



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139

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EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

156C.

April 21, 1995

To: The Honorable, The City Council:

Please find attached a report received from Maura Smith, Executive Director of the Cambridge Office for Tourism, which addresses your request for information, prior to discussion on the Executive Budget, on the activities of this Office since its inception.

Very truly yours,

Robert W. Healy
City Manager

RWH/mev

Cambridge
Office for Tourism, Inc.

April 26, 1995

18 Brattle Street
Cambridge, MA
02138

Telephone
617 · 441 · 2884

FAX
617 · 441 · 7736

Mr. Robert Healy, City Manager
City of Cambridge
795 Massachusetts Avenue
Cambridge, MA 02139

Dear Mr. Healy:

Based upon the recommendations outlined in the final report of the Mayor's Commission on Cambridge as a Destination, the Cambridge Office for Tourism was initiated in FY95 to serve as the central clearinghouse for all tourism promotion and visitor services for the City of Cambridge. The Office for Tourism not only benefits the local business community by attracting new visitors who will spend money in the city but also benefits Cambridge residents by working with the neighborhoods to try to reduce any negative impacts from tourism on the local community.

After only seven months of operations, the Cambridge Office for Tourism has clearly met the overriding objective outlined in the Commission's Report by serving as the focal point for all tourism-related activities in Cambridge. As confirmed by the attached correspondence from other agencies, this new organization has been welcomed by state, regional, and local tourism and business organizations which can now rely on a one-stop center for all tourism-related decisions. **(see Attachment A)**

As one would suspect, Cambridge is not a difficult destination to sell. However, many visitors to this region are unaware of the close proximity of Cambridge to Boston and the broad array of accommodations, restaurants, and attractions that one can enjoy on this side of the Charles River. To close this information gap, the Office for Tourism has developed a Marketing Plan which seeks to position Cambridge as a complement to the Boston destination. The Marketing Plan seeks to take advantage of every available opportunity to showcase Boston and Cambridge together (i.e. see **Attachment B** from the Massachusetts Getaway Guide), to develop collateral which highlights the special flavor and attractions of Cambridge, and to engage in a targeted public relations strategy which will keep the press interested in the Cambridge story.

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Gerald Oldach
Cambridge Chamber of Commerce

Steve Vissotzky
Hyatt Regency Cambridge

Executive Director
Maura Smith

Clerk
Lisa Peterson

MISSION STATEMENT:

To oversee the activities of the Office and the expenditure of City funds, the City Manager appointed nine individuals to the Cambridge Tourism Board representing the hospitality industry, the academic institutions, the business community and the neighborhoods (see sidebar).

In November 1994, the Cambridge Tourism Board participated in a day-long Planning Retreat to develop a Mission Statement and Goals for the coming year. As a result of these discussions, the Board formulated the following Mission Statement to guide its activities:

"The Cambridge Office for Tourism serves as the central clearinghouse for all tourism promotion and management in Cambridge. The Office seeks to enrich the City of Cambridge by promoting its many special attractions and cultural amenities for the enjoyment of both residents and visitors. By coordinating tourism marketing efforts, the Office for Tourism hopes to increase the recognition of Cambridge as an important component of the Greater Boston destination, thereby developing a stable and consistent tourism base in the local economy."

FY95 GOALS AND ACCOMPLISHMENTS:

In September 1994, the Cambridge Tourism Board hired Maura Smith to serve as the first Executive Director of the Cambridge Office for Tourism. Smith has held a number of positions in local government and successfully initiated a number of new tourism programs as Executive Director of The Salem Partnership in Salem, Massachusetts. The following information highlights the Executive Director's accomplishments to date in meeting the priority goals approved by the Cambridge Tourism Board:

1) Establish office operations for this new organization:

- Interviewed over 90 individuals including local elected officials, members of the Greater Boston tourism industry, and neighborhood representatives to solicit input on the best use of the Office for Tourism and the available funds.
- Leased an office at 18 Brattle Street overlooking Harvard Square and purchased office equipment and furnishings.
- Hired a part-time Office Assistant to help oversee office operations, manage special marketing projects, and respond to inquiries from visitors, tour operators, and the press.
- Worked with a Cambridge-based graphic designer to develop a logo, stationary and business cards. The new logo for the Cambridge Office for Tourism is a simple design which incorporates the concept of the Charles River, one of the city's most outstanding amenities.

- Organized an all-day Strategic Planning session for the Cambridge Tourism Board to develop a mission statement and goals for the first eighteen months of operations.
- Organized a Kickoff Reception held at M.I.T. on December 8, 1994 which featured generous donations of food and flower arrangements from approximately a dozen Cambridge businesses. Over 100 representatives of the local community and the Greater Boston tourism industry attended the event.
- Contracted with a Cambridge-based accountant to prepare quarterly financial reports and conduct an audit at the close of the fiscal year.

2) Serve as the central clearinghouse for all tourism-related activities in Cambridge:

- In association with the Greater Boston Convention and Visitors Bureau (GBCVB), Massport and the Massachusetts Office of Travel and Tourism (MOTT), hosted pre-Christmas tours of Cambridge for groups of British and Italian journalists which resulted in several articles promoting the Boston/Cambridge destination. **(see Attachment C, an article from an Italian consumer publication which features the Harvard experience).**
- Organized the Cambridge component of the GBCVB's annual "Super Fam" which consists of three days of activities for approximately 100 meeting planners from around the country to acquaint them with the special attractions of Boston/Cambridge. Following a tour of Cambridge, the planners were treated to a luncheon at Upstairs at the Pudding sponsored by the restaurant and The Charles Hotel, Cambridge Center Marriott, Hyatt Regency Cambridge, and the Royal Sonesta Hotel. Based upon their exposure to this region, it is anticipated that many of the planners will bring future meetings to Cambridge.
- Served as the guest speaker for the February meeting of the Greater Boston Tour Guide Association. The meeting was held at the Hooper-Lee-Nichols House on Brattle Street and provided an opportunity to outline new and exciting Cambridge tour ideas.
- Solicited complimentary accommodations and meals from Cambridge businesses, and conducted tours for travel journalists representing such publications as Travel Weekly, a bimonthly newspaper sent to travel agents throughout the U.S. and Canada **(see Attachment D, a three-page article attached valued at approximately \$20,000 in advertising)**, and Tuttoturismo, an Italian travel magazine which will feature Cambridge in a special June 1995 supplement on Massachusetts. The Travel Weekly article, published in late March 1995, has already generated several requests for information from travel agents throughout the U.S. and Canada.

- Worked with the publisher of "Corporate Meetings & Incentives" to identify a Cambridge site for a February 1995 issue on Diversity Training in the Workplace. The colorful mural depicting the many faces of Cambridge, located at Franklin Street and Bishop Allen Drive, was used for the background in the cover photograph (see **Attachment E**).
- Hosted MOTT's new public relations representative in Argentina for a tour of Cambridge and dinner at a local restaurant. The representative will be promoting Cambridge throughout Argentina as a key component of a trip to Massachusetts.
- Initiated the development of a slide bank of Cambridge images to respond to press and travel trade requests.
- In cooperation with the Office of the City Council and the Community Development Department, prepared a press kit of visitor information which was used by Councillor Duehay to convince the National League of Cities Committee on Community and Economic Development to hold their October 1995 meeting in Cambridge.

