INTERMODAL IMPACT

CIFTS
The Center for Intermodal Freight Transportation Studies

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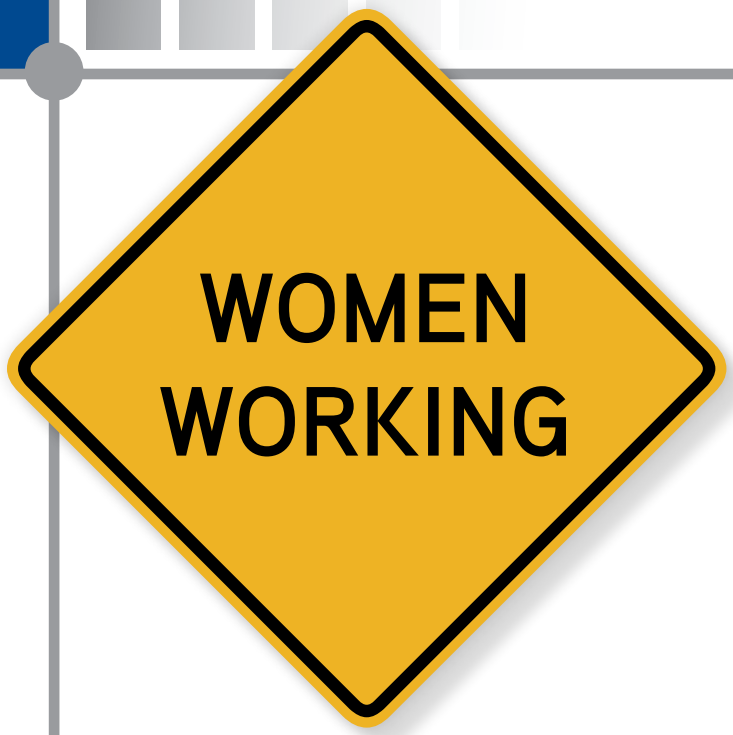


Women in Transportation

IFTI and U of M Preparing the Future Female Workforce

The transportation industry has long been regarded as a man's only field, but throughout time, women have made significant contributions to the transportation industry and laid the groundwork for future innovation. Whether it's building rail facilities or securing funding for capital investment, women continue to play a major role in the transportation industry. This issue of *Intermodal Impact* highlights a few of the women working with the Intermodal Transportation Institute at the University of Memphis to move the transportation industry forward.

According to the article "Women in Transportation" printed in the March 1, 2010 issue of *Public Roads*, the proportion of women aged 16 and older in the U.S. workforce has grown steadily from 30 percent in 1950 to about 46.5 percent in 2008. Despite this increasing presence in the workforce in general, women remain underrepresented in engineering and the transportation industry. In the category of transportation and material-moving occupations, which includes various jobs ranging from engineer, airline pilot and bus driver to stock handler and bagger, the percentage of full-time employed female workers totaled only 13% in 2008.

To address this gender under representation, Susan Hanson, the author of the article mentioned previously, interviewed eight women transportation leaders. Individually, these women offered the following suggestions for attracting women to transportation industry. The following sections outline how the Intermodal Freight Transportation Institute and the Herff College of Engineering at the University of Memphis provide programs to meet these needs.

1. Connect with children and young people through schools, existing programs to attract women and minorities to science and engineering, and directly through YouTube(TM) and other social media.

Through the Girls Experiencing Engineering (GEE) summer program, the University of Memphis connects, empowers and energizes young women to explore engineering. The GEE program is designed to instill young women with confidence, interest, and awareness of the wide array of career opportunities within science, technology, and engineering fields. Through hands on projects and daily presentations from local female engineers, the program connects high school and middle school girls to engineering. Students discover what

(Cont'd on page 3)

THE UNIVERSITY OF MEMPHIS
Dreamers. Thinkers. Doers.

VANDERBILT UNIVERSITY

A MESSAGE FROM THE DIRECTOR

Throughout its history, the University of Memphis has shared a deep connection with its home city, the surrounding region, the state of Tennessee and the nation. Since its founding in 1912, the university has maintained a longstanding commitment to meeting the needs of the local community. This commitment is still evident in our work today.

IFTI Advocates for the City

In July, I was invited by Tennessee Senate Majority leader and IFTI Executive Council member, Mark Norris, to speak at the Southern Legislative Conference about transportation logistics and critical links between efficient and effective transportation logistics and a thriving economic environment. I reviewed emerging transportation trends, implications those trends have for Memphis and recommendations for policy makers.

