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- IX. Mr. Frederick W. Smith
  - Chairman, President & Chief Executive Officer -- Federal Express Corporation





**THE DEPUTY SECRETARY OF TRANSPORTATION**  
**WASHINGTON, D.C. 20590**

**MORTIMER L. DOWNEY**

**BIOGRAPHY**

**Mortimer L. Downey is the Deputy Secretary of the U.S. Department of Transportation (DOT), Washington, D.C.**

**In his role as the Department's Chief Operating Officer, he serves on the President's Management Council. He also serves as Chairman of the National Science and Technology Council's Committee on Transportation Research and Development and as a member of the Trade Promotion Coordinating Committee.**

**Prior to accepting President Clinton's appointment as Deputy Secretary, Mr. Downey served as executive director and chief financial officer at the Metropolitan Transportation Authority (MTA) in New York, the nation's largest independent public authority. At the MTA, he was particularly involved in the capital rebuilding of the MTA system. During his twelve years at MTA, more than \$20 billion of capital investment was programmed into its regional transportation facilities.**

**During the Carter Administration, from 1977 to 1981, Mr. Downey was the Assistant Secretary for Budget and Programs at the Department of Transportation. He also was the first transportation program analyst for the U.S. House of Representatives Committee on the Budget and held a number of positions with the Port Authority of New York and New Jersey.**

**Mr. Downey graduated magna cum laude from Yale University in 1958, received a master's degree in public administration from New York University in 1966 and attended the Harvard Business School Advanced Management Program in 1988. He served in the U.S. Coast Guard Reserve holding the rank of Lieutenant Commander.**

**Mr. Downey has been active in numerous professional and civic organizations serving on the Executive Committee of the Transportation Research Board of the National Academy of Science, as a director of the Municipal Forum of New York (a municipal bond group) and of the New York Building Congress. He held the position of president of the New York Metro Chapter of the American Society for Public Administration, has been an active member of the American Public Transit Association, and served on the New York University Alumni Council. He also serves as a fellow of the National Academy of Public Administration.**

**Mr. Downey and his wife, Joyce, have two grown sons, Stephen and Christopher, and two grandsons.**



# Senator Charles S. Robb

## BIOGRAPHY

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### U.S. Senate

Elected to the United States Senate in 1988 with the largest vote total for any office in Virginia's history and re-elected in 1994 in the most closely watched race in the nation, Senator Charles S. Robb continues to concentrate on efforts to reduce the federal deficit, preserve our national security and end discrimination. He is one of only two Democrats and two Republicans to make the bipartisan Concord Coalition's annual deficit reduction honor roll "Tough Choices -- Who Made Them...and Who Didn't" all four years in a row, and has received a number of national awards from veterans and human rights organizations.

Senator Robb currently serves on the Senate Armed Services Committee, the Foreign Relations Committee and the Intelligence Committee and is the only member ever to serve simultaneously on all three national security committees. (On Armed Services, Senator Robb is the ranking member of the Readiness subcommittee and serves on the Seapower and Personnel subcommittees. On Foreign Relations, he is the ranking member of the Mideast and South Asia subcommittee and serves on the East Asia and Western Hemisphere subcommittees.) He's also a member of the Joint Economic Committee and served previously on the Budget and Commerce committees, as well as the Select Committee on POW/MIA Affairs -- where he co-chaired the taskforce that declassified and released vast quantities of information on missing U.S. servicemen.

Continuing his longstanding commitment to education, Senator Robb is leading the effort to wire Virginia's schools to the Internet through a private-public partnership called Net Day East. He has personally helped install cable in schools throughout Virginia and has helped organize hundreds of other volunteers to do the same with the goal of linking all Virginia classrooms to the information superhighway by the year 2000.

As chairman of the Democratic Senatorial Campaign Committee (DSCC) during 1991 and 1992, Senator Robb surpassed all previous records for fundraising and ended his term with the strongest majority for his party in nearly 20 years. He is also a founder and past chairman of the centrist Democratic Leadership Council (DLC) which played a major role in shaping the message of change offered by a another DLC chairman -- President Bill Clinton.

### Governor of Virginia

Prior to his election to the United States Senate, Chuck Robb served as Virginia's 64th governor (1982-86), and is one of only three Virginians in history to be elected to the state's two highest offices. During his gubernatorial term he also served as Chairman of: the Southern Governors Association, the Democratic Governors Association and the Education Commission of States, and was President of the Council of State Governments. His administration is best remembered for fully opening up state government to all of its citizens, increasing education funding by more than \$1 billion -- without a tax increase, creating 400,000 new jobs, helping Hampton Roads become the fastest growing port in the nation and reducing the total number of state government employees for the first time in modern history.

