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America's 50 Most Powerful Women

Laughing out loud

Who's Tops on Tuition?

Line One: Hollywood

■美國首席女性50個

"奖"的典秘

美国大选中的大学学务技

With the Bull and a second

北京大学出版社

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Bush's Contested (1) Lead

自美利坚合众国建立以来,鲜有一次大选像今年一样波诡云谲,动人心弦。小布什和戈尔,面对总统宝座,从针锋相对到剑拔弩张,一举一动都强烈地拨动着对手和选民的神经,小布什第三次宣布的获胜似乎更激起了戈尔的斗志,就此提起法律诉讼。人们不禁要问,此举是否会引发宪法危机?也许谁能问照并不重要,重要的是选举体现的正当性和合法性,毕竟,这才是大选的意义所在。

Now it goes to the courts as Gore challenges Sunday night's Florida tally.

It was election night all over again. The halls were decked, the pundits were quacking, Democrats said Florida was still too close to call. By the Sunday 5 p. m. deadline, the counting still wasn't done, but in a dramatic signing ceremony at 7:30, Secretary of State Katherine Harris certified George W. Bush the winner by 537 vonough for him to claim victory a much but even as Republicans planned for celebrations, the Democratic faithful were primed to fight on especially were Hairs

① contest: 竞赛

- ② court: 法院,法 庭
- ③ challenge: 挑战
- (4) tally: 点数,记录,这里指选票数
- ⑤ all over again:完全重新开始
- ⑥ hall:礼堂 大厅
- ⑦ deck: 装饰,修 饰
- ® pundit, 博学者
- ⑨ quack: 大声闲聊,吹嘘
- ① Democrats:指 民主党人
- ① deadline: 最后 期限
- ⑫ count: 计算,这 里指计票
- (3) singing ccremony: 签字仪式
- @ certify: 证明
- ⑩ even as: 正 巧 在这个时候
- faithful;这里指 民主党的忠诚 支持者
- marime: 预先准 备好

decided to leave out the results of the hand count Palm Beach canvassers stayed up all night to produce. "George Bush can have as many balloon drops as he wants," said Al Gore's lieutenant Rom Klain, "but there's no one in this country who believes the election is over before the votes are counted." But Republicans disagreed. "The American people's tolerance is about to vanish 3," said Representative J. C. Watts Jr. "The Democrats keep trying to hijack the result, but Governor Bush is still the winner. I hope Al Gore will have the integrity to put the country first and lose graciously."

As Bush saw it, the only reason he was not happily vetting Cabinet members was because the Democrats wanted to change the rules for deciding elections, and the Florida Supreme Court decided to let them. When the Justices ruled Tuesday night that the hand counts could proceed, provided they were fin ished by 5 p. m. Sunday, the Bush camp for the first time felt some genuine dread. "Iguess the rules aren't the rules anymore," said an ally bitterly. Didn't it mean anything that the votes had been counted and counted again; the state legislature had set a one-week deadline for the counties to certify their results.

Now the state Supreme Court was throwing that deadline out and making a new one all its own. That wasn't interpreting the law, it

- 18 hand count: 手 L计票
- ④ Palm Beach: (佛罗里达)棕 桐海滩
- ② canvasser:游说 占
- ② lieutenant, 副 手,陆军中尉, 海军上尉
- 20 tolerance; 容 忍,宽容
- ② vanish: 消失
- ② representative: 代表
- 您 hijack, 抢劫
- 20 integrity: 正直, 诚实
- 到 graciously: 优雅地
- 🙉 vet: 诊断
- ⑳ Cabinet,内阁
- ⑩ Florida
 Supreme Court:
 佛罗里达州最高法院
 - ③ provided: 倘若
 - ② Bush camp: 指 布什阵背
- 寥 genuine dread; 真正有点担心
- ③ bitterly: 悲 痛 地,痛苦地
- 診 legislature: 立 法机构,立法机 关
- 30 interpret: 解释

2

was inventing it. "Make no mistake," Bush said the next morning. "The court rewrote the laws. It changed the rules, and it did so after the election was over." The only way to respond, Bush's aides, agreed, was to launch an all-out war on the Florida Supreme Court. "We had to send a clear message that we saw the ruling as completely illegitimate," insisted a senior, aide. "We couldn't mince, words." Concerns about attacking the legitimacy, of an institution of government were brushed aside. "The court couldn't have done any worse by us," he said.