3) Cooperate with other tourism/business/community agencies and organizations to promote Cambridge as a destination:

- Represented the Cambridge tourism industry at the Governor's Conference on Travel and Tourism held in April 1995.
- Represent Cambridge on a series of tourism promotion and marketing committees sponsored by the GBCVB, Massport, and MOTT.
- Work with the Harvard Square Business Association to coordinate new marketing and public relations initiatives; to resolve problems associated with parking tour buses in the Square; and to improve the City's regulations monitoring the behavior of street musicians.
- Appointed to the Governing Council of the Cambridge Historical Society to serve as a liaison with local tourism interests.
- Serve as a member of the Friends of the Longfellow House, a group of local residents and scholars who have organized in response to the seasonal closing of the Longfellow House National Historic Site due to funding shortages. Coordinated a successful Congressional lobbying campaign which resulted in an additional \$100,000 for Longfellow House in next year's NPS budget.
- Working with the Cambridge Chamber of Commerce and the Community Development Department to develop an Economic Development Marketing Kit to attract new businesses to Cambridge.

4) Develop a "Boston/Cambridge" identity to position Cambridge as a complement to the Boston travel destination:

- Issued a Request for Proposals to hire an advertising firm to design an image campaign to be used in new collateral including a Cambridge brochure and Press Kit. It is anticipated that a firm will be selected in May and a brochure will be completed by August 1995.
- Convinced the GBCVB Super Fam Planning Committee to include "Cambridge" on the Welcome signs hung at Logan Airport to greet participants upon arrival.

5) Seek to increase the "yield" from tourism spending in Cambridge:

- Represent Cambridge at monthly meetings sponsored by Massport and MOTT which explore ways to increase the number of international visitors to Massachusetts. (International visitors tend to stay longer and spend more money than domestic visitors).
- Hosted groups of travel journalists from Britain and Italy as well as individual writers from Travel Weekly (U.S./Canada); Tuttoturismo (Italy); and Business Expo (France) which resulted in free publicity highlighting Cambridge sites and attractions.
- Finalizing a parking plan for tour buses in Harvard Square to ensure that when they come to Cambridge, groups have an opportunity to spend more time in Cambridge and thereby, contribute to the local economy.
- In support of new special events which will attract additional visitors to Cambridge, the Cambridge Office for Tourism sponsored the Harvard University Marching Band in the first St. Patrick's Day Parade held in Cambridge on March 12, 1995.
- Participated in a Boston Globe advertising campaign sponsored by the GBCVB to attract visitors to Boston/Cambridge hotels and restaurants during the Winter months. Mailed Cambridge visitor information to 1,345 consumers who contacted the GBCVB in response to the ad campaign. Serving on GBCVB Planning Committee for Winter 1996 promotions.

6) Promote the special amenities of the Charles River:

- Representatives of the Cambridge Tourism Board have been integral to the development of a water taxi service along the Charles River which will transport visitors from the CambridgeSide Galleria/Museum of Science area to riverfront hotels, Harvard Square, and the Boston Esplanade. The water taxi will allow visitors to travel from one end of Cambridge to the other by water; to travel between Boston and Cambridge via the river; and to enjoy the beautiful skylines of both cities from the vantage point of the Charles River.

- The Cambridge Office for Tourism has already incorporated the image of the Charles River in its logo and has plans to highlight the river in any new brochures or publications.

7) Improve visitor information materials and services:

- Developed a Memorandum of Understanding with Cambridge Discovery which outlines how the two organizations will work together to serve the needs of Cambridge residents and visitors. Beginning July 1, 1995, the Office for Tourism will accept responsibility for operating the Visitor Information Kiosk in Harvard Square and for the publication of any future visitor information guides to ensure that the office has oversight for all tourism-related activities. Cambridge Discovery is developing a "Cambridge History Project" which will focus on projects which celebrate the City's heritage for the benefit of residents and visitors.
- The Office for Tourism plans to provide visitor information materials in other languages to accommodate the needs of the many international visitors who come to Cambridge each year.

8) Educate the City Council and Cambridge residents about the positive impact of tourism spending on the local economy:

- At the close of the fiscal year, the Office for Tourism will publish an Annual Report highlighting the accomplishments to date and outlining the expenditure of funds.
- In cooperation with Harvard's Office of Government and Community Affairs, met with representatives of the neighborhoods adjacent to Harvard Square which are most impacted by tourism to discuss problems and identify potential solutions.

CONCLUSION:

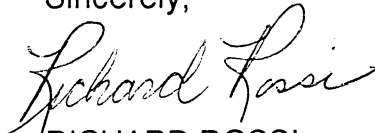
During the coming year, the Office for Tourism will also focus on the following new initiatives:

- develop new marketing and visitor information materials including a Cambridge brochure, a comprehensive Press Kit; and a Calendar of Events;
- work with local businesses to support cooperative advertisements which sell Cambridge as a destination;
- work with meeting planners and hotel sales representatives to plan group itineraries and special spouse programs;
- represent Cambridge at selected travel sales missions and trade shows;

- seek new promotions and events to increase visitation during off-peak periods, particularly during the winter months;
- work to attract free media attention via a directed public relations strategy and by supporting fam trips for domestic and international travel writers;
- work with local residents and visitors to resolve issues related to parking, circulation, signage; and litter; and
- seek financial support from the private sector for new tourism promotional activities.
- continue to meet with representatives of neighborhood associations to ensure that tourism does not negatively impact the quality of life in Cambridge.

Along with other representatives of the Cambridge Tourism Board, we would be happy to meet with you to provide additional information or answer any questions you may have about this new City-funded organization. Thanks for your continued support!

Sincerely,



RICHARD ROSSI
Chairman



MAURA SMITH
Executive Director


Boston.

America's Walking City.


April 18, 1995

Mr. Robert Healy, City Manager
City Of Cambridge
795 Massachusetts Avenue
Cambridge, MA 02139

Dear Mr. Healy:

On behalf of the Greater Boston Convention and Visitors Bureau, I am writing to offer our continued support for the Cambridge Office for Tourism. Since this new office now serves as the central clearinghouse for all tourism decisions in Cambridge, the GBCVB can include Cambridge in our promotions and activities with one quick phone call.

Over the past seven months, we have worked with the Office for Tourism to update the Cambridge components of our Visitor Information Guides; to host 100 meeting planners from throughout the country during our annual "Super Fam" event; and to entertain travel journalists from around the world. The recent edition of "Travel Weekly", which featured three free pages of editorial devoted entirely to Cambridge as a destination, represents the value of this new collaboration.

With its world-renowned universities and the unique flavor of its varied neighborhoods, the City of Cambridge is clearly one of the highlights of a visit to the Greater Boston area. With the opening of the Cambridge Office for Tourism, the GBCVB now enjoys working with a cooperative and accessible partner in selling the Boston/Cambridge destination. We applaud your foresight in establishing this new organization and thank you for your continued support for tourism.