### Military Service

Senator Robb's military career covered 34 years of active and reserve service before his retirement in 1991. He began his active duty at the Marine Corps Officers Basic School in Quantico, Virginia as the class Honor Graduate by finishing first in his class in leadership and first in overall standings. He later served as a military social aide at the White House, where he met and married his wife Lynda Johnson Robb. A Vietnam veteran, he commanded an infantry company in combat and was awarded the Bronze Star with Combat V and the Vietnamese Cross of Gallantry with Silver Star.



### Education

Senator Robb graduated from Mount Vernon High School in 1957, received a B.B.A. from the University of Wisconsin in 1961 and a J.D. from the University of Virginia in 1973. He was a National Merit Finalist in high school, attended college on civilian and NROTC scholarships and was student commander of all ROTC units on campus. In law school, he was a member of Omicron Delta Kappa and the Raven Society, President of the Student Legal Forum and the recipient of the university's 1973 Raven award.

### Family

Senator Robb and his wife Lynda will celebrate their 30th anniversary Dec. 9, 1997. They have three daughters, Lucinda (Princeton '90), Catherine (University of Virginia '92, University of Texas Law School '98), and Jennifer (Duke '00).



# VERNER · LIIPFERT BERNHARD · MCPHERSON & HAND

CHARTERED

**Governor Ann W. Richards**  
Senior Advisor

When Ann Richards was a child, her father told her that she could be anything she wanted to be. During a lifetime of public service and leadership, she has proven him right.

Dorothy Ann Willis was born on September 1, 1933, in Lakeview, Texas. The only child of Ona and Cecil Willis, Ann learned from her parents lessons that would shape her life. "My parents never wanted me to have to work as hard as they did, but that was all I ever saw them do. The message I got was that the only things of any real value in life were family and hard work," she says.

Ann Richards graduated from Waco High School in 1950 and attended Baylor University on a debate scholarship. She earned a bachelor of arts degree at Baylor in 1954 and completed additional course work at the University of Texas at Austin, where she earned her teaching certificate. From 1955 to 1956, she taught social studies and history at Fulmore Junior High School in Austin.

Governor Richards first became active in politics at the University of Texas and remained active while rearing her four children — Cecile, Dan, Clark and Ellen. She volunteered in local and statewide campaigns and worked for causes, most notably, civil rights and economic justice.

In 1976, Richards was first elected to public office, defeating a three-term incumbent for a seat on the Travis County Commissioners Court. At the time, she recalls, "Texas was not noticeably hospitable to the notion that a woman could handle that kind of responsibility."

Six years later, Richards was recruited to run for State Treasurer. She won with more votes than any other statewide candidate on the ballot, becoming the first woman elected to statewide office in Texas in fifty years. In 1986, she was re-elected without opposition.

As State Treasurer, Richards overhauled the agency's turn-of-the-century methods and pioneered banking and investment practices that earned taxpayers more non-tax revenue than all earlier Texas Treasurers combined — more than \$2 billion.

In 1988, Richards delivered the keynote address to the Democratic National Convention, reminding the nation that every election represents an opportunity to unify behind the belief that we can do better — for ourselves, for our children and grandchildren, for our nation.

On November 6, 1990, Richards was elected Governor of Texas. The Richards administration stressed education, public safety, economic development and efficiency.

During Richards' tenure, Texas instituted site-based decision-making in its public schools, allowing parents and educators to take charge of their children's education at the campus-level.

Richards increased prison space, but the release of violent offenders, introduced a nationally respected substance abuse program in Texas prisons, and stood with law enforcement officers in their opposition to assault weapons and cop-killer bullets.

As the state's top saleswoman, she worked tirelessly to recruit and retain companies, making Texas the nation's leader in the number of new manufacturing facilities and new or expanded corporate facilities.

She authorized audits that saved the state \$6 billion, held the line against new taxes, and brought home a record \$17 billion in federal funds for Texas — up almost 75% from the previous administration.

Richards is proud that these successes were achieved by an administration that was the most representative and inclusive in Texas history. She appointed more minorities and women to state posts than the previous two governors combined.

Richards continues her advocacy for the causes and concerns that are dear to her. Since 1995, she has been a Senior Advisor with Verner, Liipfert, Bernhard, McPherson & Hand, a Washington-based law firm with offices in Austin and Houston. She serves on the boards of J.C. Penney, T.I.G. Holdings and the Aspen Institute.

And, she makes as much time as possible for her family — which now includes six "nearly perfect" grandchildren.