Gore, for his part, grew only more determined to fight as the week wore on. He be lieves, according to people who talked to him late last week, that if all the votes had been fairly counted, he would have won Florida by more than 30,000 votes. In his view, the fact that he won the national popular vote gives him license \$10 prove he would have won Florida as well, were it not for badly designed ballots and faulty voting machines. The state court was reconciling conflicting statutes® when it extended the deadline for completing the hand counts that Florida law usurping 65 permits[®]: it was not legislature's role. But nothing made Gore and his allies dig in as much as the roving "rent-a-rioters," some of them Bush campaign operatives, who were controlled by ra-

- ⑦ make no mistake: 別搞错
- ® aide: 助手,副官
- ⑱ illegitimate: 非 法的
- ① mince:切碎
- ⑫ legitimacy: 合法 性
- /iiii fairly: 公正地, 正当地
- ④ license:许可, 特许
- 爾 badly,严重地, 恶劣地 ,
- ⑩ designed:有 计 划的,原意的
- /ffi ballot: 选票,投
- ® reconcile, 使和 解,使和谐
- 倒 statute: 法令, 条例
- 60 permit:允许,许
- oj ⑤ usurp:篡夺,抢
- ロ の の allv: 同盟,同伙
- 動 dig in: 掘土以
- 囫 roving: 粗纱
- 65 rioter: 参加暴 乱者,聚众闹事
- ® mobile home: 活动房屋
- Massachusetts:
 马萨诸塞州
- ® Senate;参议院, 上院

dio from a mobile home. "If that occurred in another country," said Massachusetts senator John Kerry, "people would be taking the floor of the Senate and bemoaning thuggism"."

And what about the military ballots ***, rejected by the hundreds for technical reasons? That had been a disaster *** for Gore, but Democrats denied any sneaky ** campaign to disenfranchise ** soldiers. Many of the counties throwing out large numbers of absentee ** votes were controlled by Republicans. Republicans withdrew ** one lawsuit ** on Saturday after many of the counties voluntarily ** decided to reconsider the military ballots, but GOP lawyers turned up the heat later in the day by filing ** individual ** suits in at least five counties that continued to resist.

The U.S. Supreme Court decision to take the case looked like a huge Bush win; no matter what the final hand counts revealed, there was now a chance they'd be tossed out. But some Democrats saw it as a lifeline; it was a chance to fight on at least another week and, if the Justices ruled their way, to gain the ultimate legitimization of the manual recounts.

Gore, Joe Lieberman and campaign chair man William Daley spent Friday working the phones, calling moderate[®] Democratic House members[®] and Senators, shoring[®] up support. But even Gore's legal team was aware of

- 匆 bemoan: 哀叹
- ⑩ thuggism: 暗杀
- mulitary ballot:
 指美国的军人
 投票
- 爾 disaster: 灾难, 天灾
- ® sneaky; 鬼鬼 祟祟的, 卑鄙的
- 爾 absentee: 缺席 考
- ® withdraw: 收回,撤销
- ⑪ lawsuit: 诉讼
- ® voluntarily: 自 动地,自愿地
- ◎ filing: 整理成 档案,文件归档
- fn individual, 个人 的,个别的
- ① reveal: 显示,透露
- ② toss: 投,掷
- 创 life line: 救生 索,生命线
- ① ultimate: 嚴后 的,最终的
- ⑤ legitimization: 合法化
- ⑩ manual re count:指人 [再计票
 - ⑦ moderate, 中立 的
- 78 House member: 指众议员
- ⑩ shoring: 支柱, 支撑

the dangers. Imagine the perception[®], an adviser[®] noted; "Al Gore lost the election but won it back in a lawsuit." He added, "I don't think his support will collapse[®] immediately, but there's got to be some real concern ahout a guy who lost the initial[®] returns, the automatic recount, the first certification and the second certification."