The Institute Contributes to the Region

IFTI partnered with project leaders to host an informational meeting about the Southern Gateway project on the University of Memphis campus. The meeting allowed business and industry leaders from the tri-state area to provide feedback and input on various options for the third bridge location. The economic vitality of Memphis and the surrounding area is dependent, in part, on the safe and efficient flow of passenger traffic and freight. IFTI was thrilled to play a role in moving the project forward.

We Support State Continuing Education

IFTI collaborated with the TDOT to conduct the Freight Performance Measurement Workshop in Nashville, TN. This workshop was an interactive discussion on measuring highway system performance from a freight perspective. The Federal Highway Administration (FHWA), with support from their consultant, the American Transportation Research Institute (ATRI), presented the Freight Performance Measurement (FPM) initiative. The FPM initiative is a federally led research effort that utilizes data from commercial vehicles, gathered via Global Positioning Systems (GPS), satellite and cellular technologies, to derive measures of speed, travel time and travel reliability.

IFTI Serves as US Ambassadors

For the second year in a row, IFTI welcomed a group of 20 mid- to senior-level executives from the Eurasian transportation and logistics sector as part of the Special American Business Internship Training (SABIT) program of the U.S. Department of Commerce. The group's time in Memphis included a combination of tours with corresponding educational presentations.

Our recent events illustrate the dedication and commitment IFTI has to serving our area. IFTI looks for opportunities to actively contribute to the transportation industry and the Memphis area community.

Dr. Martin E. Lipinski

(Cont'd from page 1)

engineers do and how skills like creative thinking, problem-solving, and communication can contribute to their future success. Video clips highlighting program activities are posted on YouTube™ and students remain connected with one another and program faculty beyond the summer experience through the program's Facebook group. New for 2011, a blog featuring undergraduate engineering students in the Herff College will be open to GEE participants so that students get a better idea of what engineering study is like. The highly successful GEE program is sponsored by the Women's Foundation for a Greater Memphis and IFTI. Stephanie Ivey, assistant professor of civil engineering at the University of Memphis, and Paul Palazolo, Assistant Dean of Recruiting and Retention for the College, are co-directors of GEE.

2. Build relationships through networking.

In spring 2012, IFTI will launch the first class of its Freight Transportation Leadership Academy. This transportation leadership certification program will equip industry executives with fundamental leadership skills, a foundation of knowledge in the four transportation modes: river, runway, rail and roadway, and their connectivity as well as the opportunity to learn from and network with other transportation professionals.

3. Participate in industry organizations and take leadership positions in those organizations.

IFTI and the University of Memphis actively look for ways to connect students and faculty to industry organizations. Individuals are not only encouraged to join a professional organization, but are encouraged to become a leader. One such example is Dr. Stephanie Ivey, Assistant Professor at the University of Memphis. Dr. Ivey has been a program faculty for the Herff College of Engineering's targeted outreach program, Girls Experiencing Engineering, since its inception in 2004, and has also served as program faculty in other co-educational outreach programs. Dr. Ivey is the faculty advisor for the student chapter of the Institute of Transportation Engineers at the University, and serves as the President for the West Tennessee Branch of the American Society of Civil Engineers, and a past Civil Division Chair for the Southeastern Section of the American Society for Engineering Education.

4. Be Mentors

The Herff College of Engineering at the University of Memphis instituted its first summer program for pre-college women in 2004. Since then, it has continued to expand its offerings for females to cultivate their interest in science, technology, engineering, and math (STEM). Once such expansion includes the introduction of a formal mentoring program to the GEE program in 2006. The tiered mentoring structure includes not only program faculty, but also undergraduate engineering students serving as mentors to program participants, and high school participants returning to serve as mentors to middle school participants. Through programs like GEE and the Expanding Your Horizons (EYH) program, Memphis area middle school – high school aged girls are introduced to and working with university professors, math and science teachers and other industry experts. These programs allow faculty, STEM professionals, and college students to serve as mentors to young female students.

5. Recognize that workers have lives outside their jobs by ensuring flexibility in the workplace, creating part-time positions, facilitating telework, and avoiding the equation of long work hours with productivity.