Sincerely,

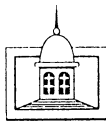


PATRICK MOSCARITOLO
President & CEO

GREATER BOSTON CONVENTION & VISITORS BUREAU, INC.

P.O. Box 990468 • Prudential Tower, Suite 400 • Boston, MA 02199-0468 • (617) 536-4100 • Fax (617) 424-7664

MASSACHUSETTS



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Cambridge Center
for Adult Education
- Secretary*
MELANIE RAY
Harvard Real Estate
- Executive Director*
KRISTIN T. SUDHOLZ

April 18, 1995

Mr. Robert Healy
City Manager
City of Cambridge
795 Massachusetts Avenue
Cambridge, MA 02139

Dear Bob:

On behalf of the over 250 businesses that comprise the Harvard Square Business Association, we want to commend Maura Smith, Executive Director of the City's newly developed Office for Tourism, for the positive and immediate impact she has made in her new role.

Harvard Square serves as one of the more visited areas in Greater Boston, so we understand the importance of having an individual to serve not only as a clearing house for all the inquiries and requests that come in about Harvard Square and Cambridge, but to be proactive about marketing all that Cambridge has to offer. Maura's superb handling of the GBCVB's St. Patrick's Day Super-Fam; her every day interaction with travel press, international representatives, tour companies, and much more, have been instrumental in presenting Cambridge as the culturally rich city that we all know it to be. In the past, the Association has tried to meet the needs of press and tour agencies, but with all of our other missions, we were never able to dedicate the time or staff to do the job that needed to be done. Therefore, we are particularly thankful and appreciative to have Maura to oversee the city's tourism efforts, and to ensure that the job gets done through effective coordination and supervision of all those involved.

Maura's participation on the Harvard Square Business Association's Marketing Committee has proven to be valuable in helping make decisions about marketing the Square to both residents and tourists. In fact, the Association and Office for Tourism have worked closely and consulted on numerous projects that involve visitors, particularly local special events, street performers, *the Official Map of Harvard Square*, and public planting in the Square, to name a few. Her enthusiasm is terrific and she has been a welcome participant in our community.

We are looking forward to seeing the many projects, including establishing tour bus pick-up and drop-offs, oversight of the Cambridge Discovery Visitor Information Booth, as well as the production of collateral materials for visitors that the Tourism Office will be handling over the next year. With the establishment of the Office for Tourism, the City of Cambridge has taken a large step towards improving Cambridge as a destination.

We look forward to working with Maura in the future, and we commend the City and Maura on a job well done.

Sincerely,

Kristin T. Sudholz
Kristin T. Sudholz
Executive Director

Richard R. Beaty
Richard R. Beaty, Hammond/IRB/Ellis & Andrews
President, HSBA

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Dentist
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OFFICE OF TRAVEL & TOURISM

The Commonwealth of Massachusetts

APR 03 1995

March 20, 1995

Maura Smith, Executive Director
Cambridge Office for Tourism
18 Brattle St.
Cambridge, MA 02138

Thank you for arranging a wonderful itinerary for the *Tuttoturismo* journalists on March 1 and 2. The journalists were very impressed with Cambridge and talked extensively with me about *Cybersmiths*, which they thought was wonderful.

Since you took charge of the Cambridge Office for Tourism, you have been a strong supporter of our international programs and we appreciate the excellent work that you have done. Your presence there is significantly contributing to Cambridge and Massachusetts overall success in the international market.

Many thanks for your help and we look forward to working with you on future projects.

Best regards,

A handwritten signature in black ink, appearing to read "Peter Protopapas", with a long horizontal flourish extending to the right.

Peter Protopapas
International Marketing

BOSTON AND CAMBRIDGE:

A Blend of Old and New

Although these historic cities have a lot in common—including the Charles River—each offers its own distinctive mix of sights and sounds.

Built in 1713, the Old State House served two governments: the British colonial administration and the new Commonwealth.



Boston HARVARD

Dopo La Sorbona e Cambridge, si concludono negli Usa i viaggi nei più prestigiosi atenei del mondo



La fabbrica dei Nobel

di Marco Lenti, Massimo Mazzoni

Boston. L'appuntamento è festoso alle ore 16 nella hall dell'Hotel Charles. Per Mario Schwarz, da pochi mesi studente nella prestigiosa facoltà di business di Harvard, è il primo appuntamento di lavoro. Per il dirigente della Colgate incaricato di trovare nuovi talenti da inserire nell'azienda, è routine. Da anni ormai incontra studenti, una ricerca continua in concorrenza con tutte le grandi company degli Stati Uniti che vogliono cercare i top manager del futuro. Perché è ad Harvard che da 352 anni studia e si prepara l'élite intellettuale americana. Perché in America dire Harvard è sinonimo di cultura, di grandi professori, di sicura preparazione. Perché qui la prima classe che ti insegnano è l'ambizione di studiare, studiare e poi studiare per diventare il primo nel campo della vita dove vuoi competere. E se la lezione non resta ben impressa