Congressional Democrats all had their own calculations to make, and the math was not friendly to Gore. While GOP lawmakers® were united behind Bush, knowing that their own fortunes[©] depended on having a Republican president to help get anything done, many Democrats privately thought they would be better off[®] if Gore lost. Even some liberal[®] Democrats thought Bush might in some ways @ be easier to work with in the White House, since he would have a powerful incentive to reach out® to them and make peace. Although some congressional Democratic strategists® are ambivalent® about Gore's legal crusade®, for fear of a backlash in the 2002 elections, party activists are so strongly behind® Gore that it's not in the interest of congressional leaders to be anything but fully supportive in public. "We'll be with him all the way" to the end," a Democratic strategist says. "Our base® is all jacked up® about this."

[Selected from *Time*, December 1, 2000, written by Nancy Gibbs]

- 的 adviser: 顾问
- 総 collapse: 崩溃, 失败
- 寫 initial: 最初的
- Some Congressional:国会的
- long calculation; 计算、考虑
- ⑧ lawmaker: 立法 者
- ® fortune: 命运
- privately: 私下
 地
- Ø better off: 状况 好的
- ⑩ liberal;自由主 义的
- ⑨ in some ways:

 在某些方面
- ⑨ incentive: 动机
- ® reach out: 伸出
- 网 strategist: 战略 家
- 汤 ambivalent; 才 盾的
- ❸ crusade: 宗教 战争,改革运动
- ⑤ backlash:后

 力座,反冲力
- 98 strongly behind;坚定地支 持
- ⊗ in the interest of:符合某(些)
 人利益
- @ fully: 充分地
- ⑩all the way; 自 始至终
- ⑩ base,这里指民 主党基层成员
- @ jack up: 支持

A Twisted Pair[®]

美国在线(AOL)和时代华纳公司合并后组成了新的 AOL 时代华纳集团。诞生之初,这位网络巨擘就面临着如何处理与另一电信巨头AT&T 的复杂关系问题。是针锋相对还是携手共进?其合作与竞争的背景和冲击何在?读罢此文,你会明白其中奥妙。

With trustbusters[®] poised[®] to rule on the AOL Time Warner merger, the behemoth[®] is under pressure to untangle its complex relationship with AT&T telephone titan[®].

They're supposed to be cutthroat[®] competitors. But over the past year AT&T and AOL Time Warner, the two hulks[®] of the Internet age, have seemed downright[®] cozy[®]. In July AOL and AT&T agreed to jointly pitch[®] consumers on the wonders of the wireless Internet-AOL Moviefone, e-mail and Web access[®] over AT&T digital cell phones.

In upstate[®] New York, Time Warner and AT&T proposed to jointly promote cable-TV[®] and phone services under the marketing-campaign theme "Some Names Just Naturally Go Together... Like Time Warner Cable and AT&T." In Denver[®] and Los Angeles, the two companies independently launched as-

① twisted Pair: 双 绞线,这里指又 合作又竞争的 商业对手

- ② trustbuster: 要求解散托拉斯的人,联邦反托拉斯检察官
- ③ poise: 考虑
- ④ behemoth; 巨 兽,巨人,这里 指 AOL 时代华 纳集团
- ⑤ titan; 太阳神, 巨人
- ⑥ cutthroat: 残酷 的,杀人的
- ⑦ hulk, 笨 重 的 船,废船
- ® downright;全 然,彻底
- ⑨ cozy: 新适的,惬意的
- ⑩ pitch: 定位于
- ① access:访问
- ⑫ upstate: 偏僻 的; 北部的
- ⑫ cable-TV, 有线 电视
- ④ Denver: 丹佛 (美国科罗拉多 州首府)

saults on a mutual rival, the satellite-TV industry, each offering up to \$200 to consumers who would ditch their dishes and sign up for cable TV. Collaboration seemed boundless. "There are a variety of things we could do together," Steve Case, AOL Time Warner's chairman-designate, gushed last spring.

