Jam. 9 M. F. L. C. W. D. Walls Fels. Sestisdal Nr. Dana | 2000 Jan 22 Claubust Conyon. May Nowaii 1/ Feb. 6 Supercloud Aug. Yournite Felb 11 -7 Scottsdale with Dana - 2 Mache trail Mar. -> Scottsdale (K. + I went to TONTO N.M.) Mar 18 Agua Blanca Apr. 1 Disappointment Compone April Duk Tank Apr 8 Upper Faton Apr. 29 Talling Seaf Cyn. w. D. Walos May 13 Middle tak Lytte Creek. May 27 Son Antonis Palls M. Dutterilet. Adag Jul 3 Talan Canyon. Time 10 -> Philadelphia -> Boston -> Patland (ASME) Ine 18 Fox Compon The 30 -July Zion trip July 16? Soldie Creek Jana + Kids ⇒ L.A. (+ Jason) (moped) 23 U. Soldie Creek Aug 1+ Comping out Kings Canyon/Climbing. Aug 18 Tapan like? Dello Mt. Waterman Hug 25-217 semile liking De 26-7 Sedoma Sep 23 Silver Compre (I hisked?) Ot 7 Low T. with Son Carlo Oct -> Sestadale Oct -> P. Spings Nov. 5 - Luma Campan Nos. 11 - Mothbu Campon Nov. 22 - Settsdale - Monteyunio Cartle Pinsile Peak

#### TRAVELS NOW AND THEN

© Christopher Earls Brennen

#### **HAWAII 2000**

#### Hawaii, May 2000.

Wed. May 3	LAX to Honolulu. UA53. 8.35am-10.54am Honolulu to Lihue, Kauai Aloha 4239. 12.25pm-1.01pm.
	Staying Hyatt Regency, Poipu Beach (Tel: 808-742-1234)
Thurs. May 4	Staying Hyatt Regency, Poipu Beach Tour south coast and canyon
Fri. May 5	Staying Hyatt Regency, Poipu Beach
Sat. May 6	Fly Lihue to Kona, Hawaii Aloha 96. 3.35pm-5.10pm Staying at Mauna Kea Beach Hotel, Hawaii (Tel: 808-882-7222)
Sun. May 7	Staying at Mauna Kea Beach Hotel, Hawaii 6.00pm Group Dinner
Mon. May 8	Staying at Mauna Kea Beach Hotel, Hawaii Tour of Observatory
Tues. May 9	Staying at Mauna Kea Beach Hotel, Hawaii Some meetings
Wed. May 10	Fly Kona to LAX

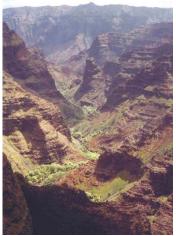
UA132. 2.15pm-10.07pm





Kauai Helicopter Tour





Kauai Helicopter Tour





Kauai Helicopter Tour





Kona Coast Hotel





Mauna Kea





Mauna Kea

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#### TRAVELS NOW AND THEN

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#### **SEQUOIA 2000**

On Aug.1, 2000, Dana and Kathy and their kids gathered in Sierra Madre and we all drove to Sequoia and Kings Canyon National Park where we camped in Kings Canyon for about a week.





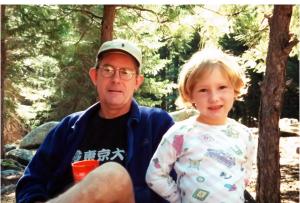
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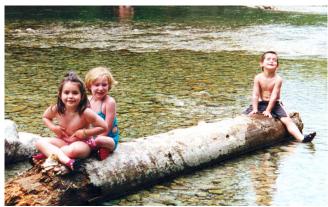
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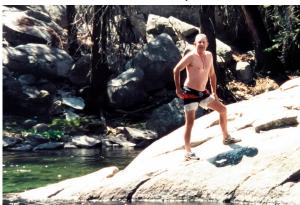


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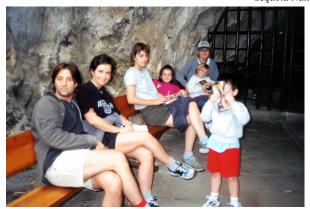


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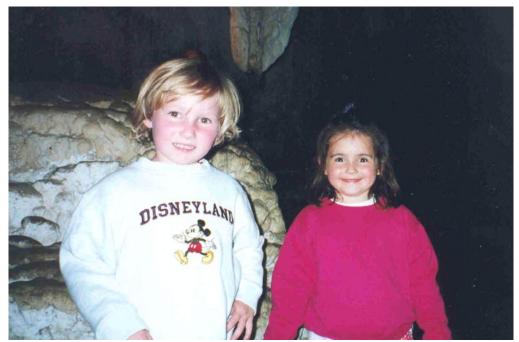


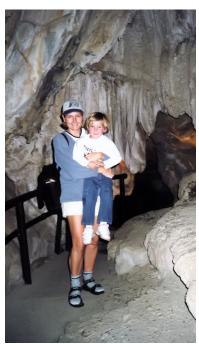
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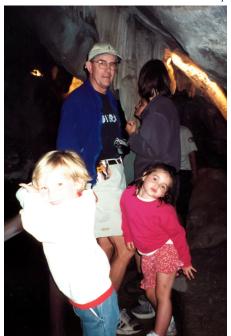


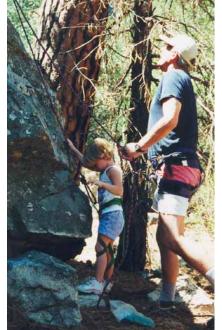
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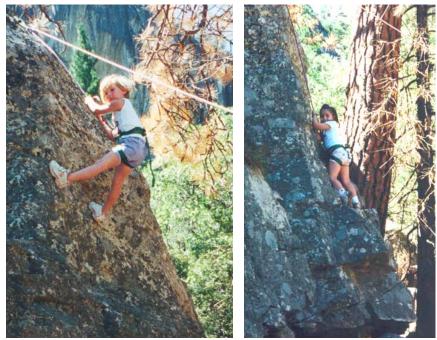


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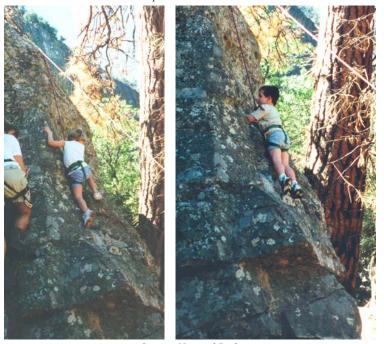