**LEIGH B. BOSKE**

Lyndon B. Johnson School of Public Affairs  
University of Texas at Austin

Leigh Boske is Associate Dean and Professor of Economics at the Lyndon B. Johnson School of Public Affairs, University of Texas at Austin. Over a twenty-year period at the LBJ School, his teaching and research interests have focused on transport economics, finance, policy, and regulation. His published research has been on national transport policy, state multimodal planning, seaport finance, railroad economics, U.S.-Mexico transportation and logistics systems, maritime trade and commerce, and managerial efficiency in the domestic trunk airline industry.

Dr. Boske took a fifteen-month leave of absence from the university in 1993-94 to serve as Policy Advisor to the Texas Transportation Commission. During the latter part of 1977 and 1978, he served as a senior staff economist at the National Transportation Policy Study Commission of the U.S. Congress. And he was Chief of Economic and Environmental Analysis at the Wisconsin Department of Transportation from 1973 to 1977.

Over the years, Dr. Boske has been a consultant to the U.S. House of Representatives, U.S. Interstate Commerce Commission, Association of American Railroads, Office of the Governor of Texas, Texas Department of Transportation, and to several other public and private organizations. Moreover, he has been a member of several Transportation Research Board committees, including the Committee on Surface Freight Transportation Regulation and the Committee on the State Role in Railroad Transportation.



## Anne D. Aylward

Anne D. Aylward currently is a Senior Transportation Consultant to the Volpe National Transportation Systems Center in Cambridge, Mass. She has served as Executive Director of the National Commission on Intermodal Transportation established by Intermodal Surface Transportation Efficiency Act (ISTEA). As the former Port Director of the Massachusetts Port Authority, Aylward provided regional and national leadership on maritime and intermodal transportation issues, including service as Chairperson of the American Association of Port Authorities. In 1993, the National Women's Transportation Seminar named Ms. Aylward it's Woman of the Year. She is a graduate of Radcliffe College and the Massachusetts Institute of Technology. Aylward lives in Milton, Mass. with her husband and two children.



### BIOGRAPHICAL SKETCH

**Robert D. Bullard** is Ware Professor of Sociology and Director of the Environmental Justice Resource Center at Clark Atlanta University. Prior to joining the faculty at CAU in 1994 he served as a professor of sociology at the University of California, Riverside and visiting professor in the Center for African-American Studies at UCLA. His scholarship has made him one of the leading experts on environmental justice. He is one of the planners of the First National People of Color Environmental Leadership Summit. Professor Bullard served on President Clinton's Transition Team in the Natural Resources and Environment Cluster (i.e., Departments of Energy, Interior, and Agriculture, and the Environmental Protection Agency). He served on the U.S. EPA National Environmental Justice Advisory Council (NEJAC) where he chaired the Health & Research Subcommittee. He is the author of numerous articles, monographs, and scholarly papers that address environmental justice and public participation concerns. His book, **Dumping in Dixie: Race, Class and Environmental Quality** (Westview Press, 1990, 1994), has become a standard text in the environmental justice field. His other books include **Confronting Environmental Racism: Voices from the Grassroots** (South End Press, 1993), **Unequal Protection: Environmental Justice and Communities of Color** (Sierra Club Books, 1994), **People of Color Environmental Groups Directory 1994-95** (Charles Stewart Mott Foundation, 1994), and **Residential Apartheid: The American Legacy** (UCLA Center for African American Studies Publications, 1994). His most recent book (co-edited with Glenn S. Johnson) is entitled **Just Transportation: Dismantling Race and Class Barriers to Mobility** (New Society Publishers, 1997).



**ROBERT L. CRANDALL**

Chairman and Chief Executive Officer

AMR CORPORATION AND AMERICAN AIRLINES, INC.

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Robert L. Crandall became chairman and chief executive officer of AMR Corporation on March 1, 1985, after serving as president since 1980. He has been a member of American's Board of Directors since 1976. He also serves as chairman and chief executive officer of American Airlines, Inc., and as Chairman of The SABRE Group.

Mr. Crandall joined the airline in April 1973 as senior vice president-finance. In June 1974, he was chosen to head American's marketing organization as senior vice president-marketing and remained in that position until his elevation to the presidency on July 16, 1980.

As American's top marketing executive, and subsequently as the airline's president and chairman, Mr. Crandall participated in developing many of the innovations which stand to American's credit. These include American's SABRE automation system, the AAdvantage program for frequent travelers, a series of major hubs at Dallas/Fort Worth, Chicago, Miami, and San Juan, and the creation of a wide-ranging international route system.

