I was struck by this small example of what a thoughtful and well planned intermodal infrastructure can deliver as benefits to the existing and potential users of such a system. Our efficiency as a global economy and the quality of life that will exist for earth’s future generations will be significantly shaped (as it has been for all of history) by the choices we make around our freight and passenger transportation infrastructure. An integrated intermodal system with efficient modal transfers will generate the highest payoff for the overall system. The challenge is how to bring the right parties together to make the best collective decision possible for the long term.

As part of the ITI community, our role is to make a positive contribution – collectively through ITI and individually as leaders in the industry – to shaping that future. We have the opportunity and the responsibility to influence the building of smart, efficient, and truly integrated intermodal transportation systems – freight and passenger. As 2012 comes to a close, I look forward to engaging with all of you on the important questions facing our intermodal industry and our global, intermodal, transportation infrastructure.

Wishing all of you a wonderful holiday season and a very Happy New Year!
ITI Board of Directors News

ITI Board Welcomes New Members in 2012

The ITI Board of Directors elected six transportation industry leaders to its membership roll in 2012. The ITI Board currently consists of more than 50 executives and leaders from freight transportation, passenger transportation, and shipper companies. Elected in 2012 include the following:

Richard (Dick) Alexander, Senior Vice-President for Veolia TransDev, a transportation services provider; Alexander is in charge of transit development activities in North America.

Robert (Bob) Curry, Jr., President and CEO, California Multimodal, LLC, a part of the Cal Cartage group of companies that provide a variety of supply-chain services nationwide and in Mexico.

J. Christopher (Chris) Lytle, Executive Director of the Port of Long Beach in California; Long Beach is the 2nd busiest seaport in the US and the 18th busiest container cargo port in the world.

Marie Lacertosa, Senior Vice President and Director of Supply Chain Management for JCPenney Company; JCPenney is a major American retailer, operating throughout the United States and Puerto Rico.

John R.L. McBoyle, Vice President of Marketing and Sales Intermodal for Canadian Pacific Railway (CP), leading CP’s intermodal marketing and sales activities that include domestic intermodal and international.

Rick Webb, Chief Executive Officer of Watco Companies, LLC, a rail transportation service provider and also the largest car-repair shop service provider in the US. Since 1988, Webb’s primary responsibility has been the growth and strategic direction of Watco.

Additionally, several long-standing ITI Board members retired from the ITI Board and moved to friend status, including Daniel Avramovich, Chairman and CEO, Pacer International; Michael J. Burns, Retired President, Comtrak Logistics; Craig E. Philip, PhD, President and CEO, Ingram Barge Company; and Theodore Prince, Principal, T. Prince & Associates, LLC. Peter I. Keller, Independent Consultant, Peter I. Keller & Associates, LLC, and Mark L. Joseph, Chief Executive Officer and Vice Chairman of Veolia Transportation, also retired from the board in 2012.

Industry Leaders Address the ITI Board in 2012

The ITI Board was very pleased to welcome Michael J. Ward, Chairman and CEO of CSX Corporation, to the March 2012 ITI Board Meeting, held in Savannah. Ward addressed the board on “intermodal growth through education.” John N. Roberts III, President and CEO of JB Hunt Transport, Inc., was welcomed to campus for the 2012 October Board Meeting and addressed board members, students, faculty, and guests at the board dinner.
Scholarships and Growing the ITI MS Program--The Lindsay E. Fox Scholarship

ITI is very pleased that Linfox Australia Pty. Ltd. is the most recent company to establish a scholarship, the Lindsay E. Fox Scholarship. Lindsay E. Fox is the founder of Fox Group Holdings and Linfox Logistics. The son of a truck driver, Fox bought his first truck in 1956 and began the Linfox business. Today, Linfox is one of the largest transportation and warehousing groups in Australia and the Asia Pacific Region, operating more than 5,000 vehicles and 3.2 million square meters of warehouse space across 10 countries. This activity employs more than 18,500 people.

Lindsay Fox was elected to membership on the ITI Board of Directors in 2001 and served until July 2010, when he was elected to ITI Board Emeritus status. Board emeritus status is a lifetime, honorary recognition of the time, effort, and support given to ITI and its programs as a member of the board.

Linfox is a strong supporter of the ITI Executive Masters Program and 14 Linfox employees have been matriculated into the program since its inception in 2002. In fact, Linfox’s Chief Executive Officer, Michael Byrne, is an ITI graduate, Class of 2003, and currently serves on the ITI Board of Directors.

