is a frequent speaker at Labor Relations and Airline Industry Programs, an Advisory Member of the George Mason Center for Dispute Resolution Processes and a member of the National Forum Committee of IRRA and of the Industry Advisory Board of MIT's Global Airline Industry Program.

Captain Edmond Soliday was employed by United Airlines for over 35 years as a pilot, Human Factors Instructor, Flight Manager, Staff Executive, serving the last eleven as Vice President of Safety, Quality Assurance and Security. During his time in the safety role, he was responsible for Flight Safety, Inflight Safety, Occupational Safety, Environmental Compliance, Operational Quality Assurance, Security and Emergency Response. During his career he made significant contributions to the development of Crew Human Factors programs, Enhanced Ground Proximity Warning Devices, Flight Operations Quality Assurance programs, Code Share and Express carrier auditing. He has served on numerous aviation safety related advisory boards and commissions, including the FAA Aviations Security Baseline Working Group and the Commercial Aviation Safety Team. He currently serves on the Executive Board of the Flight Safety Foundation, The NASA Aviation Safety Program Executive Panel, The Flight Operations Quality Assurance Advisory Rulemaking Committee, The National Academy of Sciences Sub-Committee on Transportation Security Technology and the MIT Global Airline Industry Program Advisory Group. Captain Soliday served as an attack helicopter pilot in Vietnam where he received the Distinguished Flying Cross, The Purple Heart and two Bronze Stars.

Alfred T. “Al” Spain is the Vice President, Operations for JetBlue Airways, Corp. based at New York’s JFK International Airport. In his current position, Mr. Spain is responsible for JetBlue’s flight operations, including Flight Dispatch and Inflight Services, as well as all corporate training through the newly developed JetBlue University organization. In addition to his administrative duties, Mr. Spain maintains currency as an Airbus A-320 Captain and Check Airman. Mr. Spain was previously with Continental Airlines where he was Vice President, Flight Operations for Continental Micronesia, Inc. He served in Viet Nam as a U.S. Army aviator and was Chief of the Flight Evaluation Branch, USAAVNS, Ft. Stewart, Ga. Mr. Spain holds a Bachelor of Science degree from Louisiana Tech University and an MBA from Concordia University (Montreal, Canada). He is a Senior Member of the American Institute of Aeronautics and Astronautics and a Life Member of the Navy League of the United States.

Michael Stacy is Senior Vice President, Consumer Marketing of Travelocity.com. He joined Travelocity.com in 1998 and manages advertising, public relations, customer database and direct marketing initiatives. Prior to Travelocity.com, Stacy worked as marketing manager for Microsoft, where he was involved with the launch of Sidewalk.com, a collection of Internet city guides. Before Microsoft, he held positions with Burlington Inc. and Milliken & Company. He holds a bachelor’s degree in Sociology and Business from St. John’s University and a master’s of business administration from Pepperdine University.

William S. Swelbar is Managing Director of Eclat Consulting and one of its founding partners. From 1997 to 2001 he was Managing Director of GKMG Consulting Services. He has more than 18 years of experience as an expert in the analysis of airline industry economic and financial trends. A significant amount of his career has been spent studying market behavior resulting from changes in the competitive environment, including mergers, alliances, new-entrant carriers and new aircraft technology. Bill's efforts have supported airlines, airports, the financial community, investors, and labor unions. He has been the chief architect of numerous forecasting and feasibility analyses, which support Eclat's air service and strategic planning efforts. While still at GKMG, Bill led teams in major projects that published studies on "Consolidation, Connectivity, Competition and Communities: The Advent of National Aviation Networks" and on "Proposition RJ: An Alliance to Enhance Airline Competition." He also served as a financial advisor to the Association of Flight Attendants at United Airlines during each of the three employee stock ownership attempts (1987, 1991 and 1994). Bill Swelbar holds a Bachelor of Science from Eastern Michigan University and an MBA from The George Washington University.