NCIT responded to concerns facing the economy and the future workforce needs of the transportation system by engaging in several key initiatives over the last half year. As before, we maintained our continuing commitment to students of transportation by sponsoring the Second Annual Transportation Workshop on the MSU campus. In addition, we co-hosted an international “Seminar on Intermodal and Global Supply Chain Best Practices and New Developments” in Ho Chi Minh City, Vietnam. Industry professionals and government officials met to discuss new developments and current challenges in South East Asia on the heels of the economic crisis.

NCIT faculty and staff also continued to engage in efforts to disseminate the results of NCIT sponsored research. Together the faculty, students and staff published 3 peer reviewed journal articles and made 15 paper presentations at regional and national research conferences during 2009-2010 academic year. These activities demonstrate our continued success in promoting and disseminating high quality research supporting the effectiveness of intermodalism for enhancing the national transportation system.

NCIT also hosted a one-day workshop on “Workforce Development Issues” facing the transportation industry. Speakers and experts from the national, regional and local transportation agencies including the Colorado Department of Transportation and the Denver Metropolitan Regional Transportation District plus members of local and national private sector transportation companies were well represents. Speakers from Union Pacific Railroad, OmniTrax, and JB Hunt were on hand to lend their expertise. A number of key ideas for promoting research in the area were identified and discussed at the conference. In addition, initial results of the “Development of a Transportation Leadership Competency Model” for use in training and development were presented by NCIT Co-Director Sherry. Key issues facing women as transportation leaders were discussed by a notable panel anchored by Charmaine Knighton, FTA, Deputy Regional Administrator. These and other key projects are designed to promote the safety and efficiency of the transportation system through a focus on intermodal solutions. You can visit our web site at http://ncit.msstate.edu/ to learn more about our current projects.

Patrick Sherry, Ph.D.
NCIT Co-Director
University of Denver

Burak Eksioglu, Ph.D.
NCIT Co-Director
Mississippi State University
NCIT: Partnering in Educational Success

NCIT is committed to enhancing educational programs in transportation that incorporate the multidisciplinary nature of intermodal transportation. The activities of NCIT build upon the activities of the Intermodal Transportation Institute (ITI) at the University of Denver and the activities of the centers with transportation focuses at Mississippi State University.

ITI offers an Executive Masters Program that awards a Master of Science in Intermodal Transportation Management from the University of Denver. This graduate degree program prepares transportation industry managers for the increasingly complex, global business environment where knowledge of finance, quantitative processes, supply chain, law, and public policy issues as well as freight, passenger, and intermodal transportation operational strategies are critical management tools for success.

The ITI expects to continue its success in contributing to the ranks of national transportation leaders by another 15 students this June from the Executive Masters Program. Many of our students have gone on to receive significant promotions within their respective organizations and to make dramatic contributions to the national transportation system. Most recently Greg Baxter, ITI student was selected to participate in the Prestigious ENO Leadership Conference held in DC during May of 2010. Additionally, NCIT Director Sherry routinely lectures on the topics of safety and hours of service regulations in the freight and passenger rail industry.

The ITI students completed their annual travel seminar again this April visiting the port of Antwerp in Belgium. The Port has experienced remarkable recovery in the economic downturn, handling 42 million tons of freight in the first three months of this year, up 12.7% on the same period in 2009. Containers made up 58% of the total freight volume, having already risen back up to the level of 2008. Quarterly container volume approached the 2,075,050 TEU handled in 2008, the best result in the past ten years. Antwerp, at the end of 2009 was deemed the second-largest container port in Europe.
Publications and Papers Related to NCIT funded Projects 2009/2010

The National Center for Intermodal Transportation is funded to promote research in the development, planning, design, improvement, and assessment of a safe, secure, and efficient intermodal transportation system for passengers and freight. A number of high quality research papers based on the funded research are listed here:

Journal Papers


Conference papers


NCIT places a high value on its technology transfer activities. Founded in 1998 as a University Transportation Center we serve as a major source of information for students, faculty, state and regional transportation agencies and the like. During the past six months we have delivered some key events to our stakeholder and constituents as well as our colleagues internationally including:

**Vietnam Intermodal Transportation Seminar:**

*Intermodal Transportation and Global Supply Chain Systems: Best Practices, Trends and Emerging Needs*

October 26-30, 2009

NCIT in cooperation with the Asia-Pacific Economic Cooperation (APEC), and the Ministry of Transport of Vietnam the Seminar was designed to provide mid-level Vietnamese managers, from government agencies and transport business entities, and representatives of other APEC member economies, with a better understanding of Best Practices, Trends and Emerging Needs in intermodal transportation and the global supply chain for application in Vietnam and other Southeast Asian economies with the goal of improving and liberalizing world trade and improving the safe, efficient, and sustainable flow of trade and goods. Participants will incorporate their learning from both Vietnamese and other international subject matter experts in describing what Vietnam needs to do in intermodal transportation in order to be more competitive in the global economy. The workshop will cover the following topic areas:

- Cost/Benefits of Different Modes of Transportation
- Techniques & Metrics for Intermodal & Supply Chain Management
- Intermodal Network and Systems Analysis
- Software Technology for Intermodal and Supply Chain Operations
- Cross Cultural Communication & Negotiation
- Security & Risk Management for Intermodal and Supply Chain Operations
- Understanding Ethical Practices in APEC Intermodal Transportation

**Speakers**

Patrick Sherry - Introduction and Overview – University of Denver
Barry Akbar, Managing Director APL-NOL (Vietnam) Limited
Tran Khanh Hoang, Marketing Director Saigon Newport Company
Ho Kim Lan, Secretary General Vietnam Seaports Association (VPA)
David Lynch, Director Product Operations, Nike, Inc.
Pratt Hsu, Chief Executive Officer, Philips Electronics Vietnam Ltd
Jocelyn Tran, A.V.P./Country Manager, Mast - Vietnam
Juergen Braunbach, Managing Director, DBSchenker Vietnam
Jeff Mclean, Country Manager, United Parcel Service
Michael Thems Rasmussen - General Director, CMIT
Ted Krohn - Rail Infrastructure & Economics
John Rutherford - Overview of Systems and Security
Patrick Sherry - Review of intermodal case studies

Tour of APL Container Storage Facility and Cat Lai Terminal
2nd Annual Transportation Workshop  
Spring 2010

At the Second Annual Transportation Workshop held at Mississippi State University several key presentations were made by noted experts. In particular, Michael R. Hilliard, Researcher – Oak Ridge National Laboratories (ORNL) spoke at the Workshop on the topic of “Applying Operations Research to National Transportation Needs: A Sampling of Projects from the ORNL Center for Transportation Analysis.”

Additionally, MSIE students are encouraged to engage in a poster competition depicting their research projects. The annual competition resulted in several outstanding projects by students (shown below). Travis Hill and Robbie Holt, both graduate students of the Industrial & Systems Engineering Department won 1st Place by their poster titled “Simulation of the worldwide supply of naval battle groups.” Their faculty advisor is Dr. Allen Greenwood. The 2nd Place was a poster called “Transit” by Sarah Grider, an undergraduate student of the School of Architecture. Her faculty advisor is Dr. Hans Herrmann. 3rd Place went to “Measuring and Analyzing Subjective Pedestrian Level of Service for Corridor” by Hohyun Lee, graduate student of the Industrial & Systems Engineering Department. His faculty advisors are Dr. Lesley Strawderman & Dr. John Usher.

Pictures from the student poster competition.
Within the next two decades, millions of Baby Boomers will be retiring. A large number of them will be the people who manage America’s transportation systems – our highways, trains, airlines, public transit, and more. Without a new generation of professionals to fill those positions, we risk mobility gridlock.