ITI Celebrates the Graduation of the Class of 2012

This June ITI graduated its ninth cohort of transportation management professionals! All 22 graduating students and their families attended the graduation reception and hooding ceremony, where they heard comments from the program’s Dean, James R. Davis, graduating students, and ITI Board Members Craig R. Lentzsch and Richard (Dick) R. Coleman.

This 2012 graduating cohort is ITI’s largest at 22. Eighteen graduates are from freight companies, three from shipping companies, and one from a metropolitan planning organization (MPO) – ITI’s first student from an MPO. With Cohort 9, 157 students have graduated from this degree program. The ITI MS Program has a graduation rate of 99 percent and a retention rate of 97 percent.

Dean Davis welcomed the families who traveled long distances to attend the graduation and hooding ceremony. He commented on the adjustments that family members have to make when partners or parents undertake a graduate program and recognized that earning a degree is often a “team” effort. Several students spoke and thanked the faculty for their assistance throughout their coursework and their families for their support throughout their graduate studies. They commented on...
the impact that the coursework had on broadening their understanding of the transportation industry. They also emphasized the value of new friendships with individuals from different transportation sectors and/or modes that were solidified during their six quarters of study and travel.

Dick Coleman, President of ContainerPort Group, Inc., and ITI Board Member, also addressed the students. He congratulated the cohort on their achievement, stating that the success of the group was a result of intensity of effort, frequent interchange of ideas, and the quality of the content of their work.

And, Craig Lentzsch, ITI Faculty Member and ITI Board Member, remarked on the benefits of this cohort’s diversity in company types and business skills. He added that the ITI Board members and ITI faculty worked hard to design a program that would attract such a diverse group of students and emphasized that the ITI Executive Masters Program is clearly headed in the right direction.
Cohort 9’s Intermodal Travel Seminar to Europe

This April twenty-two ITI students visited Europe where they had the opportunity to tour the Maasvlakte container terminal in Rotterdam; hear a presentation by Port of Rotterdam executives; and engage in discussion with senior-level officers and staff at NATO. They also met with senior executives at APM Terminals in The Hague; visited the Port of Brussels where they heard presentations by the Harbour Master and Inland Navigation Europe (INE); and had the opportunity to hear a presentation relating to the EU-funded container security projects INTEGRITY and CASSANDRA. Transit activities included a trip to London by Eurostar and a day-long visit to Transport for London (TfL), where students heard presentations, visited the control room, and learned about how TfL was preparing for the summer events, such as the 2012 Olympics, the Queen’s Jubilee, etc. The group also visited UITP in Brussels, an international public transportation organization.

Students were accompanied by ITI faculty member Michael Meyer, PhD, and Carol Nappholz, PhD, ITI Educational Programs Director. “This year’s travel seminar offered students several experiences not included in previous seminars, such as the visit hosted by Transport for London and a visit to the Port of Brussels, which included a discussion about the importance of barge transportation in this region of the world,” said Dr. Nappholz.

Upon completion of the travel seminar, students, all of whom hold senior-level positions in the transportation industry, were asked to comment on whether they felt this international learning experience would enhance their value to their company. Almost unanimously, students responded in the affirmative, saying that this exposure to different cultures and different ways of addressing and thinking about issues had given them a broader perspective on a variety of transportation-related issues and made them think more critically about similar issues in the US.
ITI Executives Masters Degree Program Teaches Students To Think “Out of the Box”

As part of their graduate program, ITI students take a Freight Transportation Systems course in July, which permits them an opportunity to hear from, and interact with, transportation leaders and executives from a variety of companies and organizations. The course this July included among others: Panama Canal Authority, The Home Depot, JCPenney, Ingram Barge, National Defense Transportation Association, Greenbrier Equity, Stifel Nicholas, TTX Company, FedEx Express, and Norfolk Southern Corporation.

In addition to hearing presentations and panel discussions, the class engaged in a case study encompassing the past, present, and future of chassis pools. Presentations by George Woodward, President of the ITI Board, and David Sellers, Assistant Vice-President Automotive of TTX Company, provided the framework for this case study. Students’ presentations received feedback from a panel of senior-level faculty and transportation executives, including Bill Shea, Chairman and CEO of Direct ChassisLink.

“IT is critical that the transportation and logistics professional community commit to educating and grounding the next generation of leaders,” said Bill DeWitt, Associate Dean at Maine Maritime Academy, who teaches the course. “That goal is being achieved through this Executive Masters degree program offered through the Intermodal Transportation Institute at the University of Denver, and courses such as this ensure that the fundamental transportation-related business courses are complemented by interactions with industry leaders.”