IFTI is partnering with several scholars whose research directly and indirectly addresses employee work life. Dr. Marla Stafford's work involves the recruitment of long haul truck drivers. She will explore the efforts trucking companies are making towards attracting employees. Dr. Rabi Bhagat is focusing on work stress and performance issues among intermodal delivery truckers. He is targeting the central issues causing the stress. At the conclusion of both projects, companies and individuals may find that the results positively contribute to improved work/life balance. Learn more about each project by visiting *www.memphis.com/ifti.*

According to the American Society for Engineering Education, women have accounted for about 20 percent of undergraduate engineering degrees for more than a decade, yet only 11 percent of engineers are females. "The Herff College and other engineering colleges around the country are working to improve these statistics by creating programs that inspire young women to consider a future career that's creative, exciting, and rewarding in terms of salaries earned and of opportunities to make the world a better place," said Dean Richard C. Warder.

WOMEN'S FOUNDATION
FOR A GREATER MEMPHIS

Meet Our Researcher

Marla Royne Stafford
First Tennessee Professor and Chair Department of Marketing & Supply Chain Management

Dr. Marla Royne Stafford received her Ph.D. from the University of Georgia, her MBA from Rollins College and her BA from the University of Arizona. Prior to joining the University of Memphis in 2001, Dr. Stafford was associate professor of marketing at the University of North Texas. Before entering academia, Dr. Stafford held positions with Tupperware Worldwide, Cardinal Industries and Philip Crosby Associates.

Dr. Stafford is the immediate past editor of the *Journal of Advertising*, the leading journal in the advertising discipline. She has published numerous articles in prominent journals such as the *Journal of Retailing*, *Journal of Advertising*, *Journal of Advertising Research*, *Decision Sciences*, *Journal of Business Research*, *International Journal of Logistics Management*, *International Journal of Production Economics*, *International Journal of Physical Distribution and Logistics Management*, *International Journal of Electronic Commerce*, and others. In 2008, she was recognized as the leading publisher in the top advertising journals. In 2009, she received the university-wide Distinguished Research in Social Sciences and Business Award. She is co-recipient of the Award for Best Article in the *Journal of Advertising* for 2002. She received a Suzanne Downs Palmer Professorship in 2005 and the First Tennessee Professorship in 2011. Dr. Stafford is co-editor of the book, *Advertising, Promotion and New Media*, (2005) Sharpe Publishing.

Dr. Stafford is a member of the Senior Advisory Board of the Journal of Advertising a member of the Editorial Review Board of several journals including the *Journal of Current Issues* and *Research in Advertising*, *Journal of Advertising Research* and the *Journal of Interactive Advertising*.

Truck Driver Recruitment:
What's Working? What's Not? IFTI is Making an Impact.

At the July Greater Memphis Chamber Regional Logistics Council Meeting, keynote speaker, Dave Huneryager (President and CEO of Tennessee Trucking Association) discussed the top 5 concerns to the trucking industry. The first concern on Huneryager's list was the economy. No surprise. Number two on his list – driver shortage. Industry forecasts a truck driver shortage of 300,000 - 400,000 by 2012. (Davidson, 2010)

What's driving this driver shortage? It is a combination of the current work force preparing to retire, the new federal regulations (CSA 2010) making it tougher for potential drivers with blemishes on their record to obtain a commercial driver's license and the truck drivers' desire for better work/life balance. Huneryager suggested that in addition to exploring increased salary options and family friendly routes, companies need to engage in high-profile marketing and recruitment efforts to attract, recruit and retain qualified and experienced drivers.

The Intermodal Freight Transportation Institute is positively impacting the trucking industry by partnering with Dr. Marla Royne Stafford, First Tennessee Professor and Chair of the Department of Marketing and Supply Chain Management. Dr. Stafford and Dr. Carol Bienstock of Radford University are researching methods for developing effective advertising strategies for recruiting long haul truck drivers.

As noted in Dr. Stafford's research proposal, while advertising is often used to recruit truck drivers, there has been no systematic effort to ascertain the effectiveness of various advertising strategies within the industry…until now. Dr. Stafford's research objective is to develop recommendations for successful advertising strategies designed to recruit an

Find information about all the research IFTI is doing…online!

- Go to www.memphis.com/ifti
- Click "CIFTS" or "CAIT"
- Click "Research"
- Click "Research in Progress" to discover the current projects
- Click "Completed Research" to explore completed work

increased number of qualified, safe drivers. As such, the purpose of her research is threefold:

1. To determine a set of truck driver hiring success factors

2. To develop segments of truck drivers for proper recruitment positioning strategies

3. To provide a set of guidelines for creating effective advertising recruiting strategies for transportation companies

To reach these goals, Dr. Stafford plans to survey both corporate employees and drivers of participating companies

According to Dr. Stafford's preliminary research, carriers are allocating larger budgets for advertising open positions (Heller 2010). In general, there are two primary functions of recruitment advertising for truck drivers: To catch the driver's eye and to provide a reason for the driver to actually call (*Refrigerated Transporter* 2005). Another function is to prequalify the applicants; that is, an ad campaign that generates an overabundance of calls needs to be modified (*Refrigerated Transporter* 2005).