Due studenti in un laboratorio di chimica nell'università di Harvard

LE GRANDI UNIVERSITÀ

Una laurea in bongo

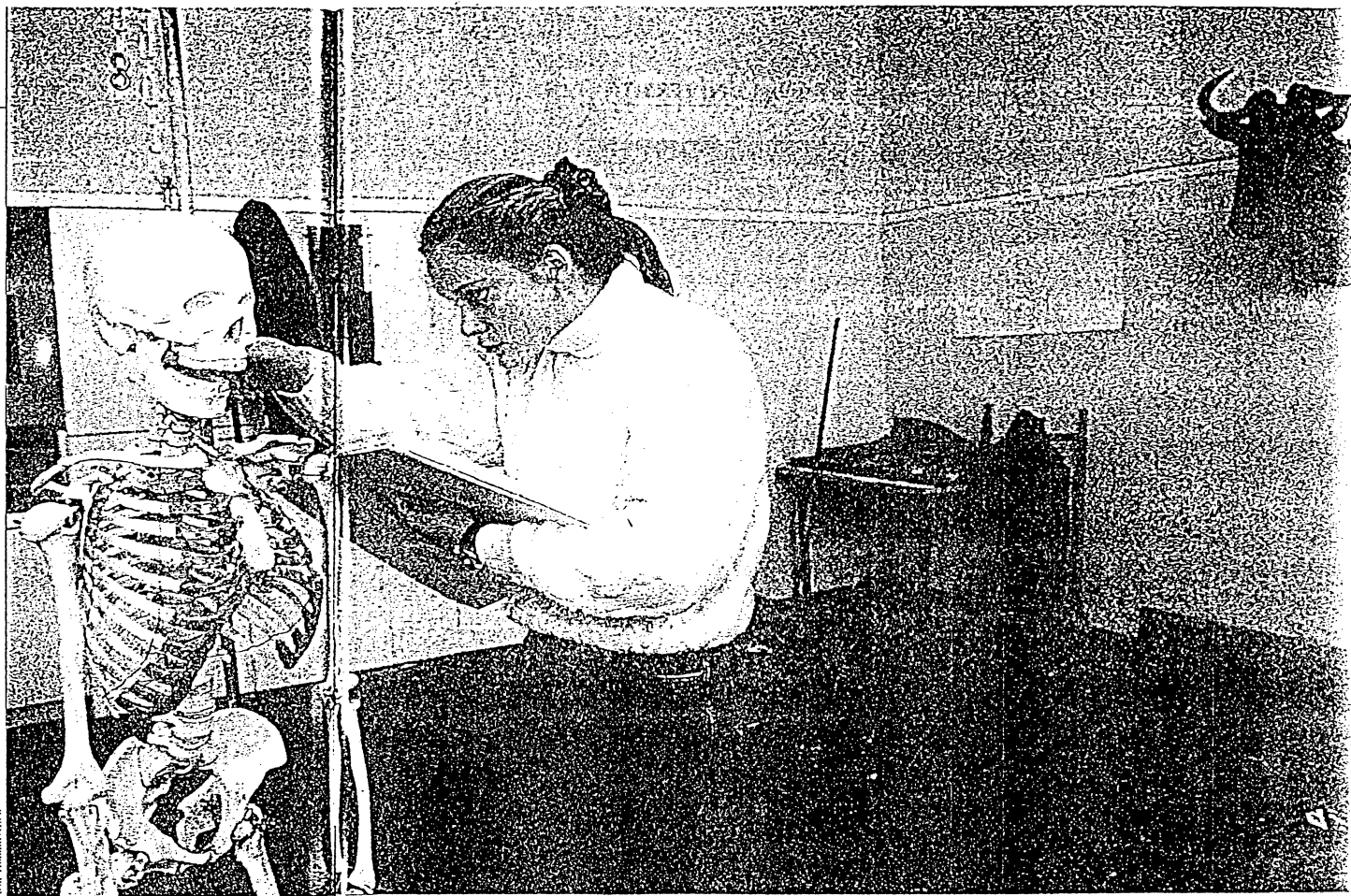
Boston è la più grande città universitaria del mondo. Qui vivono 250 mila studenti (25 mila sono stranieri) divisi in più di 40 università. A Boston ci sono corsi di studio per tutti i gusti e le affinità intellettuali: dai prestigiosi corsi di fisica e ingegneria del Mit (Massachusetts Institute of Technology) a quelli in bongo e chitarra della particolare e caratteristica facoltà di musica di Berkeley dove hanno ricevuto una "laurea in bongo" anche Sting e Phil Collins.

La città è a misura di studente, niente a che vedere con le tipiche metropoli americane. Boston è raffinata, elegante, ricca di locali dove si può ascoltare buona musica, partecipare a vivaci dibattiti culturali, visitare importanti mostre e con tanti teatri dal ricco cartellone.

E gli studenti rappresentano il grande business della capitale del New England con un giro d'affari legato alle varie università di circa dieci miliardi di dollari l'anno.



David Howard



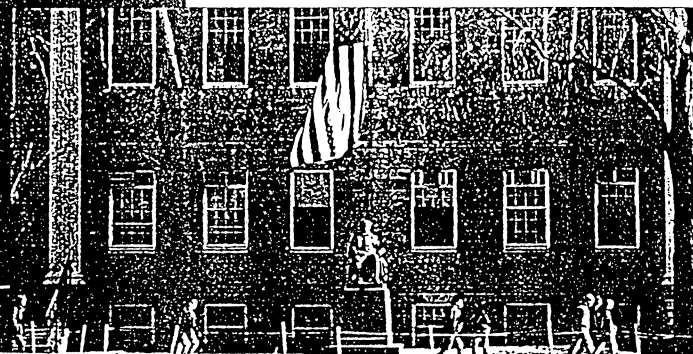
Steve D'Amico/Elton

Boston HARVARD

3

Un alloggio per tutti

A lato uno studente di Harvard nel suo alloggio nello yard dell'università. Con i trentamila dollari d'iscrizione (al cambio attuale circa 50 milioni) si ha diritto alla stanza e al vitto. A destra, una studentessa di medicina nel laboratorio di anatomia



Graham T. van

basta camminare tra le palazzine di mattoni rossi tipicamente inglesi delle varie facoltà per rendersi conto che Harvard prepara solo ad essere primi: «Qui ha studiato George W. Minot, premio Nobel nel 1934; in questa aula Wassily W. Leontief ha elaborato le sue teorie economiche che gli sono valse il premio Nobel nel 1972...» e il racconto è lungo perché l'Accademia di Stoccolma ha premiato ben 33 professori che si sono formati in questa università. E tra gli ex alunni si possono contare anche sette presidenti

degli Stati Uniti (l'ultimo è stato John Fitzgerald Kennedy). Ecco perché ancora oggi la laurea apre mille porte, è un utile passaporto per carriere importanti, fa entrare in un clan abituato a lavorare nelle stanze del potere economico e politico.

Una passeggiata per le strade di Cambridge (gemella perfino nel nome dell'altro centro mondiale della cultura, in Inghilterra) la cittadina che sorge sulle rive sinistre del fiume Charles di fronte a Boston, serve per capire la difficoltà degli studi nelle die-

ci facoltà. Niente discoteche, ristoranti semivuoti, strade deserte prima di mezzanotte. C'è solo un locale aperto 24 ore e frequentato anche di notte dagli studenti: la biblioteca dell'università. Alla Harry Elkins Widener Memorial Library (11 milioni di testi, la più ricca biblioteca universitaria del mondo) puoi incontrare ragazzi che all'alba consultano testi e prendono appunti; unica concessione: una cuffietta con un po' di musica per tenersi svegli. «Studiare di notte è normale», spiega John Mit-

ch, responsabile delle pubbliche relazioni dell'università. «ad Harvard, per superare un esame è necessario studiare tre ore per ogni ora di lezione. Considerato che ogni giorno gli studenti frequentano dai cinque ai sei corsi, il conto è presto fatto. Per non parlare poi di quando si avvicina la laurea. Le notti sono la nonna. Ed ecco perché noi, al contrario delle altre università americane, non abbiamo e non avremo mai una buona tradizione sportiva. In più di trecentocinquanta anni abbiamo vinto solo

