

**2<sup>nd</sup> Annual MIT AIRLINE INDUSTRY CONFERENCE**  
***“No Ordinary Time: The Airline Industry in 2003”***

Tuesday, April 8, 2003

Woodrow Wilson International Center for Scholars  
One Woodrow Wilson Plaza, 6<sup>th</sup> Floor  
1300 Pennsylvania Ave., NW  
Washington, D.C.

By Invitation

**Hosted by:**

MIT Global Airline Industry Program  
Funded by the Alfred P. Sloan Foundation

**Co-Sponsored by:**

Aeroplan  
Amadeus  
American Airlines  
American Eagle  
Association of Flight Attendants (AFA)  
Boeing Commercial Airplanes  
JetBlue Airways

- 8:00-8:30** Continental Breakfast
- 8:30-9:10** **Welcoming Remarks** (Prof. Cynthia Barnhart, MIT)  
**Keynote Address**
- Read Van de Water, Assistant Secretary for Aviation and International Affairs, US Dept. of Transportation
- 9:10-10:30** **Airline Industry Restructuring: The Challenges Ahead**
- **Overview of Recent Trends** (Prof. John Hansman, MIT)
  - **Growth of Low-Fare Carriers** (Bill Swelbar, ECLAT Consulting)
  - **Revenue and Cost Challenges** (Dr. Peter Belobaba, MIT)
  - **New Business Models for Network Carriers** (Rupert Duchesne, Aeroplan/Air Canada)
- 10:30-11:00** Coffee Break
- 11:00-12:00** **Panel 1: Is the Security Crisis Over?**
- **Panel Discussion:**
    - Chair – Prof. Arnold Barnett, MIT
    - Capt. Ed Soliday, United Airlines (Retired)
    - Pat Friend, Association of Flight Attendants
    - Carol Hallett, Air Transport Association (former CEO)

- 12:00-1:30**     **Lunch – Dining Room**  
**“The US Airline Industry: Where Do We Go From Here?”**  
Lunch Speaker: Prof. Michael E. Levine, Yale/MIT
- 1:30-2:30**     **Panel 2: Building an Effective Labor Relations System at Airlines**
- **Analysis of Current Situation and Options for Moving Forward**  
(Prof. Tom Kochan, MIT)
  - **Panel Discussion:**
    - Chair – Prof. Robert McKersie, MIT
    - Mike Campbell, Continental Airlines
    - Jerry Glass, USAirways
    - Pat Friend, Association of Flight Attendants
    - Stephen Crable, Air Line Pilots Association
- 2:30-2:45**     Coffee Break
- 2:45-4:00**     **Looking Ahead: Prospects for Industry Recovery**
- **Financial Outlook for Airlines** (Glenn Engel, Goldman Sachs)
  - **Market Outlook for Air Travel: A Global Perspective** (Randy Baseler, Boeing Commercial Airplanes)
  - **Capacity Constraints on Recovery** (David Plavin, Airports Council International)
  - **The Role of Government** (Jane Garvey, FAA (Former Administrator)/MIT)
- 4:00-5:00**     Reception