Dr. Stafford further notes that although emphasizing corporate benefits is a good strategy overall, it is critical to develop a more focused advertising strategy to ensure that the most qualified drivers respond to the advertising and are subsequently hired. Developing appropriate and effective advertising strategies is challenging, particularly when considering both the informational and visual components of the ads; yet both components are an important part of driver recruitment advertising (Lemay and Taylor 1988).

An ultimate goal of this study is to develop a list of best practices for firms seeking optimal advertising recruiting strategies to identify and hire qualified drivers. Dr. Stafford hopes to publish her findings in the *Transportation Journal*, a major journal in the transportation discipline. Visit the IFTI website for the project proposal. *www.memphis.edu/ifti.*

CIFTS

The Center for Intermodal Freight Transportation Studies

IFTI: Making Connections between Transportation Industry & Academics

Curt Heaslet, an engineer with FedEx, is teaching a course during the fall 2011 semester as follow-up to the spring 2011 class he jointly taught with Dr. Mihalis Golias, a University of Memphis faculty member, on simulation modeling and analysis. The fall course, Applied Simulation Modeling and Analysis, includes an in depth application of simulation software, review of case studies, and the completion of a course project solving a business need in the industry.

Even though the course curriculum is targeted at upper division masters and Ph.D. level civil engineering students, Heaslet encouraged non-engineering students to attend. He says, "This course is open to interdisciplinary students wishing to build a simulation."

Class participants are expected to clearly define a simulation project, data mine for required model inputs, establish performance metrics, and demonstrate this through the completion of a semester-long project. This course is applying methods and techniques used in industry to build robust simulation models. Specifically, the curriculum is focusing on all user levels, from basic methodology and definition to advanced code writing using C++ programming. For the end of course project, each student will work a real world business problem by affiliating with industry representatives. The intent is to align each team of students with transportation, logistics and intermodal service companies under the assistance of the professor. Heaslet offers, "I am very much looking forward to the course. Developing engineering talent to better position students to get into the workforce is a long term goal of mine."

Students will present a project proposal mid-semester and a final project report at the end of the semester. To learn more about the course, please contact the IFTI phone number at (901) 678-3940.



Girls Experiencing Engineering: Eight Years of Excellence

This summer marked year eight for the Girls Experiencing Engineering (GEE) program. As mentioned in the cover story, GEE is an interactive, fast-paced program involving a number of activities that motivate and challenge young female participants. Both high school and middle school students have daily, team-based design competitions and projects that offer opportunities to apply content covered each day under authentic engineering simulations and feature prizes for the best team technical presentation and experimental component. This year, 148 women benefitted from GEE.

Daily presentations from local female engineers and engineering students allow opportunities for the girls to learn about the variety of career possibilities, and help them understand the type of math and science preparation they need to become a practicing engineer. Other program activities include brief field-work snapshots as they visit scientists and professors in related disciplines on the University of Memphis campus.

Middle school and high school teachers are encouraged to apply for GEE. Teachers participate along with students and receive all the course materials to bring back with them to the classroom. The students and teachers form intergenerational bonds where many times the teachers become students and the students become teachers. This unique give and take of information and flexibility of roles prompted the below set of interviews. Meet high school student, Emily Hernandez, U of M civil engineering undergraduate student and GEE mentor, Patrice Thomas, and high school teacher, Shelli Brasher as they share their perspective on GEE.

What interested you in the GEE program?

Emily Hernandez, student

I liked that GEE includes all the fields of engineering and shows what a day-in-the-life of an engineer is all about.

Patrice Thomas, GEE mentor

My mom signed me up. At first, I was really upset that some of my summer days would be starting so early. Once I went, I really enjoyed it. The activities were really fun, and I enjoyed the different challenges.

What was your favorite part of GEE?

Hernandez

I really liked the design contests where we had a chance to build as a team. I also appreciated the fact that our ideas were not limited and the professors encouraged us to think outside of the box. One example was to think of all the ways we could use a stick or things we could do with a stick. It was cool.