ITI Welcomed Its 11th Cohort This Fall Quarter

ITI welcomed its newest class to campus this October for the first of five residencies. Cohort 11 is yet another diverse class to enroll since the graduate program’s inception in 1999. During ITI’s 13-year history of providing graduate-level education for transportation management professionals, 157 students have graduated through June 2012, and there are currently 34 students (Cohorts 10 and 11) in the process of completing the program. ITI’s unique Executive Masters Program has a retention rate of 97 percent and a very high graduation rate of 99 percent. Cohort 10 (19 professionals) will graduate in June 2013 and Cohort 11 will do so in 2014. ITI graduates receive a Master of Science in Intermodal Transportation Management from the University of Denver.

This year’s Cohort 11 includes transportation management professionals from Mexico and Singapore in addition to the US. Students are from a broad spectrum of transportation sectors, including rail, trucking, port operations, logistics providers, transit agencies, retail companies, and public transportation solution providers.

“The broad spread of students enrolling in the program is a reflection of the transportation industry’s growing understanding of the need for new approaches to the challenges that confront it in today’s global, intermodal, trade environment,” said Cathryne Johnson, ITI Executive Director. ITI’s graduate program offers an interactive learning experience that provides current and future transportation leaders with the management, analytical, and operational skills necessary to address both business and public-policy issues during these critical times.

A unique feature of the ITI Executive Masters Program is the amount of significant interaction between students and industry leaders that occurs on a regular, quarterly basis. Not only are many members of the ITI faculty team practicing professionals, but they also invite many high-profile guest speakers into the classroom, providing opportunities to renew connections, network, and engage in the ongoing learning process. This key feature of collaboration between industry and academia enhances the learning experience of the students and reinforces the value of continuing and higher education for transportation managers and professionals.
A shipper issues panel was an addition to the 2012 July freight class and ITI Board Member Michelle Livingstone with The Home Depot participated in the discussions.

ITI Board Member Marie Lacertosa with JCPenney Company addresses the July freight class from the shipper perspective.

Lacertosa and Livingstone were joined on the panel by John Isbell, formerly with Nike.

NCIT Director Patrick Sherry, PhD, moderated a lively debate on high-speed rail in July with students, faculty, and board members in attendance.

Many ITI alums returned to campus in October 2012 for a very well attended annual ITI Alumni Association meeting.

Alums visiting during the October ITI Board reception/dinner.
Cohort 10 in class.

Cohort 11 focuses on the "supply-chain game"!!

ITI Faculty and Board Member Stephen D. Van Beek, PhD, discusses passenger-related issues in the July passenger class.
Cohort 11, organized into teams, concentrates on moving goods quickly and efficiently through the supply chain while minimizing the impact on DCs and warehouses.

ITI News

The ITI “How To” Professional Development Program Was Well Attended and Well Received

This November ITI offered its 1 ½ day professional development program for those who are involved in freight transportation services for their companies. The program was held in cooperation with the Intermodal Association of North America (IANA) and held in conjunction with the IANA Intermodal EXPO in Anaheim, California, at the Hilton Anaheim Hotel. Twenty-six participants attended, representing 17 companies.

The program was taught by Chris Norek, PhD, and Brian Gibson, PhD. Dr. Norek has been in the logistics and transportation field for over 25 years in both industry and academia. He also teaches in the ITI Executive Masters Program. Currently a faculty member at Auburn University, Dr. Gibson brings not only supply chain and logistics expertise to this program but also knowledge and experience of the transportation modes and nodes that make up the intermodal freight network.

The instructors, along with transportation industry leaders and executives who participated in a panel discussion, delivered the information on the respective freight modes that will allow the program participants to design a modal-mix for movement of goods that will result in efficiencies and cost savings in their supply chain systems. Topics included the intermodal network processes, including the modes and the nodes; the shipper/carrier relationship; the economic trends of the intermodal freight market; the integration of intermodal into the supply chain; and ways to analyze the success or otherwise of such integration.

ITI is also very appreciative of the corporate sponsorship of the program by CSX Transportation, Florida East Coast Railway, Georgia Ports Authority, Hub Group, Inc., Norfolk Southern Corporation, and Yusen Logistics (Americas) Inc., all of which are represented on the ITI Board of Directors.
Check Out the NEW ITI Videos

ITI recently released six, new, online videos! Check them out at http://www.youtube.com/ITIatDU.

Current students in the ITI MS Program describe how the program is changing their perceptions of the transportation industry and how they have the “opportunity to learn about a lot of different modes and companies” rather than just their “piece of the pie.” They also talk about how the coursework provides information that allows them to “stay current” and to avoid the “silo” mentality that may exist among their various companies. And, unanimously, they emphasize the value of the program’s academic/industry partnership that creates a dynamic classroom environment in which industry leaders from all areas of the transportation arena participate either as instructors or guest speakers, bringing their “real-world” experience into the curriculum and providing significant networking opportunities.