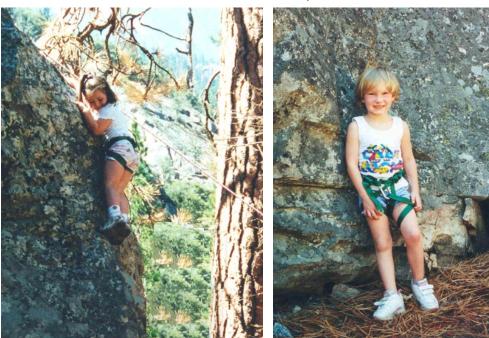
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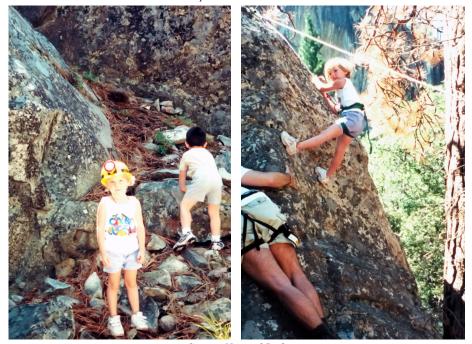
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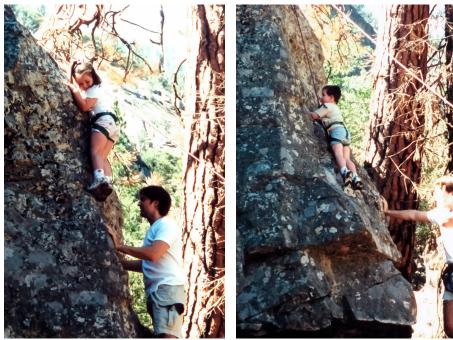
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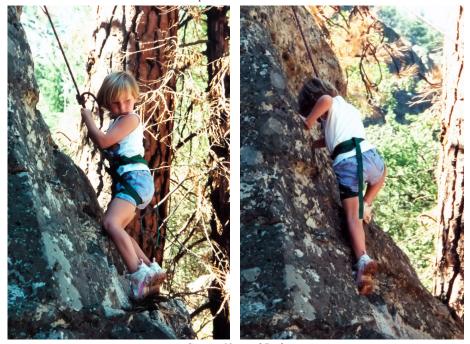
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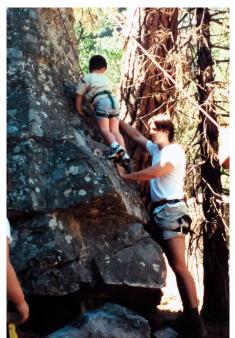
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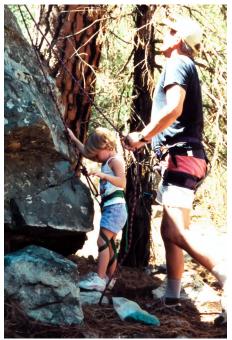


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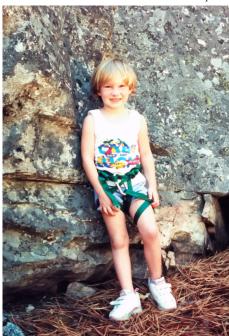


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Sequoia National Park





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Sequoia National Park



Sequoia National Park



Sequoia National Park

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#### TRAVELS NOW AND THEN

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#### **SEDONA 2000**

On Dec.26, 2000, Doreen and I drove to Scottsdale, Arizona, to see Kathy and her kids. We then drove to Sedona where we stayed for a few days.



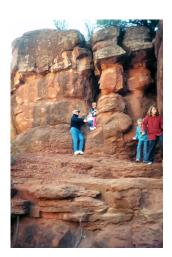


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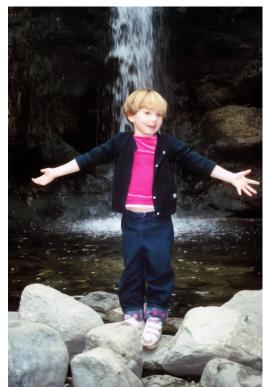


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#### Sedona





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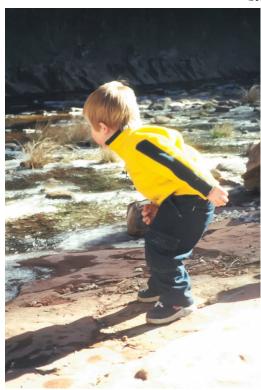


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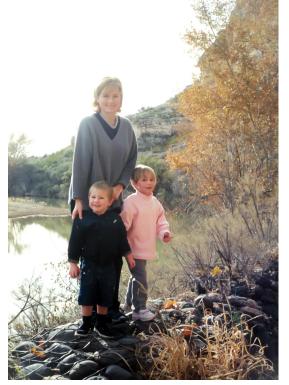
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Sedona

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#### **Danamichele Brennen**

Senior Vice President, Marketing and Chief Technology Officer

Danamichele joined McGettigan in 2000 and is responsible for all of McGettigan's marketing and strategic technology initiatives. She is a recognized industry leader in customer technology solutions and is responsible for Technology Product and Platform development, the Information Technology functions, the Customer Delivery infrastructure as well as the Data Mining activities of the company. She also oversees product and corporate marketing functions as well as the supplier relations activities for the company.

She holds numerous patents for travel-related optimization and fare construction systems. A much-published author, Danamichele has delivered keynote presentations at ACTE, ACTE-Global, ITB, NBTA, *Financial Times* conferences, Conference Board Events, The Wharton School Events and various Tourist Board Conferences around the world. She was recognized in 1997 and 1998 as one of *Travel Agent* magazine's "Rising Stars," and in 1999 as "One of the Most Powerful Women in Travel." She sits on The Association of Corporate Travel Executives' President's Council.

Prior to joining McGettigan, Danamichele was Vice President and Chief Travel Scientist of Rosenbluth International. Previously, she was employed by the Office of Technology Assessment, United States Congress, where she specialized in information technology in financial markets and in consumer packaged goods. Danamichele is a graduate of The Wharton School of the University of Pennsylvania, Carnegie Mellon, and the University of California, San Diego.

## Brennen restructures Student Affairs

BY DAVID GUSKIN

After a year under Dr. Chris Brennen, the department of Student Affairs will undergo a significant reorganization. The changes, scheduled for March 1st, will trim the reporting structure in a way that will alleviate much of the burden on the Assistant Vice President of Student Affairs, Dr. Sharyn Miller.

Each department under the office of Student Affairs will be grouped together with other similar departments in an effort to improve communication and long-term goals with students in mind.

"[The old structure of Student Affairs] wasn't allowing us time to talk about the future needs of students and staff," remarked Dr. Brennen, arguing that the new structure will allow for better coordination among

related departments and less time lost on reporting bottlenecks. The restructuring itself has resulted from a coordinated effort by the involved Deans and Directors.

The restructuring of Student Affairs creates three new Associate Dean positions to handle a large part of the Assistant Vice President's responsibility. At present, twenty-one different departments report to Dr. Miller, including everything from Performing Arts to Admissions. The restructuring would replace this horizontal reporting scheme with a more manageable hierarchy, with each Associate Dean taking responsibility for a specific chunk of the Student Affairs administrative workload.

Barbara Green, current Associate Dean of Students, will assume responsibility for the Offices of Residence Life, Mi-

nority Student Affairs and Fellowships. Dr. Brennen believes that these offices have a significant relationship to undergraduate life, and thus fit well under the Associate Dean of Students.

Kevin Austin, the current Director of the Counseling Center, will assume the role of Associate Dean and handle the administration of counseling and support services. Austin will coordinate the efforts of the Counseling Center, the Career Development Center and the Health Center.

Graduate student affairs and related issues will be under the jurisdiction of a third Associate Dean, Parandeh Kia, the current Director of International Student Programs. As Associate Dean of Graduate Studies, Kia will be responsible for coordinating graduate admissions. The selection of Kia for this position re-

sults from hopes to strengthen minority graduate student representation.

Dr. Miller will retain oversight of the remaining departments, including Athletics and Performing Arts. Student Affairs will bring in a new Director of Arts to facilitate this process and to slim down the number of artrelated departments working separately.

"This is a big deal for the staff," commented Dr. Brennen, "and not so big a deal for the students."

Brennen added, "However, as things evolve, it may impact students as well, hopefully in a positive way."

Any questions regarding the restructuring of Student Affairs may be directed at Dr. Chris Brennen, x. 4117, or via email, brennen@caltech.edu.



The Caltech Beaver joins in the inaugural festivities for the renovated Keck complex with Student Affairs staff members, from left, Jerri Greene, senior executive assistant; Stan Borodinsky, administrator; and Chris Brennen, vice president.

#### CENTER FOR STUDENT SERVICES INAUGURATED

With the start of the school year, Caltech students now have a new spot to call their home away from home. It is the Center for Student Services, which has supplanted the underutilized Keck Hall dormitory on Holliston Avenue.

Over the past year, work crews gutted, renovated, and overhauled the former grad student housing building to make way for offices that provide an array of student affairs and administrative functions. The center has been up and running since July, but the Caltech community got its first look at the offices at an October 10 open house.