Thomas

My favorite part of GEE was hearing from the guest speakers. I was so inspired that so many of the women didn't sit behind a desk all day. I loved hearing how they went through struggles in school and that was ok, but to just push through them. I also loved how they always encouraged the girls not to put any limits on themselves.

Shelli Brasher, teacher

My favorite part of GEE is watching young people from public, private, and home school, work together to solve Dr. Paul's problems. They make lasting friendships and look forward to seeing each other every summer. They meet people from different backgrounds and gain an appreciation for each person's talents.

What did you learn?

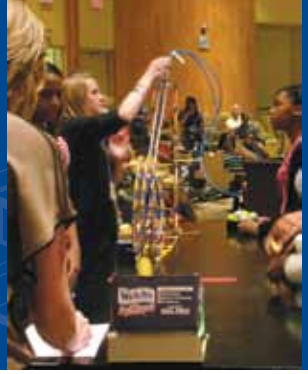
Hernandez

1. Teamwork – it was clear that engineering takes a team aspect.
2. Creativity – don't think about what is just in books. You have to search your mind for new ideas.
3. General Engineering – it was nice to understand the industry.

Thomas

I learned that though a career in engineering would be very challenging, the rewards would be far greater. I also learned that having Dr. Paul, Dr. Ivey, and Ms. Atkinson as a






support system was and still is a blessing. I've formed great relationships with them over the years and it's great to have a group of people who genuinely want the best for me, and don't hesitate to tell me what I'm capable of when I don't perform like they know I can.

Brasher

I have been involved with GEE since 2003 and while my role has changed over the years, every year I learn something new. As a math teacher of 26 years, this is my take on mathematics education...for what it's worth. Basically, math teachers started out as good math students. We just got "it!" We caught on to the traditional methods of teaching mathematics and we entered into the profession, teaching the way that we were taught. When students who don't get "it" ask, "Why do I need to know this?," many of us really don't know. By participating in GEE, I have learned from UofM faculty and other professionals from many types of careers. Now I have an abundance of answers to that question. As a result of my participation with UofM, Herff College of Engineering programs, my teaching style and the learning opportunities that I can make available to students are night/day different from the traditional math classroom.

How are you applying the lessons you learned during GEE?

Hernandez

I use the teamwork approach in school as I work in small groups in my lab. I'm also applying the creativity aspect.

Thomas

In my engineering classes I always remember that despite the struggles I might face with grasping the material, even successful engineers now faced the same struggles but made the decision to persevere.

Brasher

For the past two years, I have been writing lesson plans for math and science teachers, grades 6-12, based on the activities conducted during GEE. This year, with the help of Sheri Grear (Bartlett High) and Jane Morgan (Harding Academy), I have compiled the lesson plans, activities, PowerPoint presentations, a Speaker's Bureau, videos, and web links for teachers to use with their classes. We are currently providing additional professional development opportunities for math and science teachers, in an effort to expose them to the possibilities of incorporating engineering into their lessons. The GEE activities are available to any educator online.

What was your greatest challenge?

Hernandez

During my first year, my greatest challenge was to be open to everyone's ideas. I thought I had the best and only workable solution when in fact everybody else had good ideas that worked too.

Thomas

My greatest challenges were definitely encountered during my mentoring role. It was hard for me to find the best strategies for encouraging the girls to stay on task and perform at their optimal level without losing my cool or discouraging them.

What was your greatest success?

Hernandez

I was a mentor to the middle school girls. We worked together to win a particular challenge. It was a fun challenge getting them to feel comfortable with one another. I encouraged each girl to contribute to the conversation and solution.

Thomas

My greatest success was definitely becoming head mentor, meaning mentoring all of the mentors and being trusted with a lot more responsibility. It also feels really great to be warmly greeted by past participant when I randomly run into them. I love GEE and all of "my GEE girls."

Will you continue to explore engineering?

Hernandez

Yes. I am going to college next year and will major in some form of engineering…probably electrical or computer. I'm not sure which one.

Thomas

Yes. I am currently working on my undergraduate degree in Civil Engineering, and after I obtain my B.S.C.E I will get my Masters in Engineering Management.

Nashville Mayor, Karl Dean, speaking on the first day of the conference about the Nashville flood event of May 2010.

Begin Adapting to Climate Change Now or Face the Consequences

Despite the uncertainties surrounding climate change, it is time to start developing effective strategies that will keep the nation's critical infrastructure, including our transportation systems, running in the face of the adverse impacts that are expected.