-more-



**Mr. Crandall**

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Among the many national and trade publications that have honored Mr. Crandall for his achievements and executive leadership are *Business Week*, *Industry Week*, *Aviation Week & Space Technology*, *Financial World*, and *Air Transport World*. In April 1997, Mr. Crandall received the Horatio Alger Award, which honors individuals who have achieved success despite challenging life circumstances.

Mr. Crandall serves on the Board of Directors of the Halliburton Corp. in Dallas and US West in Denver. He also serves as a director of the Chicago Lyric Opera, the Dallas Citizens Council, the Business Roundtable, the World Travel and Tourism Council, the Air Transport Association, and the International Air Transport Association.

A native of Westerly, R.I., he is a 1957 graduate of the University of Rhode Island and received a master's degree in business administration from the University of Pennsylvania's Wharton School in 1960.

Mr. Crandall and his wife, Jan, live in Dallas. They have three adult children.

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August 1997



**J.B. HUNT, SENIOR CHAIRMAN  
J.B. HUNT TRANSPORT SERVICES, INC.**

As a living example of the American dream fulfilled, J. B. Hunt guided his billion dollar trucking empire with the same enthusiasm and raw fortitude from which it began. Johnnie Bryan Hunt was born in Cleburne County, Arkansas during the depression and like many men of his generation was forced to sacrifice his education in order to work for his family's survival. He left school after the 7th grade, at the age of 12 to work in his uncle's sawmill. In the years that followed he picked cotton, harvested grain, sold lumber, auctioned livestock, drove a truck, sold lawn sod, invented a rice hull press, designed and built a specialty poultry truck, started several businesses, lost thousands of dollars yet made millions more.

After a stint in the Army, J. B. resumed hauling lumber for his uncles back in Heber Springs, Arkansas. He would sell lumber from Monday to Friday on the road and couldn't come home until his load was sold. This helped to refine his salesmanship craft as well as survival techniques. While working in the lumber trade, J. B. dreamed of one day being able to package wood shavings to be sold to the poultry industry. He would spend the next fifteen years perfecting his idea that eventually would use rice hulls. A year later, he launched his first business venture by purchasing a livestock facility with his cousin. Even though the Sale Barn business did not succeed and was later sold, a more lasting relationship was taking hold. The young, 21-year old auctioneer convinced Johnelle DeBusk, his future wife to be, to come along for the ride. The courtship lasted almost 5 years.

J. B. decided there would be more opportunity in a bigger city, so in 1951 he borrowed \$10 from a friend and caught a ride to Little Rock, Arkansas. With little money left after he rented a room at the YMCA, he sought a job quickly. He landed a spot at East Texas Motor Freight that required him to drive out of Texarkana, Arkansas. Six months later, he had saved enough money for he and Johnelle to marry in January 1952. After about a year, he took a driving job with Superior Forwarding in Little Rock. He spent the next 9 years driving from Little Rock to St. Louis while his bride was home caring for their children, Jane and Bryan.

Toward the end of his career with Superior his route was switched to eastern Arkansas. It must have seemed like banker's hours to the family since he left at 7 in the morning and returned home about 11 p.m. This run took him through Stuttgart where he noticed rice farmers burning off their hulls. He began rekindling his idea of developing a poultry bedding using this waste product. Since he endured long hours over the road, this method of solving problems became his salvation. He pioneered a method of using rice hulls for poultry litter. In order to begin manufacturing this product, the young entrepreneur had to sell stock in his proposed rice hull plant in one week's time. Most salesmen would be awed by this deadline, but J. B. assumed the challenge and triumphed. The time was 1961 and J. B. and Johnelle were embarking on the business adventure of their lives.

After the first year's business lost \$19,000, everybody advised them to close shop. But they had come too far to give in to pressure. They had sold their house and borrowed all the money they could borrow. They simply had no choice but to persevere. The year after, they made a small profit. Then, the next year, more profit. This upward trend continued and still continues today.

In 1969, J. B. Hunt Transport was born. The trucking company was started with five trucks and seven refrigerated trailers. In 1983, when J. B. Hunt Transport Services, Inc. went public, the Hunts finally sold their rice hull business in order to concentrate on the trucking company.

Today, top line revenues are more than one billion three hundred thousand dollars having grown from about \$63 million in 1983, the year of the company's initial public offering. This explosive growth can be attributed to J. B.'s imagination as well as his determination to succeed. J. B. Hunt Transport owns over 7,000 trucks and over 24,000 trailers and containers and employs over 12,000 people. Quite an



**J.B. HUNT, SENIOR CHAIRMAN  
J.B. HUNT TRANSPORT SERVICES, INC.  
PAGE 2**

accomplishment from such humble roots in Cleburne County, Arkansas. One might say that the years of sacrifice, exhaustion, and dejection are all part of the costs associated with building a successful empire.