Hachmann 2-3

LE GRANDI UNIVERSITÀ

Harvard



Alan H. Hirsch/Clare



Alan H. Hirsch/Clare

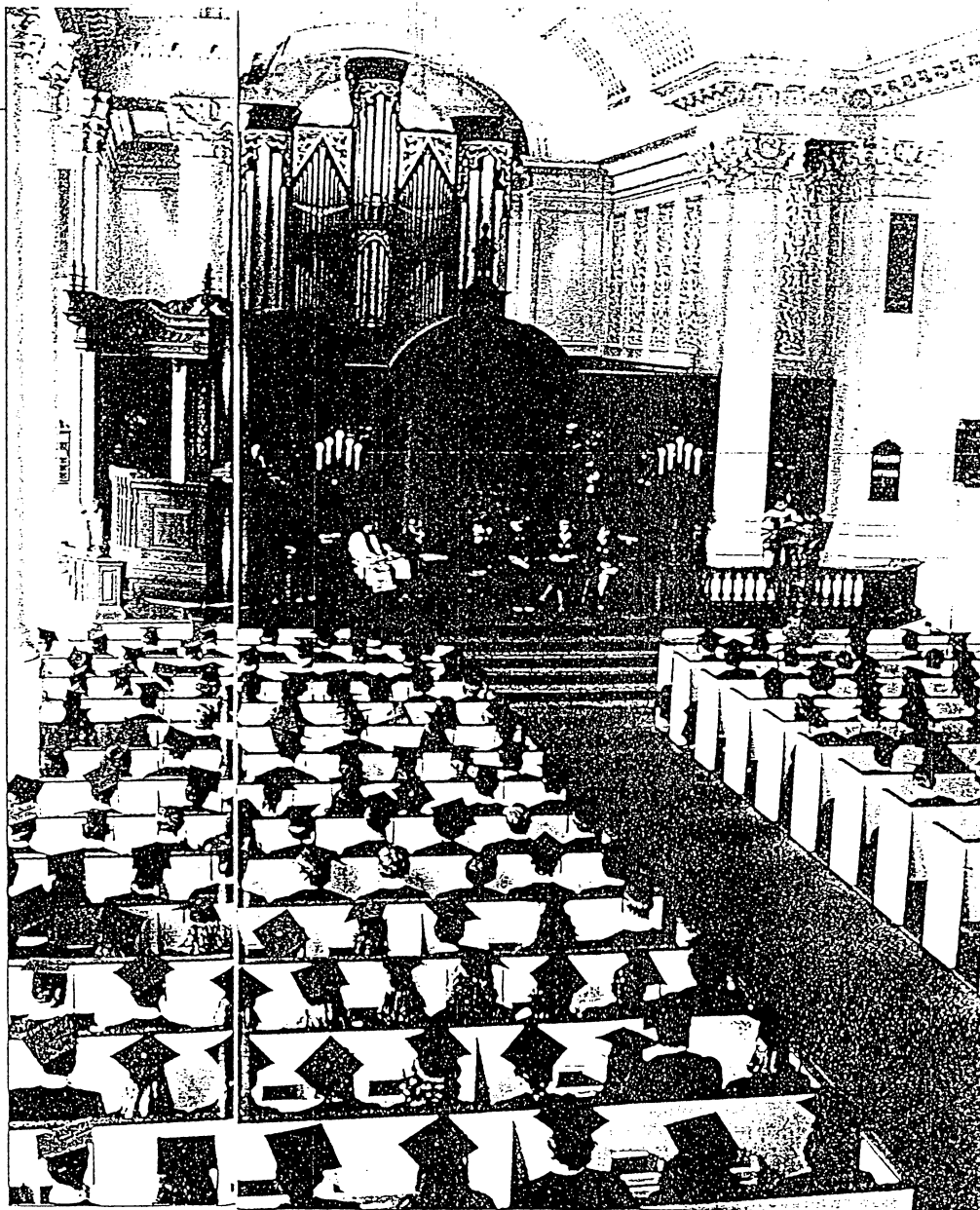
E nel periodo estivo è previsto uno stage in pronto soccorso e sale operatorie.

Nella facoltà di legge insegna il più famoso avvocato degli Stati Uniti, Alan M. Dershowitz (difensore di Claus van Bulow, Mike Tyson, O.J. Simpson: praticamente i processi più importanti degli ultimi dieci anni). Il professore ha scelto una strada senza scorcio per spiegare ai suoi allievi come si prepara una tesi difensiva, come imparare a trovare indizi e testimoni, come scrivere un'arringa e affrontare una corte: gli studenti più bravi diventano lo staff operativo di Dershowitz nelle cause più impegnative. Ragazzi di venti anni si preparano a fare gli avvocati lavorando per i processi più importanti degli Stati Uniti. Si possono immaginare esperienze migliori?

Ad Harvard tutto è finalizzato al lavoro, al futuro. Trentamila dollari (circa 50 milioni di lire al cambio attuale) l'anno spesi da ogni studente per l'iscrizione devono rappresentare un investimento a rendere. In tutte le facoltà c'è un ufficio frequentatissimo: c'è un impiegato che concorda gli appuntamenti con i dirigenti delle più importanti industrie degli Stati Uniti in cerca di personale qualificato. Un buon profit-

un campionato di hockey. Ma qui si viene per studiare perché non c'è altro modo per essere i migliori e tenere alto il nome dell'università.

Il contatto con il mondo esterno è comunque continuo. I ragazzi sin dal primo anno di corso cominciano a conoscere il mondo del lavoro. Per gli studenti di medicina le ore trascorse in laboratorio e nelle corsie degli ospedali sono praticamente le stesse di quelle dedicate alle lezioni e allo studio dei testi.



Cervelli in fuga dall'Italia

Ogni anno il presidente di Harvard riunisce il consiglio direttivo dell'università e gli pone la stessa domanda: «Abbiamo sempre i migliori professori in tutte le materie?». Se esiste qualche dubbio comincia la ricerca negli atenei di tutto il mondo per cercare colmare la lacuna. Qualche volta l'occhio si è fermato anche sui nostri professori. Guido Guidotti insegna fisica da quarantacinque anni ad Harvard ed è il veterano dell'esiguo gruppo di docenti italiani. E uno dei tanti cervelli che l'Italia non ha saputo trattenere: «Se si conoscono le possibilità di lavoro offerte a noi professori dal sistema americano, l'Italia per chi vive di ricerca diventa un paese impossibile. Strutture, finanziamenti, organizzazioni: questo ci offre Harvard. E, soprattutto, considerazione. Il nostro lavoro qui ha un senso, trova una realizzazione concreta. Le grandi industrie investono sulla nostra intelligenza, sanno che prima o poi quei soldi rientreranno. Tutto questo in Italia non esiste, i professori sono a malapena sopportati, considerati il più delle volte degli investimenti a perdere. Conosco personalmente molti colleghi della Normale di Pisa una preparazione che non ha pari nel mondo. Eppure non mi sembra che dall'Italia escano grandi novità industriali nel campo dell'informatica. Perché? Perché tanta intelligenza va sottratta, se non modificata? C'è anche un altro segreto americano, la pazienza. «Sì, qui nessuno ti mette fretta. Se stai elaborando una teoria, approfondendo uno studio, o lasciando in pace. E lo gestisco fondi di milioni di dollari. Basta tutto questo per capire perché tanti cervelli fuggono dall'Italia?» (m.m.)

Alan H. Hirsch/Clare

Che festa per la laurea

Ogni anno a maggio la più suggestiva festa alla Memorial Church, la chiesa situata nel centro di Harvard, per la consegna della laurea. A destra i laureati nel corso della cerimonia all'altare. Sopra, una studentessa dorme sul divano della biblioteca.