Transportation leaders and educators met in Denver at the Phipps Conference Center on the University of Denver campus to discuss options for solving problems and channeling more young people into transportation careers. The results of the discussions will guide planners from RITA and other DOT offices who will work to host a National Workforce Development Summit in Washington DC later this year.

### Speakers

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<tr>
<th>Speaker</th>
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<tbody>
<tr>
<td>Dr. Patrick Sherry, Associate Professor &amp; Director,</td>
<td>US Department of Transportation</td>
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<tr>
<td>Jennifer Churchill, MBA, PhD, Consultant,</td>
<td>Mineta Transportation Institute</td>
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<tr>
<td>Mark Crabtree, Recruiting Consultant, Crabtree &amp; Ellers</td>
<td>NCIT—University of Denver</td>
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<tr>
<td>Kim Kuster Dale, Dean of College Outreach, Arapahoe Community College</td>
<td>Mountain-Plains Consortium</td>
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<tr>
<td>Laurie Evans, President, Pinyon Environmental Consulting</td>
<td>Colorado Department of Transportation</td>
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<tr>
<td>Catherine Johnson, Executive Director, Intermodal Transportation Institute, University of Denver</td>
<td>Women’s Transportation Society</td>
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<tr>
<td>Mark Jones, Director, Employee Assistance Program, Union Pacific Railroad</td>
<td>RTD-Denver</td>
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<tr>
<td>Charmaine Knighton, Deputy Regional Administrator, Federal Transit Administration</td>
<td>Mineta Transportation Institute</td>
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### Chairs

- **Lydia Mercado**, US Department of Transportation
- **Dr. Karen Philbrick**, Director of Research, Mineta Transportation Institute
- **Jill Pinarowicz**, Research Associate, NCIT—University of Denver
- **Grant Stephens**, Manager of Human Resources, JH Hunt
- **Dr. Denver Tolliver**, Professor & Director, Mountain-Plains Consortium
- **Christina Valencia**, VP of Human Resources, Colorado Department of Transportation
- **Carrie Wallis**, President, Women’s Transportation Society
- **Daria Serna**, Director of Public Affairs, RTD-Denver
- **Donna Maurillo**, Director of Communications, Mineta Transportation Institute
Presentations by various speakers highlighted the gains that have been made in encouraging members of diverse groups to enter the transportation sectors. However, perceptions of barriers are still perceived by members of some groups at more entry levels of the industry. Interestingly, women with more professional credentials spoke highly of the opportunities presented to them in their careers. Attracting others to careers in the public sector may require additional sources of scholarship and tuition assistance types of programs. In the private sector speakers noted that “How” leaders interact with employees is just as important as the content of what is discussed. Creating an environment in which employees are engaged, listened to and invited to contribute ideas and solutions promotes a more accepting and ultimately rewarding environment for employees to participate in.

Research needs identified by workshop attendees included:

- Investigating the reasons people choose public service over financial gain in the private sector? Examine the issues of work/life balance, benefits/salaries comparisons between public and private sectors to compare the true “pay cut,” if any, taken to work for public agency.

- Examine ways to brand public transportation agencies in such a way that might appeal to potential recruits.

- What factors attract others to draws a potential consider working for public agency?

- What are personal characteristics that public agencies look for and specifically advertise to?

- To what extent does the attractiveness of the community contribute to ability to recruit and retain employees.

- Examination of advancement and promotion opportunities for staff and personnel at public agencies. Do internal barriers exist that prevent advancement and therefore contribute to loss of qualified staff and personnel?

- More research is needed to determine the extent to which the opportunity and availably of professional development activities affects recruitment and retention. Additionally, does public investment in these activities have a definite and quantifiable pay off?

- Investigation of the effectiveness of various recruitment and retention approaches for different demographic groups. Recruitment and retention efforts may be tailored to specific populations based on research conducted to understand if there are differences, and if so, how best to address those differences. This would directly apply to the recruitment and retention of women and minorities, by redefining our understanding of their views of success.

Visit our website at www.ncit.msstate.edu for more information.