This is the consensus that emerged from a landmark meeting that brought together major stakeholders in the freight transportation sector with climate change researchers to discuss the issue. The two-day leadership summit, co-sponsored by Vanderbilt University and the University of Memphis, was held this past June in Nashville.

Scientists at the National Center for Atmospheric Research have estimated the annual cost of floods, droughts, wind storms, freezes and other weather-related costs: $485 billion, about 3.4 percent of the gross national product. Some of those costs are associated with repairs to infrastructure damages, which may only be compounded when one considers the current $2.2 trillion needed for infrastructure improvements to meet today's demands as stated in the 2009 American Society of Civil Engineers' National Infrastructure Report Card.

Unless the nation takes appropriate measures, this cost is likely to increase in the future. "It appears to us that more extreme weather events – like floods and hurricanes – are becoming more frequent and pronounced and we need to be prepared to adapt to the prospect that what have been episodic events in the past become chronic features of our operational landscape in the future," observed Craig Phillip, Chief Executive Office of Ingram Barge Company and a member of the conference steering committee.

The Mississippi River floods in April and May, which were among the largest and most damaging recorded along the waterway in the past century, the flooding on the Missouri that began in June and the above-average wildfire season that burned 1.3 million acres in the month of June alone in the Southern Plains and Southwest, are dramatic examples of the kinds of natural disasters that experts predict will become increasingly severe and frequent.

"Right now people are waking up to the fact that they will have to adapt, but very few are walking the talk," commented Mark Abkowitz, co-organizer of the meeting and professor of civil and environmental engineering at Vanderbilt. "If we're not careful and begin taking actions soon, we will reach the point where we will fall so far behind that playing catch-up will be difficult."

The summit discussions identified several reasons for the current lack of activity: 1) uncertainty in the timing and magnitude of climate change; 2) insufficient knowledge of how these changes will impact the performance of critical infrastructure systems; 3) the succession of short-term crises that deflect attention and resources; and, 4) lack of political leadership.

Summit delegates identified several key initiatives that should be undertaken in the next five years:

• Identify the critical infrastructure that is most vulnerable to damage and disruption. Of particular importance are bridges, highways, rail lines, airports and other key transportation facilities for which there are no alternatives;

• Assess the cost of impacts to key infrastructure components. Putting a dollar sign on the potential damage for non-action helps determine the benefits of the proposed protective measures;

• Develop better tools and models for performing risk assessments. Right now the climate models are more accurate at the global and regional scale, but they are not capable of predicting the local effects that planners need;

• Define and communicate climate change problems in terms that decision makers can understand;

• Improve dialogue and collaboration among stakeholders. As noted by Abkowitz, "There is no reason why we should wait to get started down this path. As long as our approach remains flexible, we can adapt as better information becomes available."

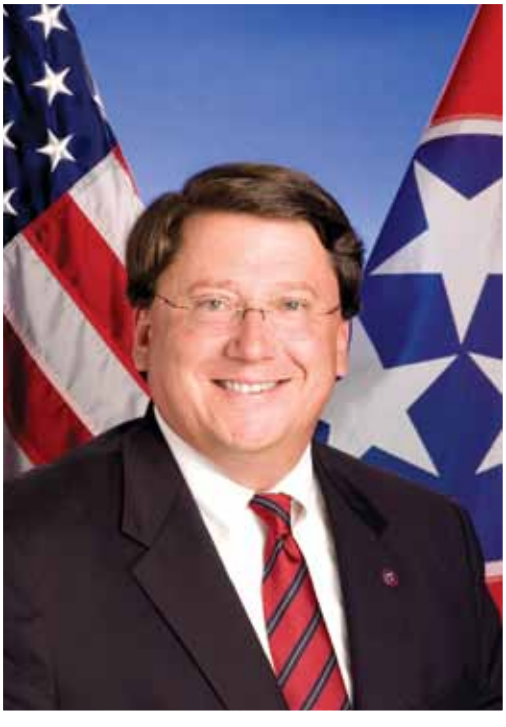
IFTI Graduate Student Honored

Ethics, Commitment and Professionalism

Ethan Skaggs, a current masters student in civil engineering at the University of Memphis and a graduate student conducting research for the Intermodal Freight Transportation Institute, matched wits with experienced professional engineers and engineering students throughout the country…and won! Skaggs was named the 2011 Milton F. Lunch Ethics Contest Winner. He secured this coveted spot by responding to a real fact situation regarding the ethical obligations of an engineer. All contestants were asked to develop discussions and conclusions for the proposed situation. Read his award winning submission in the July 2011 edition of PE Magazine, the flagship publication of the National Society of Professional Engineers.