Inside, the crisp white walls, plush carpeting, and new furnishings provide a pleasant environment. As it stands, the Center for Student Services serves as the new home to an eclectic mix of offices. The Caltech Y and the Residence Life and Master of Student Houses Office inhabit the first floor. Upstairs, the Women's Center shares the floor with the Minority Student Affairs Office and the International Student Programs Office. The Career Development Center occupies the third floor.

For many staffers, the move to the Center for Student Services has meant an end to minor inconveniences that are part and parcel of working in an older building. The building now boasts new air conditioning and heating, an electrical upgrade that satisfies the demands of the modern office, and tinted windows to reduce outside glare. It has been wired with CITNET 2000 fiber optics and is now wheelchair accessible.

Others took the change with mixed feelings. Although happy with her new digs, one of the center's residents said she will miss her previous locale—the

Visitors to the Student Services open house enjoy refreshments in the sunny central atrium bridging Keck and Mosher-Jorgenson halls.

STUDENT SERVICES
Continued from page 1

cottage behind Steele House.

"We liked where we were but we also want to be where things are going on," said Beverly Kenworthy, assistant to the director of the Women's Center. "The tradeoff is worth it."

The existence of a building on campus devoted exclusively to student affairs will also cut down on the migration



Photo by Herb Shoebridge

of offices from site to site. Staffers in Residence Life can confidently unpack their ballpoints and stock their desks now that the Center for Student Services will be their own permanent residence for a long time. They have packed up and moved four times in as many years.

"I think it's good to have all the student-affairs offices together," said Sue Friedman, assistant director of Residence Life. "It gets us to interact more with one another on a visual level, something that we didn't have a lot of at Steele House. It's a great setup for us, and hopefully we'll get more student traffic."

That's precisely one of the reasons so many student-affairs offices are being relocated to the center. According to Student Affairs Administrator Stan Borodinsky, the building is meant to serve as the focal point of student services on campus. "It's a matter of centralizing. Once we have all these offices together under one roof, a student will simply go to one spot and accomplish several tasks." He adds that the Center for Student Services is envisioned as a place that students will visit not only to take care of business but also to learn about campus events and to socialize. The Student Affairs Office will remain in Parsons-Gates, but it will operate a smaller office at the new complex.

In addition to the remodeling of the former dorm, a light-filled atrium complete with an elevator and restrooms was built to link the center with its other half—neighboring Mosher-Jorgenson Hall. After M-J Hall's renovation and conversion into office space in the coming years, it will complete the 8,000 square-foot Center for Student Services.

16th annual ME72 contest

Watch robotic creations battle it out at the Caltech Engineering Design Contest, to be held November 30 at 2 p.m. in Beckman Auditorium. Spectators are welcome; admission is free. Part of the ME72 Engineering Design Lab, the contest challenges students to design electronic solutions to specific problems.

For more information, visit the ME72 Web site at:

www.design.caltech.edu/ Courses/ME72/

M-J Hall is scheduled to become the new home of the Registrar's Office, the offices of the Dean of Students and the Dean of Graduate Studies, the Financial Aid Office, the Bursar's Office, the Fellowships Advising and Study Abroad Office, and Undergraduate Admissions. Construction is projected to begin in the summer of 2001, and M-J Hall will welcome offices in early 2002.

"The Center for Student Services will unify Student Affairs, making the experience similar to one-stop shopping," said Chris Brennen, vice president for student affairs. "We're trying to improve our services to students, and the first phase, which includes Keck Hall, marks a significant step toward reaching that goal."

your holp with with recovery. I wish you ... I wick rotovory? Your dedication to the students has been tuly exemplany and admirable and we are very grateful for all that you have done. Take care of yourself and get well soon! your, Joe Jewell Thank you sovery much for your commitments, Support. It was weant a great deal to en constant on the Bod and all students in general, Bost of luck. Typhs

Dear Dr. Brennan appredates

The Bod really expectation our Thank

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## China asks Caltech to cancel workshop

### Communists objected to Falun Gong event

**By Usha Sutliff** 

STAFF WRITER

PASADENA — The Chinese government asked Caltech to squelch a student-sponsored Falun Gong event as part of China's worldwide effort against the spiritual movement, a school official said Wednesday.

Last Friday — two days before the Caltech Falun Club was to present a workshop on cam-

pus — school officials got a call from the Chinese Consulate in Los Angeles asking that the have a right to event be canceled. Falun Gong was outlawed by

for government and community relations, facilities. said he told the consulate representative Hall Daily, Caltech that it was a student-

'... Students have activities China last July.

Hall Daily, Caltech's assistant vice president using certain

organized activity not sponsored by the school. "I explained to him that ... students have a right to have activities on campus using certain facilities and that, despite the fact that the Chinese government was concerned about the legality in its own country, it's an issue of free speech in this country," Daily said. "He said he regretted that... I said I'm sorry he regretted that and that was pretty much it ... it was a very

polite conversation.'

Falun Gong was founded in 1992 by Li Hongzhi, a former Chinese government clerk who now lives in New York. One of many schools of qigong, the Falun Gong blends slowmotion exercises with ideas borrowed from the martial arts, Buddhism and Taoism. Practitioners believe the combination of meditation and exercise improves their health and morali-

human being, anti-science and anti-society,"

"Basically, this is a cult which is anti-

But Xue Bing, press consul for the Chinese Consulate, said Falun Gong is a cult.

### EVENT

#### China protests Caltech Falun Gong workshop

**Continued from A1** 

rikyo in Japan.

The Davidians are best known for their standoff with the FBI in 1993 in which 81 peo-

ple died. The Aum group's sarin gas attack on a Tokyo subway in 1995 killed 12 people.

Bing said Falun Gong has contributed to the deaths of 14,000 people. Some "obsessed" members commit suicide after members commit suicide after hearing a doomsday theory propagated by the group, while others won't take medicine when they are sick because they falsely believe practicing Falun Gong will cure them, he said.

The purpose of the Falun Gong is to try to deceive people's minds with all the fallacies. Any responsible government cannot allow such people to expand," he

Falun Gong was declared illegal in China because it is not registered with the division of the government responsible for all mass organizations, he

According to Bing, the consulate learned of the Caltech Falun Club event through a newspaper ad and called Caltech

to express concern.

"It's our duty to let the school know about it. We hope the U.S. government and the other organizations such as schools (and) people's organizations also will respect China's laws and con-cern because Falun Gong has

been banned in China as an illegal organization," Bing said.

The 12-member group was founded by John Li, a 38-year-old Caltech graduate student of physics. "Falun Gong is a mind and body exercise, and our principle is truthfulness, compassion and forbearance," Li said.
"We believe that in our day, neonle have no standard on they

people have no standard, or they don't know the characteristics of the universe ... it's just a way for people to improve their morality, their virtue and to get good health," he said, claiming that his allergies have gone away since he started practicing Falun Gong.

He said he thinks the Chinese government outlawed the movement because "Falun Gong emphasizes improving the morality of people and society,

Li said that about 200 people attended Sunday's event to learn more about Falun Gong. Hongzhi spoke at Caltech last year, he added.

Judy Chen, communications director for New York-based Human Rights in China, said that she didn't know of other such efforts by the Chinese gov-ernment here, but that it didn't surprise her.

Dozens of Falun Gong members in China have been arrested and tried since the movement was outlawed last year.

"Since they are having this full-on campaign against Falun Gong, it's just no holds barred,"

Chen said.

Tu-Nan Chang, a USC professor of physics and an expert on issues relating to China and Taiwan, said that historically the Chinese government has felt threatened by any organized movement outside the Chinese Communist Party.

Some believe that Falun Gong has as many as 70 million

"I think in general, they are

#### Brennen, Christopher

From: Alaama, Kathy [Alaama@dialcorp.com]

Sent: Wednesday, November 08, 2000 11:27 AM

To: 'Brennen, Christopher'

Subject: RE: Don't cheat. Read this line by line....