Attachment C-4

La più antica degli Stati Uniti

FONDATA: da John Harvard nel 1636
 STUDENTI: 18 mila (nel 1994 gli italiani erano 39). PROFESSORI: 730
 PREMI NOBEL: Trentatré: 1914 T.W. Richard, chimica; 1934 George W. Minot, Medicina; 1934 William P. Murphy, medicina; 1946 Percy W. Bridgman, fisica; 1952 Edward M. Purcell, fisica; Fritz Lipmann, medicina, 1954 John Enders medicina; 1954 Frederick Robbins medicina; 1954 Thomas Weller, medicina; 1961 Georg von Bekesy, medicina; 1962 James Watson, medicina; 1964 Konrad Bloch, medicina; 1965 Julian Schwinger, fisica; 1965 Robert Burns Woodward, chimica; 1967 George Wald, medicina, 1971 Simon Kuznets economista; 1972 Kenneth Arrow, economista; 1973 Wassily Leontief, economista; 1976 William Lipscomb, chimica; 1977 John Van Vleck, fisica; 1979 Sheldon Glashow, fisica; 1979 Steven Weinberg, fisica; 1980 Baruj Benacerraf, medicina; 1980 Walter Gilbert, chimica; 1981, David Hubel, medicina; 1981 Torsten Wiesel, medicina; 1981 Nicolaas Bloembergen, fisica; 1984 Carlo Rubbia, fisico; 1985 Bernard Lown, per la pace; 1986 Dedley Herschbach, chimica; 1989 Norman Ramsey, fisica; 1990 Elias Corey, chimica; 1990 Joseph Murray, medicina.
 FACOLTÀ: Legge, Medicina, Odontoiatria, Business, Arte e Scienza, Design, John F. Kennedy School di Government, Teologia, Educazione, Pubblica Amministrazione.
 COSTO: 30 mila dollari l'anno (vitto e alloggio compreso).
 VIAGGIO: Alitalia, volo a/r, 969.000 lire.
 INFORMAZIONI: Holyoke Center Arcade, Cambridge, telefono: 001 495 1000.



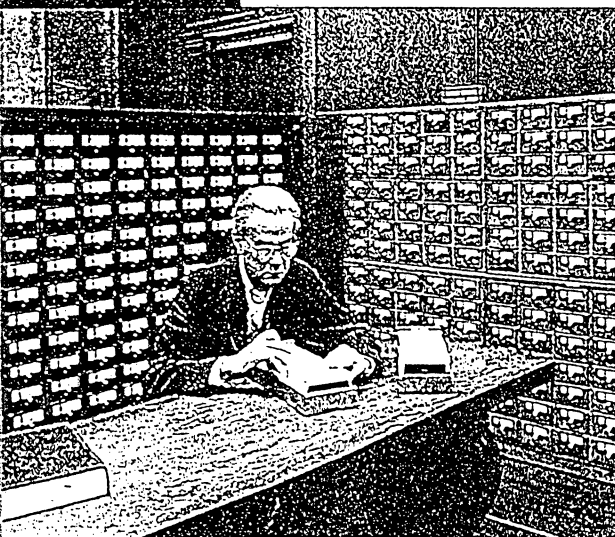
to e le referenze dei professori possono garantire già dal primo anno di corso un posto di lavoro. E per i migliori le grandi company sono disposte ad investire migliaia di dollari per un master post laurea: in cambio chiedono solo la firma su un contratto da cinquemila dollari al mese terminata l'università. E i "cacciatori di teste" sono sempre in agguato nelle stanze di Harvard.

Ma tra tanta serietà e programmazione, una stravaganza se la concede anche Harvard. Dollari e una buona votazione alla secondary school non bastano per l'ammissione. Serve rigorosamente anche essere provetti nuotatori. Lo ha imposto Eleanor Elkins Widener al momento di donare i due milioni di dollari per la costruzione della biblioteca. Suo figlio Harry morì nel naufragio del Titanic.

Massimo Mazzitelli

Nelle prossime settimane gli autori dei reportages finora pubblicati visiteranno e racconteranno ai lettori del "Venerdì" tre università italiane

scuola politica
 intestato a John F. Kennedy, l'ateneo prepara i giovani americani alla politica. C'è un corso particolare anche per politici sconfitti: chi ha perso le elezioni può venire ad Harvard a studiare come si affronta una campagna elettorale



Arne Hodal/CLMR



**ABBIGLIAMENTO DONNA
 UOMO BAMBINO**

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LIVELY CITY OUTSIDE BOSTON IS MORE THAN JUST ANOTHER COLLEGE TOWN

Crossing the Charles to Cambridge: An Ideal Weekend Getaway

Travel Weekly's assistant managing editor Joe Rosen tested the notion of a quick weekend getaway in a not-so-obvious place, Cambridge, Mass. His report follows:

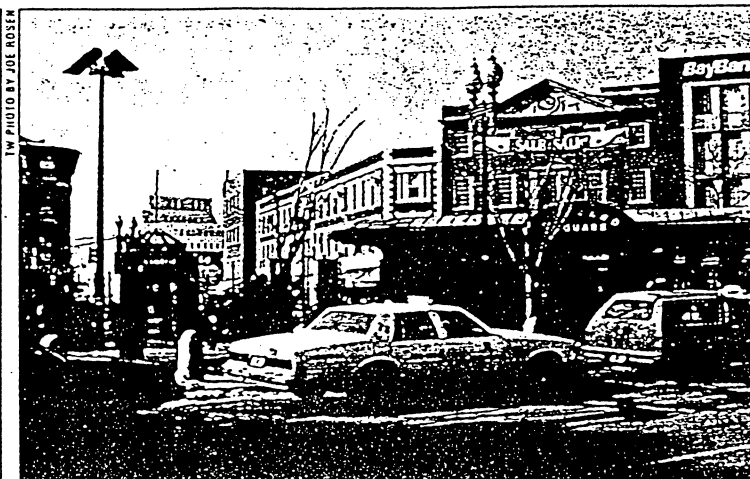
CAMBRIDGE, Mass. — You might think that this enclave, home to Harvard University, Radcliffe, MIT and other hallowed halls of academe, would be a stodgy setting for a weekend getaway.

Pointy-headed scholars and dauntingly bright students, dusty library stacks groaning under the works of Aristotle, Machiavelli and John Maynard Keynes — not much in the way of fun and games here. Thanks, but no thanks, I'm going to Disney World.

Well, hold on a minute, professor. Just hand me down my cap and gown because Mickey and Minnie are going to have to take a brief sabbatical.

Cambridge, it turns out, is a great place to spend a couple of days.

What follows is a highly personal, limited visitor's guide based on a brief getaway to this raffish, sophisticated and heterogeneous community, symbolically and literally cut



Bustling Harvard Square features everything from upscale restaurants to electronics stores and clothing boutiques.

off from the hubbub of big-city Boston by the serpentine moat of the Charles River.

But first, a few caveats.

There are, of course, restaurants other than the ones noted here, places of interest not visited or touched upon and museums unexplored.

As for accommodations, I stayed at the Charles Hotel and think the world of it. That is not to suggest that other properties in and around Cambridge would not also make for a wonderful weekend stay.

