



DR. ART GALLAHER is Chancellor of the Lexington Campus, University of Kentucky, a position he has held since July 1982. Prior to that time, he was Vice President for Academic Affairs at UK after having served as Dean of the College of Arts and Sciences from 1972 to 1980. A former chairman of the UK Anthropology Department, he received his PhD degree from Arizona and holds a tenured full professorship in Anthropology.

OPENING SESSION
Thursday, March 19, 1987

WELCOME
Dr. Art Gallaher, Chancellor
Lexington Campus
University of Kentucky

On behalf of President Singletary, who is in Washington and couldn't be here, the faculty and administration, students, and staff of the University of Kentucky, I want to welcome you to the University of Kentucky campus and to this Conference on Transportation.

It is important to note that previously the University of Kentucky was the site for the Highway Conference co-sponsored by our College of Engineering and the State Transportation Cabinet. The last conference, which was the 23rd conference, occurred in March of 1972. Because of a declining interest at the local level, the Conference was discontinued.

During the past fifteen years, since the last conference, vast changes have come about in the transportation industry. It is quite difficult to overstate the importance of transportation, certainly to the State of Kentucky, if not to the nation and to the world economy, since transportation assumes the characteristic of standing for the vitality of the nation. This Conference has been planned to help increase transportation productivity through leadership and better management.

We have entered an age of global economics, which is based more than anything else upon transportation capability, and the trade-offs in this development are really quite significant. More than seventy percent of all U.S. products now compete with merchandising from abroad. The import share of the U.S. automobile market is in excess of twenty-five percent, and growing. Imports count for at least twenty percent of all other manufactured products sold in this country. Twenty-five percent of our garments and seventy-five percent of our footwear now originate off-shore, and at least one third of the forest products used in construction in this country are now imported. Virtually every nation has expanded in transportation infrastructure internationally, and this is true to even the Third World countries.

Highways in particular are vital to the Kentucky economy. They carry approximately ninety percent of all of the goods that are consumed in the state, so it is very fitting that this 24th Transportation Conference focus on them. In pursuit of its

missions, the University of Kentucky directs its effort in program activities towards performing three primary functions: teaching, research, and service. Our Center has been working aggressively to develop public service programs which serve the needs and interest of the Commonwealth in the transportation area. The sponsors of this Conference are the College of Engineering, the College of Business & Economics, and the College of Law.

It is also our very strong belief that one of the University's objectives is to promote cross disciplinary research and instructional programs and to strengthen our inner institutional cooperative service activities. At no time has the need been greater to increase productivity through leadership and better management.

This 24th Conference on Transportation will provide an opportunity for an exchange of information among all levels of government, industry, and the academic community. Today, whether the organization is a government agency, private business, or university, its management has two primary obligations.

First, it must continue to improve its leadership skills and continue to learn and keep up with technology legislation and current events. This type of conference provides an excellent opportunity for continuing education, and the University should be back into the mode of making it an annual event.

Second, leadership must be encouraged in all employees, and at all levels of the organization, because good management is not enough by itself. Managing is taking care of what has already been created. Leadership, on the other hand, is moving forward to create something new or to make progress. Today if we are to restore our competitive edge, this country needs better managers and better leaders, in both industry and government, and in academia.

The 24th Transportation Conference will be beneficial for the improvement of transportation systems in Kentucky.



C. LESLIE DAWSON, a University of Kentucky graduate with a bachelor's degree in Political Science, has served the Commonwealth of Kentucky for a number of years in a variety of cabinet-level positions including that of Secretary of Transportation and Secretary for the Department of Human Resources. His service to his native state has extended to both major universities in the capacities of Assistant Vice President for Health Affairs, University of Louisville, and Director, Division Management and Organizational Analysis, University of Kentucky.

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WELCOME
C. Leslie Dawson, Secretary
Kentucky Transportation Cabinet

One doesn't accomplish anything in this life, and certainly one doesn't accomplish anything in government, and you certainly don't accomplish anything in the Department of Transportation, without a tremendous amount of help, and a lot of friendship, and a tremendous amount of loyalty from a very dedicated and a very helpful group of people from the lowest county foreman to the highest State Highway Engineer, including the district engineers.