It all sounds so genteel[®], so cooperative. But in reality the two companies are locked together in a complex and controversial corporate embrace® -- one that trustbusters and communications regulators are carefully examining as they decide whether to approve the AOL Time Warner merger in the next few weeks. At the heart of the concern are interlocking corporate relations between AT&T and Time Warner, the No. 1 and No. 2 cable companies. As a result of a series of acquisitions AT&T has ended up owning a chunk of Time Warner, and the two companies share ownership in cable systems and popular programming networks. Trustbusters have examined whether AT&T and Time Warner might be in a position to use those massive® holdings to discriminate against rivals. Regulators, consumer advocates and others are wary that the two would provide favorable distribution, promotional and price breaks to their own affiliates, while denying access to competitors. In theory, critics argue, AT&T

- ⑤ assault:攻击, 袭击
- li mutual: 相互 的,共有的
- ⑪ rival:对抗
- ① ditch: 放弃
- ⑩ sign up: 签约
- ② chairman-designate:任命的主席
- ② gush: 滔滔不绝 地讲
- 22 gentcel: 动听的
- ② embrace: 包含
- ② interlocking: 连 锁的
- 為 acquisition: 获 得,获得物
- Ø popular programming network: 大众电 视网
- ② massive; 大量 的,巨大的
- ❷ discriminate; 歧 | 视
- ② advocate: 提 倡,鼓吹
- ③ affiliate: 会员

and AOL Time Warner could jointly cordon off^{§®} large parts of the New Economy for themselves, creating "walled gardens" of digital media^{®®}, data, e-commerce^{®®} and communications offerings that they control. "We can't let AT&T and AOL Time Warner have a lock on the new digital medium," declares Jeff Chester, head of the Center for Media Education. "They are the giant digital superpowers^{®®}."

Already regulators have sought to bust up some of AT&T's and Time Warner's links. This summer the Federal Trade Commission and Federal Communications Commission ordered AT&T to shed[®] interests it shares with Time Warner. Among the choices: a 25 percent stake[®] in Time Warner Entertainment, which owns Time Warner's cable-TV operations, HBO and Warner Bros. studios. Now consumer activists want the government to go further. They're insisting that regulators order the two media giants to sever® their ties once and for all® as a condition of approving Time Warner's marriage to AOL. AT&T and Time Warner wouldn't comment for this article. In the past, both have insisted they have no intentions of monopolizing the media world and that their overlapping interests are harmless. The two companies say that the government has already restricted® their relationship so much

- ③ cordon off: 周 住,占有
- ② digital media: 数字媒体
- ③ c commerce: 电 **广商务**
- ≫ superpower: 超
 级企业,超级大
 国
- 約 bust up; 支持, 加强
- 30 shed:放弃
- ə stake; 股份,赌 注

- ® sever: 切断
- ③ once and for all:
 永远地
- ⑩ monopolize: 垄 断
- ⑪ overlapping; 共 同的
- ② restrict: 限制, 制约

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that it would be difficult for them to behave in an anticompetitive manner.

Nonetheless[®], to meet regulators' requirements, AT&T has been trying to sell back to Time Warner some of its prized entertainment assets. The conventional wisdom in media circles is that a deal will eventually be struck®. Here's where it gets interesting. AT&T is trying to sell the 25 percent Time Warner Entertainment stake. Because Time Warner owns the other 75 percent of the unit and controls it completely, it is the only logical® buyer. But AT&T and Time Warner are billions of dollars apart in valuing the assets. And Time Warner, under no official order to divest. has little incentive to close the gap. As a result, negotiations have all but stalled®.