The ITI program is unique among graduate programs in that students come from both the freight and passenger sectors of the transportation industry; the curriculum includes courses that focus on both these sectors; and faculty and guest speakers are industry leaders from both sectors.

In one of the videos, Craig R. Lentzsch, ITI Faculty Member and ITI Board Member, makes the point that an intermodal transportation system means two things – connections and cooperation. ITI understands and communicates this intermodal concept through its rigorous and practical academic program. And, as Lentzsch points out, companies who send their employees to this program receive both immediate and long-term benefits. The immediate benefit comes from the business plan that each student is required to complete addressing a particular need within his or her company. The long-term benefit comes from having a “broader-based, more capable manager” going forward.

ITI worked with Measurable Media Group of Denver, a full-service video production company, to produce the videos.

ITI Discusses MAP-21

ITI hosted a transportation policy forum in early October that involved key industry leaders who discussed MAP-21 and its funding and policy issues. ITI was very pleased to welcome as the moderator of the forum Joshua L. Schank, PhD, President and CEO of the Eno Center for Transportation.

The forum panelists consisted of representatives from both the passenger and the freight side. William W. Millar, ITI Board Member and Retired President of APTA, and Stephen D. Van Beek, PhD, ITI Board Member, ITI Faculty Member, and Chief of Policy and Strategy, LeighFisher, discussed MAP-21 from the passenger perspective. And, William J. De Witt III, PhD, ITI Faculty Member and Associate Dean of Graduate Studies at the Maine Maritime Academy, and James R. Hertwig, ITI Board Member and President and CEO of the Florida East Coast Railway, discussed the issues presented from a freight perspective. The summary of the discussion was given by Michael D. Meyer, PhD, ITI Faculty Member and President of Modern Transportation Solutions, LLC.

He went on to say that “for advocates of an intermodal or systems perspective, the frustrations included:

(1) inadequate funding levels;
(2) the absence of any funded program for national and regional priorities;
(3) the House-Senate divisions that led to the omission of a rail title; and
(4) the needs of freight transportation still did not have adequate priority.

These concerns were balanced against:

(1) consolidating and simplifying many federal surface transportation programs;
(2) encouraging more public-private partnerships and increasing the authorization levels for the Transportation Infrastructure Finance and Innovation Act (TIFIA) and two years of relative stability.”

Threaded throughout the forum discussion, however, was the most chronic problem—where is the revenue going to come from? The method
of providing revenues largely through the current gasoline tax is outdated. People are driving less and cars are becoming more fuel efficient.

In summary, there was agreement on several components that should be included in a new, long-term surface transportation bill—new funding sources; greater priority for nationally significant projects, including projects for freight; and a modally agnostic transportation policy that looks at improving transportation options for users rather than continuing to build modal silos. Van Beek stated that “these policies would finally complete the intent of the Intermodal Surface Transportation Efficiency Act (ISTEA) passed more than 20 years ago.”

To raise revenues from around the country. Representatives from San Diego, Los Angeles, San Francisco, Atlanta, and New York spoke on various local initiatives, presenting successes, failures, and the lessons learned from these cases. With a declining federal role in terms of funding, many stressed the increased importance of local funding and the desire to have less federal restrictions on what funding can be raised.

The next panel focused on the private sector and the various ways that the highway, transit, and aviation industries have used the private sector to finance and assist in transportation improvements. Panelists discussed the growing role of the private sector around the country along with the limitations that it has within the US transportation framework. The panelists reminded the attendees that in many cases the private sector is merely a financing tool and there needs to be a promise of a future revenue source in order to make it successful.

Colorado Department of Transportation Executive Director Don Hunt gave the lunchtime keynote, providing details of Colorado’s experience in raising revenues and some of the key elements of their current initiatives. Following his speech, the forum heard from the third panel, which discussed the federal role in metropolitan transportation funding. The panelists...
In January 2012 the USDOT awarded $3.5 million to a Mississippi State University and University of Denver-led consortium with the theme of “intermodal transportation for economic competitiveness.” The new center will be named the National Center for Intermodal Transportation for Economic Competitiveness (NCITEC) and will work to promote the development of an integrated, economically competitive, efficient, safe, secure, and sustainable national intermodal transportation network by integrating all transportation modes both for freight and passenger mobility.