I mention this primarily because of the fact that I have had probably more help and more cooperation than I ever expected to have at any time of government service out of the group that's in the Transportation Department, as well as the current county officials and people in industry.

We accomplish so much more today as a result of good leadership and our abilities to hone that leadership to adjust to modern times. This conference will address the issue of leadership and the emphasis on good leadership; in addition to that, it will focus on what transportation means today in Kentucky and the nation, and how it relates to economic development and our role in the world.

Art Gallaher referred to the fact that one of the things that we need to emphasize in our lives today is increasing productivity. That theme and that slogan could apply to everything in this country at the present time; it could apply to industry; it could apply to transportation, and it could apply to every element in our way of life.

In the past we relied upon our belief that whatever we did and however we did it, it had to be right, because we were Americans, and because we had exceeded in technology and everything else, over and above all of the rest of the world. That is not necessarily absolute today. It means that we must work to keep up, not only with others in this country, but with the rest of the world, in order to improve our way of life, to improve life for all of our citizens, and also to improve the safety and welfare of all of our citizens.

I would say that today, in transportation, the biggest change there is between this conference and the past conference is that we not only are concentrating upon

highways, which will be our main focus, but we are concentrating the emphasis which we must place upon our transportation system in Kentucky.

Improved rail transportation is a very vital factor. We are at the present time very much concerned in Kentucky with the improvement of our ports, for the purpose of improving access to certain areas, not just for the ordinary individual, but for the executives and for the land seekers, plants, and for economic development.

The airports and other transportation facilities in and around the small towns of Kentucky are very vital to whether or not small or large plants locate there. It is a very important part of the Governor's overall program in Kentucky to promote the economic growth and the industrial growth of the state. It is recognized everywhere, by any poll you want to take.

There are three main things that will always come out in that poll, and it doesn't make any difference whether it's just Kentucky -- one will be jobs, one will be education, and one will be roads. They will adjust a position in that order in some place or form. Politically, it's still the same thing in Kentucky: education, roads, and economic development.

The sixty-nine thousand miles or more of roads we have in this state are the responsibility, not only of this department, but also of the counties and the cities. We have ceased to look at it from a parochial standpoint in the Department of Transportation of being concerned only with the state-maintained roads and being concerned only with the rural secondary system. We're very much concerned about the county road system. The Transportation Center of the University of Kentucky does a good job of trying to encourage and educate county maintenance personnel on how to best preserve what they have and how to best build new roads.

With the cooperation which we've had in our snow program, and with cooperation which we've had with the development of airports, and in attempting to improve and preserve the rail system which we have in Kentucky, it has been a joint venture and is a joint venture between the counties, cities, and state. One other element has been added to this government group since the last Highway Conference, and that's the Area Development Districts. I must say, as I've said many times, that I think they have earned their place in helping us, and in helping the counties and the cities do the job that they should do. They have acquired good people; they have good leadership; and they have provided a catalyst for helping cities and counties to deal with special problems that cities and counties would not be able to deal with otherwise.

The ability to focus, on a multi-county basis, on a specific problem is very important, and I would say that the work that we get out of most Area Development Districts has been very valuable and very helpful.

I think this conference will be a landmark in communication among all of us. It brings all of us together to be able to talk among ourselves, understand one another more, and be able to focus on a number of issues which are very important.

Risk management and tort liability are major issues which relate to each and every one of us, not only organizationally, but individually, and I urge the greatest attendance at those conferences. The Center has been able to put together a group of people that I personally know to be experts in the field. The individuals who have been chosen to present these conferences are experts in the field. I cannot emphasize enough how important it is for as many of you as possible to attend these conferences.

The Transportation Center working with the legislature has helped us to get done some of the things that we wanted to get done.

I will be here during most of this conference, and I am looking forward to two most productive days of renewing old acquaintances, meeting new people and helping to accomplish the conference objectives.