Some updates to report from a very long conversation I had with the Doctor who saw him yesterday. His evaluation is that Payton has moderate "Sensory Integration" disorder...which explains much of why his speech is delayed and he attends with such enormous focus on certain things, but not necessarily on others.

The doctor advises that this is no "intelligence," issue and that many children grow up to be perfectly normal. He also describes some of Payton's behaviour as indicative of "photographic memory"...again, part of the sensory integration thing where some stimulus receive intensive focus and processing, but other stimulus go almost unnoticed and unprocessed. The funny part was when the doctor was trying to describe how some of these kids grow up, he said "Have you ever noticed how quirky some professors or scientists can be? They can be highly intelligent about some things, but somewhat oblivious to things the rest of us are tuned in to." Dad, it's all your fault.

Anyway, his recommendation is three fold. First, a small, highly educational oriented school environment. No daycare. Second, one or two visits per week with a speech therapist. With sensory integration issues, kids sometimes can't tell whether they are using their motor speech skills properly; they think they are, but they're not. Finally, a sensory therapist to visit with him also, 2-3 times per week.

Typically, catching this kind of thing means that kids are successfully treated and go straight into normal Kindergarten with no issues.

Anyway, we obviously have our work cut out for us for the next couple of years. We really need to get back to California! Talk to you tonight, Kathy

----Original Message-----

From: Brennen, Christopher [mailto:brennen@its.caltech.edu]

Sent: Wednesday, November 08, 2000 12:07 PM

To: 'Alaama, Kathy'

Subject: RE: Don't cheat. Read this line by line....

#### Kathy:

I told him a little about me and us - and also told him about Aunt Irene and John Earls.

I also forwarded the message to John who was most interested.

It also occurs to me that Abdul may have some contacts at that hospital in Riyadh.

Please do not fret too much about Payton - the main thing is that the doctors could

not find much wrong. I think you probably just need to find some caring day care for

him. Not easy, I realize. Schooling should wait till later. Anyway, we will talk about