Building on the longstanding successful partnership of Mississippi State University and the University of Denver through NCIT (National Center for Intermodal Transportation), the consortium members represent a diverse group of universities, including:

- Hampton University
  Hampton, Virginia
- Louisiana State University
  Baton Rouge, Louisiana
- Mississippi State University
  Starkville, Mississippi
- University of Denver
  Denver, Colorado
- University of Mississippi
  Oxford, Mississippi

The new center and its members will serve the transportation industry through research, education, workforce development, and technology transfer activities. Areas of expertise include intermodal planning, safety and security, public policy, workforce development, and economic competitiveness. The NCITEC will focus on the economics, assessment, design, and development of planning methodologies, operational tools, technology, and human resources needed to improve intermodal connectivity, capacity, and to reduce congestion in the nation's transportation system. The NCITEC will also seek to improve the capacity and capability of the workforce to meet the challenges of the increasingly complex passenger and freight transportation system.

Congestion, competition, capacity, and conservation are the major challenges facing the US transportation system that can be met with the adoption of a serious commitment to intermodalism. The intermodal point-of-view involves looking at how individual modes can be connected, governed, and managed as a fully integrated and sustainable transportation system. The fundamental objective of intermodalism is not to optimize a single mode of transportation but to integrate the multiple modes into an optimal, sustainable, and economic system.

With regard to receiving the new grant, NCIT Director Patrick Sherry, PhD, noted that: “The competition included 46 proposals from universities around the country; of those, 10 were selected because of the importance of their theme and the combined team of experts from a group of five, top-tier universities.” In addition, Professor Sherry said that the University of Denver’s endeavor was competitive in two centers, as the University of Denver will also join the Region 8 Consortium under North Dakota State University, located in Fargo, North Dakota. Region 8 consists of a consortium of universities from North Dakota, Wyoming, South Dakota, Utah, Colorado, and Montana.
A New Transportation-Related Major Available in University College’s BACP

ITI was pleased to contribute to the curriculum development of a new transportation-related major for University College’s Bachelor of Arts Completion Program (BACP). The BACP is available online, on campus, or in a combination of both. Topics covered in the new major include transportation safety and security issues, law and policy, economics and finance, international trade, supply chain and logistics, and transportation modes and nodes. Students in the BACP will also develop communication, creative, and decision-making skills.

The BACP is designed and delivered for working adults who have completed at least one year of undergraduate credit. The classes are small so that students will have engaging experiences.

For more information about this new transportation-related major and the complete Bachelor of Arts Completion Program, as well as all the opportunities available at University College for working professionals, please call 303.871.2291 or visit www.universitycollege.du.edu.

ITI Looks Ahead to 2013

White Paper on High-Speed Passenger Rail in the US Is Forthcoming from ITI and NCIT

FORTHCOMING... A white paper discussing high-speed passenger rail in the US will soon be available from ITI and NCIT.

Authored by Anthony D. Perl, PhD, and Andrew R. Goetz, PhD, the white paper examines high-speed passenger rail in the US within the context of the global high-speed rail development.

Perl is Professor and Director of the Urban Studies Program at Simon Fraser University, and Goetz is Professor and Chair of the Department of Geography at the University of Denver.

For information on the white paper, contact the ITI Office at 303.871.7449.

Saying Good-bye to Barbara

It is with definite mixed feelings that we at ITI will say good-bye to Barbara Roberts, the ITI Executive Assistant, in early February. Barbara’s husband has received an offer he “cannot refuse” from Microsoft, and so Barbara and her family will be moving to Seattle, Washington. We are so very happy for Barbara and her family. They have lived in Seattle before and have many close friends there.

We at ITI, however, will sorely miss her. Barbara brought to the office a willingness to work hard as well as capabilities and competencies that greatly increased the efficiency and the output of the office. We wish Barbara and her family all of the best going forward and we know that you will as well.

ITI Board Member Pens Major Intermodal Article for Journal of Commerce

Tom Finkbiner, former Chair and current ITI Board Member, has written the lead article for the intermodal section of the January 2013 Review & Outlook issue of the Journal of Commerce. This important article will be available in the print issue on 7 January and the online issue on 4 January.

To check out this important article on the intermodal transportation industry, log on to JOC.com or enjoy the print edition.
Save the Dates

9 – 10 April 2013, ITI Board Meeting Events
Chicago, Illinois

17 – 22 March 2013, Cohort 10 Australian Travel Seminar
Sydney and Melbourne

7 June 2013, Cohort 10 Graduation Reception and Hooding Ceremony
Craig Hall, University of Denver

15 - 16 October 2013, ITI Board Meeting Events
University of Denver

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