

STATEMENT OF  
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NOMINEE FOR U.S. SECRETARY OF TRANSPORTATION  
U.S. SENATE  
COMMITTEE ON COMMERCE, SCIENCE AND TRANSPORTATION  
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Mr. Chairman: I am pleased to have the opportunity to appear before the members of this Committee. It is my intention to answer your questions forthrightly and as fully as I can. I will also welcome your advice and the benefit of your counsel in dealing with the transportation issues before the nation.

Let me say first that it has been a real privilege for me to serve the Government, both in this and earlier Administrations. I am honored that President Reagan has asked me to serve in his Cabinet and, if confirmed, I will make every effort to justify his faith in me and to earn the confidence and support of the American people.

Ultimately, of course, I work -- as you do -- for the people themselves. As Assistant to the President for Public Liaison, I have had occasion to meet with a great many citizens representing a variety of the nation's interests and concerns. Working

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Statement of Elizabeth Dole  
before the Committee on Commerce, Science & Transportation  
January 26, 1983  
Page Two

with them individually and through their organizations, I have come to value their diversity, respect their concerns and admire their perseverance and imagination. Nor have I forgotten the insights gained as a member of the Federal Trade Commission and in the White House Office of Consumer Affairs. I learned long ago the importance of an open door and an open mind. I have no intention of closing either as a member of the Cabinet.

I am most grateful for the outstanding work Secretary Lewis has done over the past two years. I have the highest regard for the way he has handled a broad range of issues, and tremendous admiration for his resolve and his commitment to principle. To the traveling public he has shown both common sense and an uncommon sensitivity. I intend to follow that example. And I look forward to continuing his practice of regular consultations with Congressional leaders and relevant committees. Much has begun to move on the transportation front over the last few years; I know you join me in a desire to maintain the momentum.

I am sure there is no need for me to bring before the very knowledgeable members of this Committee a detailed list of the many important transportation issues before us. While I want to mention a few of those issues, they in no way constitute an exhaustive list. Much has changed since the days when Will Rogers looked at America's highways and concluded that the best way to solve all our traffic problems would be to pass a law that only paid-for cars be allowed to use the public roads. Today's transportation



Statement of Elizabeth Dole  
before the Committee on Commerce, Science & Transportation  
January 26, 1983  
Page Three

planners must worry less about whether automobiles are paid for, and more about whether the roads and bridges they travel are safe and in good repair. We must define the proper relationship of automobile traffic to public transit. We must look to the skies, and move ahead with the modernization of our national airspace system. We must not neglect the rails, nor ignore the opportunity to return Conrail to private sector management. We must be concerned with the need for port modernization and offshore, we must take an interest in the reform of maritime regulations. We must strengthen the partnership between employees and management in the FAA.

Perhaps most important of all, we must take seriously our mandate to safeguard human life. With that objective uppermost, we must be untiring in efforts to curb drunk driving, increase the use of safety belts and child restraint systems, and end the senseless slaughter of innocent lives by those who forfeit a claim to our sympathies by their own irresponsible behavior on America's highways.

Beyond this list, necessarily brief, there are a number of general principles that will guide me in the decision-making process. And there are several objectives that -- with your support and counsel -- I will make every effort to achieve.

Safety in all modes of transportation, for example, will have high priority and I will seek to intensify the Federal focus on transportation safety programs.



Statement of Elizabeth Dole  
before the Committee on Commerce, Science & Transportation  
January 26, 1983  
Page Four

Administratively, I believe with all possible conviction in a style of management that treats employees as partners and allies in a common cause. I view two-way communication as an absolute prerequisite to good administration. And I intend to go on listening, asking questions and thinking carefully about what I am told in response -- just as I have tried to do for the last two years in hundreds of meetings with organized Americans of every persuasion and every perspective. In the course of these meetings, I have had the opportunity to hear from agriculture, business, labor and virtually every other sector of our society and have conveyed their concerns to the highest levels of our government. At the same time, I am keenly aware that good intentions can sometimes be scuttled by bad administration, that the nation's capital and its policy-makers have no patent on wisdom, and that there is nothing incompatible between a government that cares about people and one that cares about spending their money wisely. With this in mind, we will search out new ways to reduce expenditures without curtailing essential services. And we will explore ways to be more effective in motivating people.

We will continue to pursue the process of deregulation whenever it serves the best interests of the public, but we will remain sensitive to the temporary dislocations that changes in regulatory policy can cause. Especially within the Federal/state/local partnership will I seek to reduce the red tape that too often frustrates ambitions and stifles creativity.



Statement of Elizabeth Dole  
before the Committee on Commerce, Science & Transportation  
January 26, 1983  
Page Five

We Americans always have been a people on the move. As inventive as we are restless, our innovators and engineers have created extraordinary opportunities for commerce and the average citizen alike. Nor have we lost our taste for innovation; our appetite for excellence. I regard these as the most exciting of times in the transportation field, when concern over America's infrastructure is at last more than a passing phenomenon, when an economy in flux demands more than ever before from the transportation network. I recall the words of Winston Churchill, written at a time when the old engines of progress were yielding to man's insistence on traveling further and faster than in the past.

"Victory is the beautiful bright-colored flower," wrote Churchill. "Transport is the stem without which it could never have blossomed."

Churchill wrote those words in the late 19th century, in a different era and in a context of strife. But it remains true today that transportation is the lifeblood of a modern economy. We know that it spells the difference between cities that are great, and neighborhoods tinged with despair -- between rural life made prosperous and that lived out on the margin of existence -- between a nation drawn closer in awareness of its own potential and one at odds with that potential.

Because I see such possibilities, and because I know you share my view, I look forward to working with you in serving our nation of travelers.