In fact, relations between AT&T and Time Warner are increasingly strained these days. Last week AT&T's beleaguered CEO, Michael Armstrong, made a trip to Washington to schmooze with legislators. But according to Washington lobbyists, Armstrong left the impression on Capitol Hill that AT&T, like many others, also now suspects that a Time Warner married to AOL might be too powerful. Meanwhile, AOL Time Warner is aware that AT&T has quietly tried to stir up trouble in Washington, insiders say. Time Warner believes AT&T is trying to gain lucra-

- 43 anticompetitive: 反竞争的
- ④ nonetheless: 虽 然如此,但是
- ⑤ conventional; 惯例的,常规的
- struck: (strike 的过去分词)冲 击,影响
- ⑰ logical: 适当的
- 19 divest: 剥夺
- 60 gap;缺口,差距
- 5) negotiation: 商 议,谈判
- ⑩ stall:停止,推 沢
- ③ beleaguered:焦 点的,困扰的
- 寥 schmooze; 闲谈
- ⑤ lobbyist: 议案 通过者,说客
- 物 Capitol Hill: 美 国国会山庄

insider: 内部的人,权威人士

tive® advantages as it seeks to comply with regulatory divestiture orders. Divesting at the right price might also boost® its sagging® fortunes. Its core phone business is eroding, along with its stock.

AT&T's and Time Warner's connections are a byproduct of the media industry's extraordinary consolidation in the last several years. Since 1998 AT&T and Time Warner have spent a combined \$300 billion or so, including the proposed AOL Time Warner merger, on major deals to advance their New Economy strategies. And that doesn't include the billions each has spent to make its cable operations Internet-ready broadband systems. AT&T emerged as the top player in the cable industry by acquiring cable giants TCI and MediaOne.

But that's where it gets complicated. With each acquisition, AT&T inherited chunks of Time Warner. TCI's Liberty Media unit owned a 9 percent Time Warner stake. (Liberty, TCI's programming unit, owned significant chunks of the Discovery Channel, Starz Encore, QVC, USA, BET and others.) MediaOne, meanwhile, came with the 25 percent chunk of Time Warner Entertainment. In the late 1990s, Time Warner acquired Turner Broadcasting (CNN, Cartoon Network, TBS). Then last January AOL, the world's largest Internet company,

- २ boost: 推进,提高
- ® sagging: 松 懈 的,下垂的
- ⑥ byproduct: 副 产品
- @ extraordinary: 非常的,特别的
- ® consolidation: 巩固,合并
- 例 strategy: 策略, 战略
- l broadband: (指 因特网带宽)宽 带
- ட acquire: 获得
- ⑥ inherit: 继承
- ❷ chunk:大块
- ® encore: 要求再 演或再唱
- ⑦ meanwhile: 其 间,同时

agreed to acquire Time Warner. The result of all the dealmaking: two separately controlled, but intimately linked, vertically integrated powerhouses. In theory, each is capable of supplying and distributing its own content over TV and the Internet via its own broadhand cable or wired and wireless phones.

For its part, Washington has sought to safeguard against abuses. In reviewing the companies' acquisitions, cross ownership has been allowed, but with restrictions on shareholder. votes and board seats that usually accompany a big stake. AT&T ended up with a chunk of Roadrunner (also partially owned by AOL Time Warner). But when it acquired MediaOne, which co-owned rival broadband provider Excite @Home, the Justice Department objected, forcing AT&T to divest its Roadrunner holdings. Now, with the AOL Time Warner deal in front of regulators, critics are calling even more loudly for the two companies' bonds to be broken.