In addition to having his ethical stance published, Skaggs was the recipient of two scholarships from distinguished transportation organizations. Skaggs was recently named the 2011 T. Darcy Sullivan Scholarship Award by Tennessee Section Institute of Transportation Engineers (TSITE) for outstanding commitment to the institute (ITE) and the field of transportation engineering. The Traffic Club of Memphis recognized his dedication to continuing the professionalism in the traffic, transportation and logistical field by awarding him a full-tuition scholarship.

Skaggs recognizes his association with the Intermodal Freight Transportation Institute as contributing to his accomplishments. He offered these remarks, "As a student in Civil Engineering, specifically Transportation Engineering, I have always been actively involved in professional organizations and extracurricular activities. I have found that the opportunities associated with involvement in such functions helps our profession, and its members, remain at the forefront of engineering disciplines. With that said, I would not be able to excel in my studies as well as participate in those activities without the strong and healthy environment at the university. My success is directly attributed to the experience, education, and support I have enjoyed so very much while working and studying under the Intermodal Freight Transportation Institute."



Ask Senator Norris

If you would like to ask Senator Norris a question regarding state government and freight topics, please send those questions to *kmgrnthm@memphis.edu* with a subject line of "Question for Senator Norris". You might see your question answered in a future newsletter.

In 2008, Norris was appointed to the Joint Study committee on Transportation funding, which investigated cost reduction and infrastructure funding. He recently served as chair of the Transportation Advisory Group of the council of State Governments and is currently serving as Senate Majority leader.

Leaders in Intermodal Freight

Name:
Leslie Topp Blakey

Title:
Principal

Company:
Blakey & Agnew

Years with company:
14 years

What is your connection to the mid-south?
I was born in Gadsden, Alabama and grew up mostly in Montgomery, where my father was born and raised. But my mother's family is from Tupelo, Mississippi and I spent so many summers and holidays there that it was always our second home. My great-great grandfather's brother built a lovely house on Beale Street, back in the day. For me, early memories of what it meant to "travel" are taking the train from Tupelo to Memphis -- which was the "big city" and the height of sophistication! -- and having lunch in the dining car with white linen and a silver tea service.

Describe the work you are doing for Blakey & Agnew.
After I finished my Master of Public Administration degree at Florida State University, I came to Washington wanting to work in something involving economics, policy and communications, but got sidetracked into several other careers before finding myself at B&A doing just that. Our firm specializes in communicating about complex policy issues, usually concerning business and transportation, to a wide variety of audiences: the Administration and Capitol Hill, stakeholder groups and associations, state and local elected officials, and the general public. Our role is to understand the facts and objective information related to an issue, work with thought leaders to percolate good ideas and sound approaches and inform, educate and influence thinking among constituents and decision-makers. In this collaborative manner, we are responsible for managing several advocacy organizations, such as the Coalition for America's Gateways and Trade Corridors (CAGTC) and the National Campaign to Stop Red Light Running.

The Coalition for America's Gateways and Trade Corridors (CAGTC) was established to bring national attention to the need to significantly expand U.S. freight transportation capabilities and to work toward solutions for this growing national challenge. As the executive director, what role do you play in raising public recognition and Congressional awareness? What are ways for our readers to raise awareness?
While I do often act as a spokesperson at meetings and conferences, my work is most successful when our members and allies carry our message. It's like getting a drum-circle going – one person beating a drum alone doesn't sound like much, but when you get a lot of drummers working to the same rhythm, you get music and the reverberation carries a long way. Nothing makes me happier than to hear our message coming back to us from a group we've never even talked to, but somehow they picked it up and have become part of the circle.

With a background that ranges from management analyst to chef to business owner, how do you split your time between all of your interests?
A long time ago I learned to stop being a perfectionist and to delegate. If a thing is worth doing, well … it's worth doing, period. Whether you do it well or not, isn't so important as getting it done. And, sharing the responsibility with a team makes it more likely you will do it well than trying to go it alone.

The transportation industry has historically been a male dominated profession. How have you seen this change over the years?
Walk into any big meeting of transportation professionals and one demographic still leaps out, older white males. Women and minorities are turning up more in younger professional situations, but we still have a long way before we see a balance that more accurately reflects the overall population. Engineering education plays such an important role in the path that many take to entering the transportation profession. As we see more female and minority graduates in engineering and related fields, we'll see more change in the make-up of our transportation workforce too.