# **Best National Universities**

ank School na  1. California 2. Harvard I 3. Massach 4. Princetor 4. Yale Univ 6. Stanford 7. Duke Univ 7. Johns Ho 7. University 10. Columbia 11. Cornell Univ 13. University 14. Brown Un 14. Northwes 14. Rice Univ 15. Washingt 18. Emory Un 19. University 20. University 21. Carnegie 22. University 23. Carnegie 24. University 25. University 26. University 27. U. of Nortl 28. Wake Fore 29. Tufts Univ 29. Tufts Univ 29. Univ. of Gase 29. Univ. of Gase 20. Univ. of Gase 20. Univ. of Gase 21. Univ. of Gase 22. Univ. of Gase 23. Univ. of Gase 24. Lehigh Un 25. Univ. of Gase 26. Univ. of Gase 27. Univ. of Gase 28. Univ. of Gase 29. Tufts Univ 20. University 20. University 20. University 21. Univ. of Gase 22. University 23. University 24. Univ. of Gase 25. University 26. University 27. University 28. University 29. Tufts Univ	The Top 50	Overall score	Academic reputation score (5.0=highest)	Graduation and retention rank	Average freshman retention rate	1998 graduation rate				
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4. Princeton 4. Yale Univ 6. Stanford 7. Duke Univ 7. Johns Ho 7. University 10. Columbia 11. Cornell University 14. Brown University 18. Emory University 19. University 20. University 21. Carnegle University 22. University 23. Georgeton 25. Univ of Ca 25. Univ of Ca 26. University 27. U. of North 28. Wake Ford 29. Tufts Univ 20. University 21. Univ. of Ca 22. Univ. of Ca 23. Georgeton 24. Lehigh Univ. of Ca 25. Univ. of Ca 26. Univ. of Ca 27. Univ. of Ca 28. Univ. of Ca 29. Tufts Univ 11. Brandeis Univ. of Ca 29. Univ. of Ca 20. Univ. of Ca 21. Univ. of Ca 22. Univ. of Ca 23. Univ. of Ca 24. Univ. of Ca 25. Univ. of Ca 26. Univ. of Ca 27. Univ. of Ca 28. Univ. of Ca 29. Tufts Univ. of Ca 40. Univ. of Ca 41. Univ. of Ca 42. Univ. of Ca 43. Univ. of Ca	ard University (MA)	93.0	4.9	1	96%	97%	97%	None	3	73%
4. Yale Univ 6. Stanford 7. Duke Univ 7. Johns Ho 7. University 80. Columbia 11. Cornell Univ 13. University 14. Brown Univ 14. Northwes 15. Washingt 16. University 17. Washingt 18. Emory University 19. University 10. Vanderbil 11. Carnegie 12. University 13. Carnegie 14. University 15. University 16. University 17. U. of Nortl 18. Wake Ford 19. College of 19. Tufts Univ 11. Brandeis I 12. University 14. Case Wes 14. Lehigh Univ. of Willing 15. Univ. of Willing 16. Univ. of Willing 17. Univ. of Willing 18. Univ. of Willing 19. Boston Co 19. Georgia In 10. Pennsylva 12. University 19. Boston Co 10. Georgia In 10. Pennsylva 11. Univ. of Ca 12. University 12. University 13. University 14. Univ. of Ca 15. University 16. University 17. University 18. University 18. University 19.	sachusetts Inst. of Technology	92.0	4.9	11	97%	97%	92%	- 5	13	65%
6. Stanford 7. Duke Univ 7. Johns Ho 7. University 8. Cornell University 4. Brown University 4. Rice Univ 7. Washingt 8. Emory University 9. University 10. Vanderbil 12. University 13. Georgeton 15. University 16. University 17. U. of Nortl 18. Wake Ford 19. College of College 19. University 10. University 11. Brandeis Univ. of Ca 12. University 12. University 13. Georgeton 14. University 15. University 16. University 17. U. of Nortl 18. Wake Ford 19. Case Wes 14. Lehigh Univ. of Ca 15. University 16. Univ. of Willino 17. University 18. University 19. Boston Co 19. Georgia In 19. Boston Co 19. University 19. Unive	ceton University (NJ)	91.0	4.8	2	98%	97%	95%	- 2	5	68%
7. Duke Univ 7. Johns Ho 7. University 8. Cornell University 4. Brown University 4. Rice University 6. Washingt 8. Emory University 9. University 10. Vanderbil 12. University 13. Georgeton 15. University 16. University 17. U. of Nortl 18. Wake Fore 19. College on University 19. University 10. University 11. Brandeis University 12. University 13. Georgia In Brandeis Univ. of Case Wes 14. Lehigh Univ. of Case Wes 15. University 16. University 17. U. of Illino 18. Univ. of Case Wes 19. University 19. Boston Co 19. Georgia In Univ. of Willino 19. Boston Co 19. University 19	University (CT)	91.0	4.8	3	98%	97%	94%	- 3	8	77%
7. Johns Ho 7. University 8. Columbia 1. Cornell University 4. Brown University 4. Rice University 6. University 7. Washingt 8. Emory University 9. University 10. Vanderbil 12. University 13. Carnegie 14. University 15. University 16. University 17. U. of Nortl 18. Wake Fore 19. College of 19. Tufts Univ 19. Univ. of Ca 20. University 14. Lehigh Univ. of Ca 15. University 16. Univ. of Ca 17. University 18. Wake Fore 19. Case Wes 19. Univ. of Ca 20. University 19. Boston Co 21. University 22. University 23. University 24. University 25. University 26. University 27. University 28. University 29. University 29. University 20. University 20. University 21. Univ. of Ca	ford University (CA)	89.0	4.9	6	98%	97%	92%	- 5	16	69%
7. University 8. Columbia 1. Cornell Ui 1. Dartmout 3. University 4. Brown Un 4. Northwes 4. Rice University 8. Emory Un 9. University 9. University 12. University 13. Carnegie 13. Georgetor 15. University 17. U. of North 18. Wake Ford 19. College Of 19. Tufts Univ 11. Brandeis Univ. of Cat 12. University 14. Lehigh Un 15. Univ. of Wi 16. Univ. of Wi 17. Univ. of Wi 18. Univ. of Wi 19. Boston Co 19. Georgia In 19. University 19. Univ. of Cat 19. University 19. Univ. of Cat 19. Univ. of Cat 19. Univ. of Cat 19. University 19. Univ. of Cat 19.	University (NC)	86.0	4.6	7	97%	93%	92%	-1	7	68%
O. Columbia 1. Cornell Ui 1. Dartmout 3. University 4. Brown Un 4. Northwes 4. Rice Univ. 7. Washingt 8. Emory Un 9. University 0. Vanderbil 2. University 3. Carnegie 3. Georgetor 5. Univ of Ca 5. University 6. University 7. U. of Nortl 8. Wake Fort 9. College of 9. Tufts Univ. 10. Brandeis 11. Brandeis 12. Univ. of Ca 22. University 44. Case Wes 45. Lehigh Un 46. Univ. of Willino 47. Univ. of Willino 48. Univ. of Willino 49. Univ. of Willino 40. Georgia In 40. Pennsylva 41. Univ. of So 42. University 42. University 43. University 44. Case Wes 45. Univ. of Willino 46. Univ. of Willino 47. Univ. of Willino 48. Univ. of So 49. University 40. University 41. Univ. of Ca 41. Univ. of Ca 42. University 43. University 44. Univ. of Ca 45. University 46. University 47. Univ. of Ca	s Hopkins University (MD)	86.0	4.7	18	95%	93%	89%	- 4	18	64%
1. Cornell U 1. Dartmout 3. University 4. Brown Un 4. Northwes 4. Rice Univ 7. Washingt 8. Emory Un 9. University 0. Vanderbil 2. University 3. Carnegie 3. Georgetor 5. Univ. of Ca 9. College of 9. Tufts Univ 1. Brandeis 1. Univ. of Ca 2. Univ. of Ca 4. Lehigh Un 4. New York 4. Univ. of W 9. Georgia In 10. Pennsylva 11. Univ. of So 12. Univ. of So 13. Univ. of Ca 14. Univ. of Ca 15. Univ. of Ca 16. Univ. of Ca 17. University 18. Univ. of Ca 18. Univ. of Ca 19. Tulane Univ. of Ca 19. Tulane Univ. of Ca	ersity of Pennsylvania	86.0	4.4	14	96%	88%	90%	+ 2	4	65%
1. Dartmout 3. University 4. Brown Un 4. Northwes 4. Rice Univ. 7. Washingt 8. Emory Un 9. University 0. Vanderbil 2. University 3. Carnegie 3. Georgeto 5. Univ. of Ca 5. University 7. U. of Nortl 8. Wake Ford 9. College of 9. Tufts Univ. 11. Brandeis Univ. of Ca 22. University 4. Case Wes 4. Lehigh Un 4. Univ. of Wi 6. Univ. of So 6. University 6. Univ. of Ca 6. Univ. of Ca	mbia University (NY)	85.0	4.6	17	97%	90%	90%	None	9	69%
3. University 4. Brown Un 4. Northwes 4. Rice Univ. 7. Washingt 8. Emory Un 9. University 0. Vanderbil 2. University 3. Carnegie 3. Georgeto 6. Univ. of Ca 6. University 7. U. of Nortl 8. Wake Fore 9. Colleg Univ. 1. Brandeis Univ. of Ca 2. University 1. Lehigh Un 2. Lehigh Un 3. Univ. of Ca 4. Univ. of Ca 5. University 6. Univ. of Ca 7. University 7. University 8. Case Wes 8. Lehigh Un 8. Univ. of Willino 8. Univ. of Willino 8. Univ. of Willino 8. Univ. of So 9. University 9. Univ. of Ca 9. University 9. Univ. of Ca 9. University 9. Univ. of Ca 9. Univ. of Ca	ell University (NY)	83.0	4.7	15	95%	87%	91%	+ 4	14	72%
4. Brown Un 4. Northwes 4. Rice Univ. 7. Washingt 8. Emory Un 9. University 9. University 10. Vanderbil 12. University 13. Carnegie 14. Georgetor 15. University 16. University 17. U. of Nortl 18. Wake Fore 19. College of 19. Tufts Univ. 19. Brandeis 19. Univ. of Ca 20. University 21. Univ. of Ca 22. Univ. of Ca 23. Univ. of Ca 24. Univ. of Ca 25. Univ. of White 26. Univ. of White 27. Univ. of White 28. Univ. of White 29. Univ. of White 29. Univ. of So 29. Univ. of Ca 20. Univ. of Ca 20. Univ. of Ca 21. Univ. of Ca	nouth College (NH)	83.0	4.4	5	96%	92%	94%	+ 2	22	61%
4. Northwes 4. Rice Univ. 7. Washingt 8. Emory Un 9. University 0. Vanderbil 2. University 3. Carnegie 3. Georgetor 5. Univ. of Ca 6. Univ. of Ca 7. U. of North 8. Wake Ford 9. College of 9. Tufts Univ. 1. Brande is Ca 1. Univ. of Ca 2. University 1. Lehigh Un 1. New York 1. Univ. of Willing 1. Washing Univ. of Willing 1. Univ. of Willing 1. Univ. of Willing 1. Univ. of So 1. Univ. of So 2. Univ. of Ca 3. Tulane Univ. of Ca	ersity of Chicago	82.0	4.7	28	93%	91%	84%	- 7	2	65%
