

BIOGRAPHICAL SKETCHES OF SPEAKERS AND PANELISTS

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. In 2002, he received the President's Citation from the Flight Safety Foundation for "truly outstanding contributions on behalf of safety."

Cynthia Barnhart is Professor of Civil and Environmental Engineering at MIT and serves as Co-Director of the Global Airline Industry Program and the Center for Transportation and Logistics. 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.

Randolph S. Baseler was named vice president of Marketing for Boeing Commercial Airplanes Group (BCAG) in November 1998. As a member of the BCAG Marketing and Business Strategy Leadership team, he is responsible for marketing the business segment's entire family of airplane products and services. This involves a wide range of activities such as understanding market requirements, guiding BCAG planning and product development, and supporting market-positioning and sales activities. Prior to this position, Baseler was Director of Marketing for the Airline Profitability Analysis organization, and Senior Manager for the Renton Division Marketing Management organization, which was responsible for marketing the 737 and 757 airplane models. Throughout his career at Boeing, Baseler has had extensive involvement with airline customers and industry leaders in both selling and developing Boeing products. Baseler earned his bachelor's degree in business from Central Washington State University. He received a master's degree in business administration, specializing in finance, from Washington State University.

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 on The Airline Industry and Airline Management, in the Department of Aeronautics and Astronautics at MIT and is the Program Manager of the MIT Global Airline Industry Program. He is also Adjunct Professor of Aviation Management in the 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 air transportation economics, pricing and revenue management, and airline competition in *Airline Business*, *Operations Research*, *Transportation Science*, *Decision Sciences* and the *Journal of Air Transport Management*.

Michael H. Campbell is Senior Vice President of Human Resources and Labor Relations for Continental Airlines, Inc. In this role, Campbell is responsible for all aspects of Human Resources relating to Technical Operations, In-flight, Flight Operations, Information Systems, Field Services and International Human Resources. Campbell joined Continental in January 1997 as Senior Vice President, Human Resources and Labor Relations. Prior to joining Continental, Campbell was a partner with Ford & Harrison, a national law firm specializing in labor and employment issues. As a founding partner, he was one of five executives responsible for managing the law firm and the airline practice group. He has spoken and written extensively about the Railway Labor Act and collective bargaining in the airline industry. Campbell holds a Bachelor of Arts degree from the University of Richmond and a J.D. graduate degree from the University of Virginia.

Stephen Crable is an Assistant Director of Representation for the Air Line Pilots Association. In that capacity he provides pilot groups represented by ALPA with strategic advice and support in the negotiation and administration of labor contracts involving the nation's major airlines. Crable has been a student of and a practitioner under the Railway Labor Act for most of his professional career. Prior to joining ALPA, he served as the Chief of Staff for the National Mediation Board, the government agency responsible for resolving collective bargaining and representation disputes under the RLA. Before joining the NMB, Crable served as a neutral arbitrator and mediator in the airline industry; as Director of Collective Bargaining for the Association of Flight Attendants; and as an attorney for the Chicago labor law firm of Jacobs, Gore, Sugarman & Orlove. He received his juris doctor degree from Washington University School of Law in 1974 and his bachelor's degree from Miami University in 1971.

Rupert Duchesne is President & Chief Executive Officer of Aeroplan. Rupert holds a Bachelor's degree in Pharmacology from the University of Leeds, England and a Master's degree in Business Administration from the University of Manchester, and mixed this unusual cocktail together to formulate a successful career in strategic management. He was co-owner of LCB Consultants of London, England, when the international firm Mercer Management Consultants bought his company in 1994 and appointed Rupert a Vice President. In 1996, Rupert joined Air Canada as Vice President, Marketing, and was promoted to Senior Vice President, International for Air Canada in 1999. During that year, after serving on the Executive team, which defeated the Onex hostile take-over bid, he was appointed Chief Integration Executive, overseeing the integration of Canadian Airlines with Air Canada. Rupert was then appointed President & CEO of Aeroplan in August 2000. Air Canada recently announced the sale of 35% of Aeroplan to Onex Corporation for \$245M and a \$52.5M note. This transaction is expected to close at the end of April 2003.