The Cambridge Office of Tourism, which can be reached at (617) 441-2884, will be happy to provide a range of choices.

The city Cambridge, which can be reached easily by car or public transportation from Boston, has a population of about 96,000 and spans 6.3 square miles. It is best known as the home of Harvard University.

Although bustling Harvard Square — the heart of the uni-

versity — and the lively streets that feed it suggest a quintessential college ambience of eternal youth and privilege, the utilitarian, no-nonsense MIT campus just a few miles down Massachusetts Avenue conjures up few images of sheltered walks and ivy-covered walls.

In MIT's Central Square area, ethnic restaurants elbow for space among used book stores, a Cheapo Records shop and the marginalia of doodad outlets.

The arteries branching out from Harvard's center, on the other hand, feature upscale dining spots and trendy, attractive stores laden with crafts, clothes and high-priced electronics.

Two different worlds — MIT and Harvard — for the price of one.

Maura Smith, who not only is the executive director of the Cambridge Office of Tourism but who also puts her money where her mouth is by living within hailing distance of Harvard, said that the city is more attractive than ever to travelers.

"We clearly are getting people interested in looking at our universities, but we also are attracting a group of educated, affluent visitors who find this

destination stimulating," she said.

"As a matter of fact, Cambridge pretty much has become a year-round phenomenon for tourists."

A place to stay

The Charles Hotel, which celebrated its 10th birthday last January, is a tastefully decorated and comfortable property of 296 rooms, including 44 suites.

Decked out with a unique collection of paintings; locally crafted, framed quilts, and other regional artifacts, the hotel provides a central location from which to pursue Cambridge's attractions.

According to Martha Sullivan, the hotel's director of public relations, the Charles primarily attracts a business clientele but nonetheless has grown as a weekend getaway for leisure travelers.

"The market is huge," Sullivan said, "and New York is our No. 1 feeder."

Two packages have proved particularly popular, she said.

The Bed and Breakfast Weekend, she said, is pretty bare-boned in that it offers accommodations for one night, continental breakfast served in

the room or in the hotel's restaurant, valet parking and restricted use of the fitness center. The plan costs \$179 per room, per night.

The Jazz Wine and Dine Weekend, which plays off the hotel's jazz club (more on that later), includes the above features in addition to dinner for two; two tickets to the Charles' jazz venue, the Regattabar, and Sunday brunch or full breakfast.

The package costs \$299 per room, per night.

The hotel has five different styles of accommodations, from deluxe rooms, in which guests will find goose-down comforters, Shaker-style furniture and floor-to-ceiling windows, to a Presidential Suite, sporting such first-executive trimmings as two fireplaces, a Jacuzzi and a baby-grand piano.

Standard amenities in all rooms include three telephones, in-bathroom TV, an iron and ironing board, a hair dryer, a minibar, and PC and fax/modem capability.

For more information, call (617) 864-1200 or (800) 882-1818.

Restaurants

The tourism office's Smith is convinced that the quality of local dining has improved greatly in recent years.

"The city always had small

ethnic restaurants and places that served typical American food," she said. "But young chefs have come into town and changed that scene. They are fairly experimental, and they create much more interesting and unusual dishes than in the past."

Some restaurants worth trying are:

- 8 Holyoke. This new and trendy grill specializes in Mediterranean cuisine. The primary accents are North African, Middle Eastern and Spanish, although the most interesting dishes are products of the special *tapas* menu.

Tapas, which are like hors d'oeuvres with delusions of grandeur, are meant to be sampled in some quantity.

8 Holyoke offers a lively selection of tapas — about 20, evenly divided between hot and cold — and it is not unreasonable to expect a party of two to knock off about a half-dozen of these delights.

Typical selections might range from straight-ahead dishes such as fried, salted almonds and baked goat cheese to something called *troucha*, which is a cold Swiss chard and potato omelette, and *aigo bouido*, a tasty soup of roasted garlic thickened with almonds.

The prices are moderate, from \$2.50 to about \$6 per

Continued on Page 48

Campus Statue Depicts Founder ... Or Does It?

CAMBRIDGE, Mass. — The statue of John Harvard, a university landmark, is not what it seems to be.

Although the inscription reads "John Harvard, Founder 1638," truth in advertising would dictate a name change, perhaps to its more colloquial title, the "Statue of the Three Lies."

It turns out that Daniel Chester French, who also sculpted the statue of Abraham Lincoln for the Lincoln Memorial, had no portrait of Mr. Harvard to work from when he cast the bronze in 1884.

As a result, he drafted a member of the class of 1832, the immortal Sherman Hoar, as a model. That's Lie No. 1.

To make matters worse, the university was not founded by John Harvard. It was named after him when he donated his library to the college (Lie No. 2).

And Harvard was founded in 1638, not 1636 as inscribed on the statue (Lie No. 3).

Now, the question remains: Who is the guy in the Lincoln Memorial?

— J.R.



Harvard University's "Statue of the Three Lies."

Attachment D-2

Cambridge's Nightlife Offers Everything From Blues to Brews

Continued from Page 47
dish, and a fine selection of wines, served by the glass, is available.

Clients should call for a reservation; on one recent Friday evening, the place was jammed by 6 p.m.

The number is (617) 497-8504.

- John Harvard's Brew House. Another relative newcomer, this comfortable brewery restaurant — never call it a mere "brew pub," co-owner Grenville Byford admonishes — serves its own homemade ales, lagers and seasonal beers in addition to a hearty mix of burgers, salads and imaginative entrees.

A client cannot go wrong with a brewery sampler, five small servings of John Harvard's pale ale, nut brown ale, Old Willy Indian pale ale, export stout and a featured beer. The cost: \$4.75.

Call (617) 868-3585.

- Upstairs at the Pudding. Deborah Hughes and Mary-Catherine Deibel run this intriguing restaurant, which, with their Sunday evening jazz supper club, occupies the top two floors of the famed Hasty Pudding Club, a Harvard landmark.

The walls are adorned with original posters that trumpet long-forgotten theatrical productions staged here as far back as the turn of the century, but the innovative and artfully prepared cuisine bespeaks a contemporary touch.

During much of the year, Hughes and Deibel combine a light Sunday evening supper menu with evenings of jazz in the intimate second-floor bar.

If supper clubs, as an institution, have gone the way of the drive-in movie, a civilized interlude at the Pudding has to make a person wonder why.

Admission is \$10 at the door



Cybersmith features 48 computer terminals, 20 on-line stations and, yes, gourmet food.

for the Sunday night sessions.

For more information, call (617) 864-1933.

Nightlife

- The House of Blues. The name says it all.

The venue attracts all manner of blues musicians, even some whose hold on the eponymous bedrock chord progression is tenuous at best.

But if the headline is to one's liking, this is a great place to get into the music.

The crowd is young, loud and demonstrative, so clients should not expect Upstairs at the Pudding-type civility here.

Beer and burgers make up the fare du jour, and the proper attire, it goes without saying, is fashionably improper.

Be sure to check out the souvenir shop on the first floor for lots of great things to bring back to the kids (or that the kids can bring back to you).