4. Northwes 4. Rice Univ. 7. Washingt 8. Emory Un 9. University 0. Vanderbil 2. University 3. Carnegie 3. Georgetor 5. University 7. U. of Nortl 8. Wake Ford 9. College of 9. Tufts Univ. 11. Brande of Case Wes 12. Lehigh Univ. 13. Lehigh Univ. of Willino 14. Univ. of Willino 15. University 16. Georgia In 17. Pennsylva 18. University 19. Univ. of So 19. Univ. of So 19. Univ. of Case	m University (RI)	81.0	4.5	8	97%	90%	93%	+ 3	27	60%
4. Rice Univ. 7. Washingt 8. Emory Un 9. University 0. Vanderbil 2. University 3. Carnegie 3. Georgetor 5. Univ. of Carnegie 6. Univ. of Carnegie 7. U. of Nortl 8. Wake Fore 9. College on 1. Brandeis Univ. of Carnegie 1. Univ. of Carnegie 2. Univ. of Carnegie 4. Case Wes 4. Lehigh Un 4. Univ. of Willing 6. Georgia In 6. Pennsylva 6. University 6. Univ. of So 6. Georgia In 6. Pennsylva 6. Univ. of Carnegie 6. Univ. of Carnegie 7. Univ. of Carnegie	nwestern University (IL)	81.0	4.5	10	96%	86%	90%	+ 4	12	66%
8. Emory Un 9. University 0. Vanderbil 2. University 3. Carnegie 3. Georgetor 5. Univ. of Ca 5. University 7. U. of Nortl 8. Wake Fore 9. College of 9. Tufts Univ. 11. Brandeis I 22. Univ. of Ca 24. University 4. Case Wes 4. U. of Illino 4. Univ. of Wall 9. Boston Co 10. Georgia In 10. Pennsylva 11. Univ. of So 12. Univ. of So 13. Univ. of Ca 14. Univ. of So 15. Univ. of Ca 16. Univ. of Ca 17. Univ. of Ca 18. Univ. of Ca 19. Univ. of Ca	University (TX)	81.0	4.2	16	95%	97%	92%	- 5	6	62%
9. University 0. University 10. Vanderbil 2. University 3. Carnegie 3. Georgetor 5. University 7. U. of Nortl 8. Wake Ford 9. College of 9. Tufts Univ. 11. Brandeis l 12. University 14. Case Wes 15. University 16. Univ. of Case Wes 17. Univ. of Willing 18. Univ. of Willing 19. Georgia In 19. Pennsylva 19. Univ. of So 19. Tulane Univ. of Case 19. Univ.	nington University in St. Louis	80.0	4.1	21	95%	84%	86%	+ 2	11	
9. University 0. University 0. Vanderbil 2. University 3. Carnegie 3. Georgetor 5. Univ. of Ca 5. University 7. U. of Nortl 8. Wake Fore 9. College of 9. Tufts Univ 1. Brandeis I 2. Univ. of Ca 2. University 4. Lehigh Univ. of Wall 4. Univ. of Wall 9. Boston Co 9. Georgia In 10. Pennsylva 11. Univ. of So 12. University 12. Univ. of So 13. Tulane Univ. of Ca	y University (GA)	78.0	4.0	20	93%	81%	84%	+ 3	15	73%
O. University O. Vanderbil D. Vanderbil D. University Carnegie Carnegie Carnegie Carnegie Carnegie Carnegie Carnegie Carnegie Cuniv. of Ca Cuniversity Carts College of Tufts Univ. Case Wes Lehigh Un Case Wes Case Wes Case Wes Case Wes Case	ersity of Notre Dame (IN)	77.0	3.9	4	97%	81%	94%	+ 13		65%
O. Vanderbil D. Vanderbil D. University Carnegie Carnegie Carnegie Carnegie Cuniv. of Ca Cuniversity Cuniversity Cuniversity Cuniversity Case Wes C	ersity of California-Berkeley	76.0	4.7	29	95%	80%	83%	+ 13	23	53%
2. University 3. Carnegie 3. Georgeton 5. Univ. of Ca 5. University 7. U. of Nortl 8. Wake Fore 9. College of 9. Tufts Univ. 1. Brandeis l 2. University 1. Case Wes 1. Lehigh Un 1. Univ. of W 1. Univ. of W 1. Univ. of W 1. Univ. of W 1. Univ. of So 1. Univ. of So 1. Univ. of Ca 2. University 3. Univ. of So 4. Univ. of Ca 5. Univ. of Ca 6. Univ. of Ca 7. Univ. of Ca 8. Univ. of Ca 8. Univ. of Ca	erbilt University (TN)	70.0	4.1	30	91%	80%	82%	+ 3 + 2	38	58%
3. Carnegie 3. Georgeton 5. Univ. of Ca 5. University 7. U. of Nortl 8. Wake Ford 9. College of 9. Tufts Univ. 11. Brandeis I 22. Univ. of Ca 24. Case Wes 44. Lehigh Un 45. Univ. of Willino 46. Univ. of Willino 47. Univ. of Willino 48. Univ. of So 49. Case Univ. of So 40. Georgia In 41. Univ. of So 42. Univ. of So 43. Univ. of Ca 44. Univ. of Ca 45. Univ. of Ca 46. Univ. of Ca	ersity of Virginia	75.0	4.3	9	97%	80%	92%	+ 12	10	68%
3. Georgeton 5. Univ. of Ca 5. University 7. U. of Nortl 8. Wake Ford 9. College of 9. Tufts Univ 1. Brandeis I 2. Univ. of Ca 2. University 4. Case Wes 4. Lehigh Un 4. New York I 4. Univ. of W 9. Boston Co 9. Georgia In 9. Pennsylva 12. University 13. Univ. of So 14. Univ. of So 15. Tulane Uni 16. Univ. of Ca	egie Mellon University (PA)	74.0	4.2	45	91%	83%			42	44%
5. Univ. of Ca 5. University 7. U. of Nortl 8. Wake Ford 9. College of 9. Tufts Univ 1. Brandeis of 2. University 4. Case Wes 4. Lehigh Un 4. Univ. of Work 9. Boston Co 9. Georgia In 9. Pennsylva 2. University 2. Univ. of So 9. Tulane Univ. of Ca	getown University (DC)	74.0	3.9	12	95%	83%	75% 91%	- 8	17	67%
5. University 7. U. of Nortl 8. Wake Ford 9. College of 9. Tufts Univ. 11. Brandeis I 22. Univ. of Ca 24. Case Wes 44. Lehigh Un 45. Univ. of W 69. Boston Co 60. Georgia In 60. Pennsylva 61. Univ. of So 62. University 63. Univ. of Ca 64. Univ. of Ca 65. Univ. of Ca 66. Univ. of Ca 67. Univ. of Ca 68. Univ. of Ca 69. Univ. of Ca 69. Univ. of Ca	of California-Los Angeles	73.0	4.3	31	95%	74%	78%	+ 8	56	54%
7. U. of North 8. Wake Fore 9. College of 9. Tufts Univ 1. Brandeis of 2. University 4. Case Wes 4. Lehigh Un 4. New York of 4. Univ. of W 9. Boston Co 0. Georgia In 0. Pennsylva 2. University 2. Univ. of So 4. Tulane Univ. of Ca	ersity of Michigan–Ann Arbor	73.0	4.5	24	94%	76%	83%	+ 4 + 7	40	41%
8. Wake Ford 9. College of 9. Tufts Univ 1. Brandeis I 2. Univ. of Ca 2. University 4. Case Wes 4. Lehigh Un 4. New York I 4. Univ. of W 9. Boston Co 0. Georgia In 0. Pennsylva 2. Univ. of So 1. Tulane Unit 4. Univ. of Ca	North Carolina-Chapel Hill	72.0	4.2	26	94%	70%	82%	+ 12	43	51%
9. College of 9. Tufts Univ 1. Brandeis I 2. Univ. of Ca 2. University 4. Case Wes 4. Lehigh Un 4. New York I 4. Univ. of W 9. Boston Co 0. Georgia In 0. Pennsylva 2. University 2. Univ. of So 1. Tulane Uni 4. Univ. of Ca	Forest University (NC)	71.0	3.3	23	93%	82%	82%		70	40%
9. Tufts Univ 1. Brandeis I 2. Univ. of Ca 2. University 4. Case Wes 4. Lehigh Un 4. New York I 4. Univ. of W 9. Boston Co 0. Georgia In 0. Pennsylva 2. University 2. Univ. of So 1. Tulane Uni 4. Univ. of Ca	ge of William and Mary (VA)	70.0	3.8	13	95%	78%	89%	None	33	59%
1. Brandeis I 2. Univ. of Ca 2. University 4. Case Wes 4. Lehigh Un 4. New York I 4. Univ. of W 9. Boston Co 0. Georgia In 0. Pennsylva 2. Univ. of So 1. Tulane Uni 4. Univ. of Ca	University (MA)	70.0	3.6	19	95%	87%		+ 11	47	45%
2. Univ. of Ca 2. University 4. Case Wes 4. Lehigh Un 4. New York 4. U. of Illino 6. Boston Co 6. Georgia In 6. Pennsylva 6. Univ. of So 6. Tulane Uni 6. Univ. of Ca	deis University (MA)	69.0	3.7	34	90%	76%	87% 79%	None	32	67%
2. University 4. Case Wes 5. Lehigh Un 6. New York 6. U. of Illino 7. Univ. of W 7. Georgia In 7. Pennsylva 7. Univ. of So 7. Tulane Uni 8. Univ. of Ca	of California–San Diego	68.0	3.8	36	93%	73%		+ 3	30	68%
4. Case Wes 4. Lehigh Un 4. New York 4. U. of Illino 4. Univ. of W 9. Boston Co 0. Georgia In 0. Pennsylva 2. Univ. of So 1. Tulane Uni 4. Univ. of Ca	rsity of Rochester (NY)	68.0	3.5	37	93%		80%	+ 7	58	48%
4. Lehigh Un 4. New York 4. U. of Illino 4. Univ. of W 9. Boston Co 0. Georgia In 0. Pennsylva 2. Univ. of So 1. Tulane Uni 4. Univ. of Ca	Western Reserve Univ. (OH)	67.0	3.6	46	90%	77% 80%	76% 72%	- 1	25	63%
4. New York ( 4. U. of Illino 4. Univ. of W 9. Boston Co 0. Georgia In 0. Pennsylva 2. University 2. Univ. of So 1. Tulane Uni 4. Univ. of Ca	h University (PA)	67.0	3.3	25	90%			- 8	37	52%
4. U. of Illino 4. Univ. of W 9. Boston Co D. Georgia In D. Pennsylva 2. University 2. Univ. of So 1. Tulane Uni 4. Univ. of Ca	fork University	67.0	3.7	25 55		72%	81%	+ 9	34	55%
4. Univ. of W 9. Boston Co 10. Georgia In 11. Pennsylva 12. Univ. of So 13. Tulane Uni 14. Univ. of Ca	llinois-Urbana-Champaign	67.0	3. <i>1</i> 4.1	38	89% 92%	74%	72%	- 2	19	63%
9. Boston Co D. Georgia In D. Pennsylva 2. University 2. Univ. of So 1. Tulane Uni 4. Univ. of Ca	of Wisconsin-Madison	67.0	4.1			70%	77%	+ 7	118	29%
D. Georgia In D. Pennsylva D. University Univ. of So Tulane Univ. of Ca		66.0	4.3 3.5	44 22	91%	63%	73%	+ 10	102	37%
<ol> <li>Pennsylva</li> <li>University</li> <li>Univ. of So</li> <li>Tulane Univ. of Ca</li> </ol>	pia Institute of Technology	65.0	3.5 4.0		94%	77%	85%	+ 8	54	39%
2. University 2. Univ. of So 4. Tulane Uni 4. Univ. of Ca	sylvania State Univ.	65.0	3.9	72	86%	81%	69%	- 12	80	27%
de Control of Control	rsity of California–Davis	64.0		32	93%	65%	80%	+ 15	146	32%
. Tulane Uni . Univ. of Ca	of Southern California	64.0	3.8	40	90%	66%	74%	+ 8	104	32%
. Univ. of Ca			3.6	60	92%	68%	70%	+ 2	55	53%
		62.0	3.5	49	86%	75%	72%	- 3	31	56%
T. University	of California–Santa Barbara rsity of Texas–Austin	62.0	3.5	59	87%	60%	70%	+ 10	52	45%
1. University		62.0	4.0	85 50	88%	67%	66%	- 1	57	39%
	rsity of Washington va University (NY)	62.0	3.9	58	90%	62%	70%	+ 8	120	37%
		62.0	3.0	50	84%	73%	74%	+1	28	60%
Anotada frantista danta bila kasa fik	rsity of California–Irvine rsity of Florida	61.0 61.0	3.6 3.6	42 82	92% 91%	59% 56%	74% 67%	+ 15 + 11	50 150	42% 31%