Glenn D. Engel is Managing Director Investment Research at Goldman Sachs. He joined Goldman Sachs in 1984 after working at another investment banking firm and has been following airlines equities for 18 years. In the past decade, he has consistently been rated among the top three analysts in both the Institutional Investor All-America Research poll and the Greenwich poll. In 2000, he earned top honors for airline stock picking in The Wall Street Journal's Best on the Street survey. Mr. Engel is the captain of Goldman Sachs' global airline team, which has 34 airlines under coverage worldwide. Mr. Engel has helped Goldman Sachs lead manage over \$20 billion of airline equity and debt financings, and he has participated in the privatizations of British Airways, China Southern, and Singapore Airlines. Mr. Engel also assists Goldman Sachs Municipal Finance, a market leader in airport finance. Mr. Engel sponsors an annual transportation seminar, which features the chief executive officers of the top U.S. air carriers. Mr. Engel is a graduate of Princeton University (1980) and the NYU Stern School of Business (1984). He has also been designated as a Chartered Financial Analyst and is treasurer of the Society of Airline Analysts.

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. During her seven years in office, Friend has been a respected leader in the airline industry and throughout the labor movement. Following the September 11 terrorist attacks, Friend was appointed by Secretary of Transportation Norman Mineta to serve on the DOT Rapid Response Team for Aircraft Security. Under Friend's leadership, AFA has fought for and won whistleblower protections for aviation employees, increased penalties for crew interference, a smoking ban on international flights, and opened the door for occupational safety and health protections for all flight attendants. Elected to her first four-year term as International President, Friend assumed leadership of AFA in January 1995. She began her third term as International President in January 2003. In addition to her role as AFA's President, Pat Friend is one of eight women on the 54-member AFL-CIO Executive Council. As an AFL-CIO Council member, she presides as Chair of the Safety and Occupational Health Committee, and also serves as the Secretary-Treasurer of the

Transportation Trades Department. On the international level, Friend continues to promote the interests of flight attendants by her participation on various committees of the International Transport Workers Federation (ITF), which represents more than 5 million transport workers. She is the Vice Chair of the Cabin Crew Committee, the representative to the ITF ICAO cabin safety training manual working group, and the women's representative on the North American Executive Board.

Jane F. Garvey is Executive Vice President and Chairman of APCO's transportation practice, where she provides strategic counsel to APCO clients globally and leads the transportation practice. In addition, Jane is a Lecturer and Research Scientist at the Massachusetts Institute of Technology's Center for Transportation and Logistics. Prior to joining APCO, Jane served as the first ever five-term Administrator of the Federal Aviation Administration (FAA), leading the nation's aviation system into the 21st century. Under her leadership, the FAA successfully navigated the year 2000 transition, established a risk management approach across the entire aviation community to improve aviation safety, and achieved aggressive strides to expand the capacity and capabilities of the air traffic control system. Prior to becoming FAA Administrator in 1997, Jane was acting administrator and previously deputy administrator of the Federal Highway Administration (FHWA). Before joining FHWA in 1993, Jane was director of Boston's Logan International Airport, and from 1988 to 1991, she was commissioner of the Massachusetts Department of Public Works. Jane holds a Bachelor's degree from Mount Saint Mary College and a Master's degree from Mount Holyoke College. After graduation, Ms. Garvey began her career as a teacher at both the secondary school and collegiate level. She participated in the Fellowship Program for Public Leaders at Harvard, and she holds honorary degrees from several universities.

Jerrold A. Glass is US Airways' senior vice president of employee relations, where he is responsible for labor relations, human resources policy and compliance, benefits, compensation, recruiting and corporate learning and development. He joined the company in April 2002 from J. Glass and Associates, where he was president and founder. Glass has served as chief negotiator for major, national, regional, charter, cargo and international airlines operating in the U.S. and has negotiated collective bargaining agreements with all major airline groups. He has advised clients on negotiation strategies and contract proposals, with comparative studies of industry labor agreements, including pay, practices and procedures and benefit plans. In addition, Glass has provided airline industry analysis on labor negotiations and settlements for investment banks, financial services institutions and other non-airline companies. Prior to founding J. Glass and Associates, he served from 1980 to 1989 with the Airline Industrial Relations Conference, the labor policy and information exchange organization of U.S. scheduled carriers, holding several senior positions, including vice president, secretary-treasurer and director labor relations research. Glass has also served as assistant to the director of economic studies for the American Association of University Professors. Glass, a graduate of Boston University, holds an M.P.A. with a major in management science from The George Washington University.