Gospel brunches — featuring a down-home Southern-style buffet and soul-stirring spirituals — are staged three times daily on Sundays.

For prices, schedules and ticket reservations, call (617) 497-2229.

- The Charles Hotel/Water Music Jazz Festival. The greats of jazz play the Charles in what amounts to a five-month-long get-together.

The concerts are held primarily at the hotel's upstairs Regattabar, where the acoustics are top-notch, the sight lines clean and the seating functional, if a bit tight.

Still to come before the series rolls to a close at the end of May are the latest incarnation of the Dave Brubeck Quartet, April 2; Sonny Rollins, April 21; Abbey Lincoln, May 4 to 7, and Tommy Flanagan, May 25 to 27.

Tickets for the weekend shows generally run \$12 to \$18. Schedule information is available by calling (617) 661-5000 or (617) 876-7777.

Museums, etc.

Thirteen museums carry Cambridge addresses, which is just one fewer than the number of elementary schools in a community that particularly values education. That's a lot of museums.

Some that warrant a client's time are:

- The Fogg Art Museum. A laboratory for Harvard's Fine Arts Department, the Fogg has a strong European collection as well as a representative sampling of American portraiture and sculpture.

Works by Giotto, Fra Angelico, Rembrandt, Monet, Renoir, Picasso and Rothko can be found here, as can sculpture by Rodin and a number of 20th

century photographs.

Call (617) 495-9400.

- The Sackler Museum. Another Harvard-affiliated facility, this museum specializes in Islamic and ancient Asian art. On display are ancient Chinese jades, Persian and Indian miniatures, Japanese prints and Roman vases.

Call (617) 495-9400.

- The Harvard Museums of Cultural and Natural History. Located in one building at the university, this complex is particularly popular with families.

The Botanical Museum houses a collection of glass flowers, which were used as teaching aids from 1887 to 1936.

Photographers take note: The custodian of the glass flowers all but threatened to pull my petals when I raised a camera to take a few pictures.

Clients should not miss the attached mineralogical, geological and zoological museums as well as the Peabody Museum of Archaeology and Ethnology.

Call (617) 494-3045.

- The MIT Museum. Housed in what looks like a downtown factory, this surprisingly vibrant showplace features a fascinating display of

holograms, which are three-dimensional, laser-beam photographs that change shape, size, color and perspective depending on the angle from which they are viewed.

The collection is the largest and most comprehensive in the world.

The MIT Museum also provides room for the Museum of Hacks, which memorializes a host of artfully designed student pranks (or "hacks," hence the word "hacker," as in computer hacker).

Perhaps the most impressive hack on display is a life-size police car mock-up, strobe lights flashing, that was discovered one morning sitting high atop the MIT dome.

Call (617) 253-4444.

- Cybersmith. Even the "information superhighway" needs a rest stop, and Cybersmith is it.

At once a side-street gourmet cafe and an interactive amusement park, Cybersmith is the perfect launching pad to the Internet.

It has 48 computer terminals and 20 on-line stations hooked up to the World Wide Web and commercial services like CompuServe and America Online.

In addition, customers can plug into eight entertainment and games stations, eight face-morphing stations (which allow you to see yourself as others probably see you), two virtual-reality play stations and a library of CD-ROM titles, including educational programs for kids.

Clients also can order meals from their computers. Talk about being tied to your desk!

Cybersmithies pay \$1 for a six-month membership and 17.5 cents a minute for on-line use. The virtual-reality sessions, which run about five minutes, cost \$5 each.

Call (617) 492-5857; E-mail: hvd@cybersmith.com

By MIT, incidentally, is the Liberty Cafe, a below-ground, cavelike student hangout that also offers access to the Internet through the free use of two computers tucked away in an alcove.

If Cybersmith is state of the art, the Liberty Cafe is grunge.

Road Scholars

The Long and Short of Going to Harvard

CITY	DRIVING MILES	DRIVING TIME	TIME IN FLIGHT TO LOGAN AIRPORT
Atlanta	1,042	21 1/2 hrs.	2 1/2 hrs.
Chicago	965	19 1/2 hrs.	2 1/2 hrs.
Dallas	1,745	35 1/2 hrs.	4 hrs.
Denver	1,951	39 hrs.	4 1/4 hrs.
Detroit	797	16 1/2 hrs.	2 hrs.
Los Angeles	2,966	59 1/2 hrs.	6 hrs.
Miami	1,473	29 3/4 hrs.	3 hrs.
New Orleans	1,501	30 hrs.	4 3/4 hrs.
New York	215	4 1/2 hrs.	1 hr.
Philadelphia	308	6 1/4 hrs.	1 1/4 hrs.
Salt Lake City	2,341	47 1/2 hrs.	5 hrs.
San Francisco	3,083	62 hrs.	6 1/4 hrs.
Seattle	2,971	59 3/4 hrs.	6 1/4 hrs.
Washington	439	9 1/4 hrs.	1 1/2 hrs.

Source: The Greater Boston Convention and Visitors Bureau

ARTA Lauds Auto Europe Donation

NEW YORK — ARTA president Lauraday Kelley said Auto Europe's \$10,000 donation to the association could not have come at a better time.

As previously reported, Auto Europe said it would make a donation to ARTA in a show of support for the agency community as it faces airline commission caps.

Imad Khalidi, Auto Europe president, said that he credits

agents for his firm's success and hopes the donation will go toward educational seminars.

Auto Europe wanted to do something to show support for the trade and decided to make the donation at the suggestion of GEM, a travel agency marketing organization, Khalidi said.

Auto Europe is based in Portland, Maine, and can be reached at (800) 223-5555.

An Adams/Laux Company Publication

February 1995

CORPORATE

MEETINGS & INCENTIVES

THE SENIOR EXECUTIVE'S GUIDE TO DECISION-MAKING

DIVERSITY:

TRAINING:

"Start from
the top down"

Harrie Sussman, PhD

Meeting in Europe • Cruise Incentives • The Carolinas • Atlantic City



City of Cambridge

41.

IN CITY COUNCIL

April 10, 1995

COUNCILLOR TRIANTAFILLOU
COUNCILLOR GALLUCCIO
COUNCILLOR MYERS
VICE MAYOR RUSSELL
COUNCILLOR SULLIVAN

ORDERED: That the City Manager be and hereby is requested to provide a report on the activities of the Office of Tourism since its inception.

In City Council April 10, 1995
Adopted by the affirmative vote of eight members.
Attest:- D. Margaret Drury, City Clerk.

A true copy;

ATTEST:- *D. Margaret Drury*

D. Margaret Drury
City Clerk



City of Cambridge

41.

IN CITY COUNCIL

April 10, 1995

COUNCILLOR TRIANTAFILLOU

ORDERED: That the City Manager be and hereby is requested to provide a report on the activities of the Office of Tourism since its inception.

Consent Order #41

CM-15b

Councillor Triantafillou re: Report
on the Office of Tourism.

Galluccio Nigus Russell
Sullivan,

50

In City Council April 10, 1995

Order adopted