CAGTC
Coalition for America's
Gateways & Trade Corridors

Compliance, Safety, Accountability

Gauging Impact on the Labor Market

For the past three decades, the national shortage of truck drivers and the problems associated with low truck driver retention rates have been well documented by the motor carrier industry (FMCSA, 2009). Prompted by the December 2010 roll out of the Compliance, Safety, Accountability (CSA) program, there is a growing connectivity among trucking industry concerns regarding a possible driver shortage and "safe-driver" hiring challenges placed on carriers by these new CSA 2010 regulations.

Will CSA present new hurdles in the industry's hiring process? How will CSA affect the available driver pool? How will this program affect the industry? The Intermodal Freight Transportation Institute is conducting an interdisciplinary research study in conjunction with the Sparks Bureau of Business and Economic Research (SBBER) at the University of Memphis to evaluate the impact of the CSA program on the trucking industry labor market in terms of future supply and demand issues. The principle investigator is Dr. Haskel D. Harrison, Educator and Research Associate Professor of Applied Public Sector Research and Evaluation, Sparks Bureau of Business and Economic Research, Fogelman College of Business and Economics, University of Memphis.

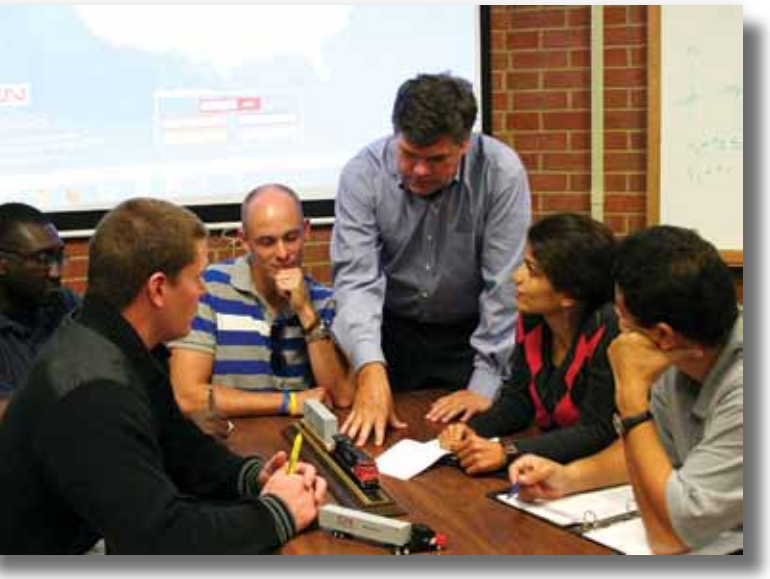
Over the next year, Dr. Harrison will review and examine the current industry response to CSA, track supply and demand for truckers and compare the data he collects to the past decade of information. Dr. Harrison will present likely supply and demand scenarios identified as issues by the trucking industry response to CSA. Visit the IFTI website for the project proposal. *www.memphis.edu/ifti.*

Meet Our Researcher

Dr. Haskel Harrison, Sparks Bureau Of Business and Economic Research

Dr. Haskel D. Harrison is an Educator and Research Associate Professor of Applied Public Sector Research and Evaluation, Sparks Bureau of Business and Economic Research, Fogelman College of Business and Economics, University of Memphis. Dr. Harrison has over 30 year of experience directing and managing a variety of research and evaluation projects. He has produced over 50 research reports and monographs, published 30 articles and editorials in refereed journals or by invitation, and has presented at dozens of conferences and professional association meetings. Dr. Harrison's expertise includes economic impact studies, applied research, in areas ranging from higher education to the trucking industry, quality performance evaluations, agency assessments, and applied behavior analysis. Dr. Harrison produced another study for IFTI in March 2009 where he examined driver turnover and retention in the trucking industry.

CSA is a Federal Motor Carrier Safety Administration (FMCSA) initiative, under the U.S. Department of Transportation, to improve large truck and bus safety and ultimately reduce crashes, injuries, and fatalities that are related to commercial motor vehicles. CSA replaces the former enforcement and compliance process to provide a better view into how well large commercial motor vehicle carriers and drivers are complying with safety rules and to intervene earlier with those who are not. The CSA program is designed to give a clearer safety picture of commercial carriers and allows FMCSA and carriers to take action before safety problems occur.



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