Irene (

June 3rd Trish Times

A remarkable pioneer of equ

RENE Calvert, who died on May 19th aged 91, had a remarkable public career and was a pioneer of equal opportunities for women in Northern Ireland.

She was born in Belfast on February 10th, 1909 and christened Lilian Irene Mercer Earls, being the third child and second of three daughters of Prof John Earls, principal of the Belfast Municipal College of Technology and professor of mathematics at Queen's University, and his wife Mary (Minnie) Arnold.

Irene, as she was always known, was educated at Methodist College, Belfast (1919-1925). Having contracted the "Spanish flu" and narrowly escaped death from pleural pneumonia at the age of nine she never took any public examinations while there. Her brother Arnold and her older sister May preceded her at Queen's and it was in 1926 that she was introduced at a meeting of the QUB Dramatic Society to her future husband, Raymond Calvert, who died in 1959.

She entered Queen's in 1933 and studied economics and philosophy. She graduated in 1936.

On the outbreak of war the post of chief welfare officer for Northern Ireland in the Ministry of Home Affairs was advertised. Irene Calvert applied and after three months was told she had been appointed. Two major crises followed: the temporary reset-tlement in Northern Ireland of the Gibraltarians who were evacuated in 1940 and the bombing of Belfast in April 1941. Organising care for the evacuees gave her. a unique insight into the prevalent social deprivation. It was as the result of these wartime experiences that she responded to the suggestion of her friends that she should go into politics as an economist and to "put the women's point of view".

In 1944 a by-election occurred in one of the four Queen's University seats of the 52-member NI House of Commons (Univerrepresentation Westminister was not abolished

until 1948 and at Stormont not until 1968). She stood (as she was to continue to do) as an "In-dependent Non-Party" candidate and, unsurprising for a by-election, the seat went to a unionist. However when the general election in Northern Ireland came at the end of the war in Europe in 1945 she stood again and was successful.

She was to encounter the familiar problem of independents not having the support of a political party nor even (until after her re-election in the "Union Jack election" of 1949) being able to count on a colleague to second a motion.

However, her knowledge of government and of the civil service enabled her to do much useful work behind the scenes. By 1951 she had decided that she did not wish to stand for re-election. Her term of office ended in

In 1952 she joined the Ulster

new markets for the company in supplying linen to hospitals and other large public institutions and was made a managing director in 1953. In 1956 she was chosen as a group chairman for the Duke of Edinburgh's Study Conference on industry, the members of which had been nominated for their special promise in their respective fields.

In 1958 the Belfast City Chamber of Commerce (which she had joined in 1946) nominated her a member of Senate, its governing

She served in this capacity for some 13 years as well as being a member of the Board of Curators responsible for university appointments. In 1965-1966 she was chosen as the first woman to serve as president of the Belfast City Chamber of Commerce. It was also at this period that she was active in the Irish Association for Economic, Social and Cultural Relations, an independ-Weaving Company as an econo- ent group set up to promote betmist. In this role she developed ter relations between North and

nstal for his advice.

period 19/3- irish in Britain would be a force occool, 1,0,

Calvert

## ual opportunities for women

South, of which she was for a time secretary.

In 1970 she left to take up the post of head of households to Miss Doris Duke, the millionaire recluse, based at her home in New Jersey. It rapidly became clear, however, that Miss Duke did not really want a head of households and after three months she resigned, her main souvenir being an injury to one leg where she had been bitten by one of Miss Duke's untrained

In retirement in Dublin, she kept in close touch with her family but resisted any suggestion from them that she should write her memoirs. She worked for the Irish Labour Party in the Dún Laoghaire constitutency until she was over 80. She also kept up her interests in music, poetry and modern Irish art.

She is survived by a son, four grandchildren and one greatgranddaughter.

Irene Calvert: born 1909; died, May 2000



Irene Calvert . . . a tireless campaigner for social issues

## Meetings loday NEWS & TRENDS FOR CORPORATE

INSIDE

senbluth Partners th PlanSoft .......26



TRANSIENT TECH VET TAKES TO MTGS.: New McGettigan Chief

Technology Officer Danamichele Brennen. formerly of Rosenbluth. plans for meeting technology acceleration into hyperspeed See page 24.

### Lucent Spins Off Mtg. Mgmt.

By Chris Davis

the meetings management side of Lucent Technologies' novel solution for travel procurement, in which the entire travel department was outsourced to another company, is somewhat more complex in structure but with a familiar goal: to reduce meetings

spending, which now stands at about \$140 million for Lucent's group air travel only.

Lacent will outsource meetings management to Alliente, the business service provider and Lucent spinoff that will BY CHRIS DAVIS oversee all travel (see story, page 4), which in turn will outsource site selection and negotiation to

World Travel Meetings & Incentives and event execution to a number of third parties, including McGettigan Partners and Maritz Travel Co.

Whether Lucent's solution is indicarive of a move toward more complex Continued on page 37

### Ritz Cuts Site Commissions

nlike the seismic effects of the cycles of airline commission cuts during the past five years, the decision by Ritz-Carlton to reduce commissions to third parties that handle only site selection and negotiation likely will not have a major immediate impact on corporate meeting programs and their budgets.