Carol Hallett is Senior Advisor to the Air Transport Association (ATA) and Vice Chairman of the Aviation Safety Alliance. Mrs. Hallett was named President and CEO of the ATA in April 1995 and led the U.S. airline industry's largest and oldest trade association through January 2003. At ATA, she assisted the members by promoting aviation safety, advocating industry positions, conducting industry-wide programs and ensuring public understanding and awareness of the airline industry. Mrs. Hallett has had a distinguished career in public service and politics. In 1989, she was appointed by President Bush to serve as U.S. Customs Service Commissioner, where she directed a workforce of 20,000 employees and was recognized by the airline industry for her efforts to modernize the Customs Service. Prior to her tenure at the Customs Service, Mrs. Hallett also served as U.S. Ambassador to the Bahamas and as Director of the U.S. Interior Department's Western Region during the Reagan Administration. Previously, she served three terms in the California State Assembly, and from 1979 to 1982, was the Assembly Minority Leader. In 1982, Mrs. Hallett was the California Republican Party's nominee for Lt. Governor. Mrs. Hallett is a licensed pilot with more than 5,000 hours of pilot-in-command time and experience in single and multi-engine aircraft, turboprops and business jets.

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.

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 both the International Industrial Relations Association (IIRA) and 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.

Michael E. Levine has been involved in the world of air transportation and its regulation as a senior airline executive, an academic and a government official. He retired from Northwest Airlines to return to academic life. He is currently Professor (Adjunct) of Law at Yale. As an airline executive, Levine served at Continental and Northwest as an Executive Vice President and was President and CEO of New York Air. He has previously served as Dean of Yale University's School of Management and held professorial chairs at Caltech, Yale and USC. Levine has held a teaching appointment at Harvard and been an academic visitor at the London School of Economics and Duke University. He has done pioneering work on airline deregulation, on the application of market mechanisms to airport congestion, on committees and agendas and on the origins of regulation and the behavior of regulatory agencies. As a government official, Levine was instrumental in bringing about airline deregulation. In 1978 and 1979, he served as General Director, International and Domestic Aviation, and devised many of the mechanisms and practices used to deregulate the industry. Levine holds a bachelor's degree in philosophy from Reed College and a law degree from Yale. He did graduate study in economics at Yale and the University of Chicago, and has been an academic visitor at the London School of Economics.

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.

David Z. Plavin was appointed President of the Airports Council International-North America (ACI-NA) in January 1996. As North America's "Voice of Airports," ACI-NA provides a wide range of member services as it represents 150 governing bodies that own and operate some 300 airports with a multitude of interests and priorities. ACI-NA also represents the interests of more than 375 corporate members who serve the airport community. ACI-NA is the largest of six regions of the Airports Council International based in Geneva, Switzerland. Previously, Mr. Plavin served as Director of Aviation for

The Port Authority of New York & New Jersey where he was responsible for the management and development of John F. Kennedy International, Newark International and LaGuardia Airports, Teterboro Airport and two Manhattan heliports. During that time, Mr. Plavin was a member of the Board of the Airports Council International, worldwide, and of ACI's North American region. He joined the Port Authority in 1986 as Chief Financial Officer, and became Director of Aviation Redevelopment Programs in 1987, with responsibility for the \$4.5 billion program of modernization for the airport system. Mr. Plavin came to the Port Authority from the Jacob K. Javits Convention Center where he served as Executive Vice President for Operations. That followed eight years at the Metropolitan Transportation Authority, where he served as Executive Director from 1981 through 1984. Mr. Plavin holds a Bachelor of Arts degree from Dartmouth College and a Master of Regional Planning degree from the Maxwell Graduate School of Public Affairs at Syracuse University.

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 Aviation 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.

William S. Swelbar is one of the founding partners of Eclat Consulting, a Washington DC based commercial aviation consultancy. Bill is currently a Managing Director in the firm that supports airlines, airports, the financial community, investors and labor. Bill has more than 20 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 structural changes in the competitive environment, including mergers, alliances, new entrant carriers and new aircraft technology. Bill has participated in some capacity in nearly every restructuring that has involved working with labor unions over the past two decades as well. In addition, Bill has been the chief architect of numerous forecasting and feasibility analyses that support Eclat's strategic planning efforts across its broad clientele. Bill also works as an Adjunct Fellow with the Economic Strategy Institute and their dealings with the airline industry. Bill holds a Bachelor of Science degree with honors from Eastern Michigan University and a MBA from The George Washington University.

Read Van de Water is Assistant Secretary of Transportation for Aviation and International Affairs. She is the founder of Carson King Consulting, an employment consulting and placement service which she has managed since 2000. From 1997 to 1999, she was Legislative Counsel for International Trade and Investment with the Business Roundtable, and from 1991 to 1997, she served as Legislative Counsel and Director of Government Affairs for Northwest Airlines. She served as Appropriations Associate and Legislative Assistant to Congressman Tom DeLay from 1987 to 1991. Van de Water graduated from the University of the South, received a Masters degree from George Washington University and her J.D. from Georgetown University Law Center.