For now, however, fears of an abusive AT&T-AOL Time Warner alliance seem exaggerated. Despite their ties, the behemoths have failed to agree on any of the far-reaching collaborative moves crucial to each company's core strategies. AT&T's plan to expand its local telephone business using AOL Time Warner broadband cable has gone nowhere. Similarly, AOL has sought unsuc-

- ① intimately: 空 切地
- ⑫ vertically: 垂直 地
- 爾 powerhouse;发 电站,此指实力 强大的企业
- 例 via: 通过
- ⑮ abuse; 滥用,弊 端
- ⑯ shareholder;股 东
- ⑦ rival: 竞争者, 对手
- ® Justice Department: (美)司法 部
- ⑫ divest: 剥夺
- ⑧ alliance: 联盟
- ® exaggerate: 夸大,夸张
- far-reaching; 进一步的,深入的
- ⊗ crucial, 至关紧 要的
- ❸ core: 中心,核 心

cessfully to arrange broadband Web connections for its subscribers over AT&T cable systems. Those major initiatives seem unlikely until Time Warner and AT&T manage to appease regulators. That necessity has squeezed AT&T, which for now is the only one required by the Feds to divest joint holdings.

Those factors were part of the backdrop® for AT&T boss Armstrong's lobbying trip last week to Capitol Hill. No one at AT&T dares to openly discuss its strained® relations with AOL Time Warner. And it couldn't be determined just how ex-plicitly Armstrong presented AT&T's unflattering® judgment of Time Warner in Washington. He is lobbying ostensibly for Congress to relax regulation capping the size of cable-TV holdings. But Washing ton sources say AT&T is hoping the fuss® Armstrong is making in Washington will move the FTC to force AOL Time Warner to divest some of the overlapping assets®-just as AT&T itself has been forced to do. With both companies then under the gun, AT&T might strike a better deal in restructuring its Time Warner link. Yet despite the strains in their relationship and mounting pressure from regulators, AT&T and AOL Time Warner are likely to be linked in major business dealings in the future. As the two hulks of the coming broadband revolution, they will only find it harder

- ® subscriber: 订
- 爾 initiative: 发起 者
- 爾 squeeze: 压榨, 挤
- ⊗ backdrop: 幕

 布,背景
- 劉 strained: 紧张 的
- ⑩ unflattering:不 讨好人的,不奉 承人的
- ⑨ ostensibly: 表 面上
- 孚 asset: 资产
- ⑨ restructure: 重 构,调整
- ® mounting: 上外 的
- ® dealing: 交易

to stay out of each other's business. But if regulators and consumer advocates succeed, they will also even meet as competitors.

- Ø stay out of: 脱 离,摆脱
- ® competitor: 竞 争者

[Selected from Newsweek, September 25,2000, written by Johnnie L. Roberts]



America's 50 Most Powerful Women

惠普总裁 Carly Fiorina 今年第三次荣登商界女性排行榜榜首,如同这个千变万化的信息时代一样,今年的排行榜也出现了不少变化。一些人多次榜上有名,风采依旧,一些人则如匆匆过客,风光难再。这些巾帼英豪们的成功秘诀何在?本文将为你揭开答案。

How do you measure power? According to three-time number one winner Carly Fiorina, "Power is the ability to change things." And this year's Power 50 is all about change. Some prominent women moved way up (O prah), some way down (Heidi Miller) and some off the list altogether. Many on the list, and almost all the really fast-rising women, recently changed jobs, companies and even industries. One thing they have in common: a "secret weapon."

The day Debby Hopkins blew into Lucent[®], Jim Lusk intended to despise her. Lucent's interim[®] chief financial officer for a stretch this year, Lusk was the guy due to get the top financial job if Chief Executive Rich McGinn failed to recruit[®], as he hoped, "one of America's ten top CFOs." McGinn got the

- ① prominent; 卓 越的,突出的
- ② fast-rising: 快速窜升的
- ③ industry: 行业
- ④ Lucent: 美国朗 讯科技公司
- ⑤ interim: 临时 的
- ® recruit: 征募新 兵