Relatively few corporations outsource site selection and negotia-

## Mtgs. Consolidation: Elusive Objective

By Chris Davis

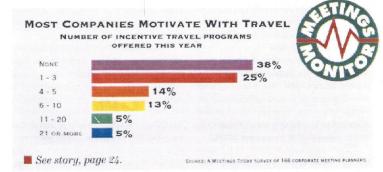
espite a significant burst of interest in the past year in consolidating corporate meetings volume, very few companies—even those with the most advanced travel management operations-have been able to create such a program.

The problem, experts said, is not that corporate travel and meeting managers don't realize the potential financial benefits of consolidating meetings, rather

many corporations feel other maneuvers require a higher immediate priority, while other companies encounter resistance to the concept.

"I wouldn't have thought this would happen because we had 13 requests for proposals within a three-week period in October 1999," said Janice Blevins, vice president of meetings management at St. Louis-based Maritz Travel Co. "Those RFPs attacked it from a broad-brush per-

Continued on page 37



tion alone to such firms. Most companies that outsource do so for several areas of meetings management, including onsite staffing and registration assistance. Generally, they use full-service independent firms, which aren't affected by the commission cut.

prefer to negotiate with hotel chains to receive rates net of Continued on page 38

Also, many corporations

#### MANAGING MEETINGS THOMSON CORP.

## Using The Power Of Persuasion

By Chris Davis

homson Corp. is set to embark on a nonmandated meetings consolidation program, using an internal meeting calendar and a panel of meeting planners from its subsidiaries to determine best practices and capture expenditure data.

Stamford, Conn.-based Thomson, which will hire a consultant to



Christopher Staal

manage the consolidation efforts. hopes to capture about \$40 million of meetings expenditures and leverage that spending with suppliers, said director of corporate travel Christopher Staal.

Staal will not mandate that internal meeting sponsors register their meetings with planners or restrict site selection, he said, but Continued on page 38

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helps plan your travel

helps plan your plans



## Rosenbluth Tech Vet Moves To Meetings At McGettigan

By Chris Davis

anamichele Brennen, formerly Rosenbluth International's vice president and chief travel scientist, has jumped to meeting strategy firm McGettigan Partners, where she'll help to develop new technology solutions for clients' meeting travel management.

Brennen, who will serve as McGettigan's CTO, is critical of the manner in which technology for convorate transient travel-her primary focus while at Rosenbluth-has developed. "In corporate verrical, there's an awful lot of attention paid-in my mind, far too much-to the transaction itself," Brennen said. "That has been driven by the Internet startups attacking the easiest area of any kind of travel management, that being the simple transaction. The supply side has fueled the buyers' side into thinking about that. Except for sophisticated intermediaries, a lot have been swept away into this craziness over the least interesting part of the business. Startups are fueled and have the money to get everyone hyped up by that. There is far more value to be added than just a simple transaction."

Brennen doesn't see the save phenomenon in the corporate meetings industry. In her view, that segment only now is beginning to seek technological solutions that relate to group travel, which gives her new company an opportunity to create solutions that meet their needs.

"The meetings vertical is tremendously interesting," Brennen said, "Being in the corporate travel vertical for almost 10 years, you realize there's a lot of similarities as to where technology can take this industry. What companies are starting to think about doing with meetings is just about ready to go into hyperspeed, which is why we spend a lot of time talking about technology these days and its strategic application."

Though there are online meeting solutions offered in the industry that have drawn interest, none have taken the industry by the reins, including McGettigan's spinoff meeting portal StarCite.

"There isn't one technological solution that can meet all the needs of the clients in this vertical," said McGettigan CEO Mimi McGettigan, "StarCite is a piece of that solution and we use it with our customers."

Brennen doesn't see current meetings technology products grasping the industry as have online transient booking tools. "Despite the presence the Internet plays, there still is a lot of room and there isn't the same group-think effect that exists on the transient side," she said.

Neither Brennen nor McGettigan chose to share what specific types of projects Brennen, who began in her new position in September, would develop. McGettigan, though, said new products should hit the market next year, though she declined to say whether they would work in conjunction with, or replace, the company's signature Core Discovery meetings consolidation software.

"We'll be working on and putting forth a McGettigan solution to take the next generation of technology to a level that doesn't exist today," McGettigan said. "These solutions do not exist today in a comprehensive way, quite frankly. We wanted someone who was leading edge. With her expertise and experience and our position in the marketplace, it's a very good match."

McGettigan and Rosenbluth, both with headquarters in Philadelphia, once shared a joint venture, Synergys, that since has dissolved.

## More Incentive Programs, More Exec Input

By Chris Davis

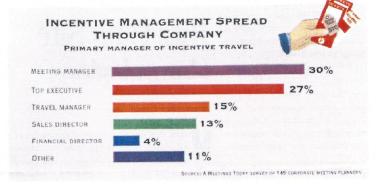
neentive travel managers, in addition to finding increased workloads due to larger incentive programs, are receiving more input from senior management on program specifies.

Many executives have incorporated incentive travel into their corporations' overall business strategies and, as a result, have the primary responsibility in managing such programs in nearly half of all corporations, according to a recent Meetings Monitor survey of 166 corporate meeting planners. While the corporate meeting or travel manager holds the primary responsibility for incentive trav-

el in about 45 percent of companies, an almost identical number of respondents said the main responsibility lies with top executives, sales managers and financial officers, according to the poll.

"We act as if we were an incentive house with our own company as the client," said Penni Phillips, group and incentive specialist at Houston-based tivation often finds itself working with clients on three different levels—with senior management on the goals of the program and with planners on potential locations and the details of the actual event.

"We've worked with management all the way up to the president or CEO," Leong said. "With the exception of the pharmacentical industry, which has more



BMC Software, "The incentive location is usually a consensus of upper management after we make a recommendation to them. That decision can go all the way to the company president, depending on

the scope of the event."

That setup is not unusual, said Dan Leong, COO of Atlanta-based incentive house USMotivation. "The level of decision making is at a fairly senior level now, because things related to incentives are more a part of companies' strategic plans," Leong said. "There's more use of incentives to drive performance and retain employees, as well as reward performance."

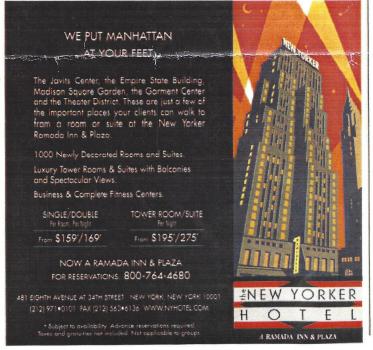
While senior managers often put their stamps of approval on incentive travel programs, Leong said their involvement usually is limited to deciding the destination and which employees are eligible for inclusion in the program. As such, USMo-

formal meeting departments than other corporations, there's usually a vice president of sales or support overseeing the program." Though Leong sees the level of senior management involvement remaining about the same in the near future, the difference, he said, is that magets are more educated than the ever been about the incentive process.

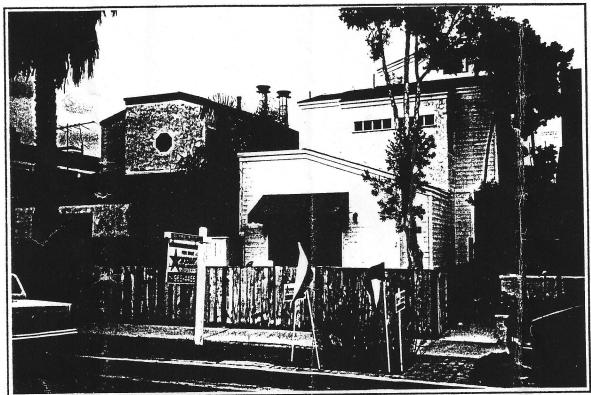
"They know more about good value and what the money for incentive travel gets the company." Leong said. "Sometimes, they'll even want to spend more than they have because they see the retum as an integral part of their strategy."

Some corporate executives who have seen direct results from incentive travel programs have altered the scope of their motivational offerings accordingly.

"We've been giving cash awards for Continued on page 25



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