Hunt is an active senior chairman overseeing J. B. Hunt Transport Services, Inc. includes:

J. B. Hunt Transport, Inc. - the largest publicly held truckload, dry van carrier in the U. S.

J. B. Hunt Intermodal - entered its first intermodal partnership with Santa Fe Railway in 1989 and has since added eleven more agreements with Burlington Northern, Conrail, Union Pacific, Southern Pacific, Wisconsin Central, Florida East Coast, Canadian National, Norfolk Southern, Kansas City Southern, CSX and Illinois Central.

J. B. Hunt Logistics, Inc. - provides dedicated logistics management services.

J.B. Hunt Dedicated Contract Services - customized transportation programs that result in cost effective delivery systems.

J. B. Hunt International - services both Mexico and the provinces of Quebec, Ontario, Alberta and British Columbia.

Lake City Express - a small regional truckload operation in Grove, Oklahoma.

In addition to the company's divisional headquarters, J. B. Hunt and its subsidiaries operate 40 offices in Canada, the United States and Mexico.

At the age of 70, J. B. Hunt remains dedicated to a number of other organizations as well. He is currently a member of the Board of Daystar, Inc., a media ministry of the First Baptist Church of Springdale. He is also a member of the American Studies Institute Advisory Board at Harding University, and a director of the American Trucking Association Foundation. In May 1991, Mr. Hunt was honored by the Arkansas Motor Carriers Association as the first inductee in the AMCA Hall of Fame. In 1993, Mr. Hunt was named to the Board of Directors of the Texas Mexican Railroad, a subsidiary of Transportacion Maritime Mexicana (Mexico's largest steamship company) in March 1993. In 1990, Mr. and Mrs. Hunt were chosen as the Arkansas Easter Seal Arkansans of the Year, the first couple to receive this prestigious award and most recently they received the honor of being chosen as the 1996 Citizens of the Year for the March of Dimes. Mr. Hunt had the distinguished honor of being inducted into the American Academy of Achievement in June of 1993 with the likes of Norman Schwarzkopf, Barbra Streisand, Michael Jordan and former President Jimmy Carter. He most recently received the Transportation Person of the Year award by the Traffic Club of New York in February of 1995 as well as being named the Arkansas Person of the Year by the Arkansas Masonic Lodge in April of 1995. In May of 1995, Mr. Hunt retired his position as Chairman of J. B. Hunt Transport Services, Inc. and accepted the new position as Senior Chairman.

08/97



## **BIOGRAPHY ON DR. NAOMI W. LEDÉ**

Dr. Naomi W. Ledé, received her doctorate from the University of Houston and Masters of Science degrees from Texas Southern University and University of Texas at Arlington. She currently serves as Executive Director of the Center for Transportation Training and Research and Chairperson for Transportation Studies Department in the School of Technology, at Texas Southern University.

She oversees a broad-based transportation program in education, research and training where emphasis is placed on the latest state-of-the-art equipment for use in training and technology transfer. Continuing focus is given to the expansion of curriculum offerings to accommodate changing technology and to prepare students to compete in the global marketplace.

Dr. Ledé serves as Vice Chairperson on the Governor's Transportation Advisory Committee; she serves as a member of the Technical Task Force of the National Research Council, National Academy of Science, Transportation Research Board, Washington, D.C.; and serves as a reviewer of transportation-related articles for the Journal of Urban Affairs. Dr. Ledé served on the Board of the Metropolitan Transit Authority of Harris County for six years. She was presented the Texas Transportation Trail Blazer Award in September, 1993 and was chosen to receive "The Distinguished Alumni Award" from the University of Texas Arlington on November 19, 1993.

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**B.A., Mary Allen College  
M.A. Texas Southern University  
M.A. University of Texas at Arlington  
Ed.D. University of Houston**

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### ***RESEARCH INTEREST:***

Transportation planning, urban community development, land use analysis, public participation, curriculum and instruction, research design and methodology.

### ***SELECTED PUBLICATIONS:***

Ledé, Naomi W., "Suburban Employment Growth and Public Transit Accessibility: A Comparative Analysis, Public Transit Journal (pending).

Ledé, Naomi W., "Optimizing Marketing Strategies to Increase Public Transit Ridership." Texas Transportation Institute, Texas A&M University, 1993.

Ledé, Naomi W., "The Impact of Changing Demographic Trends on Transportation Planning," Southwest Region University Transportation Institute, College Station, Texas.

Ledé, Naomi W., "A Rational Approach to Needs Assessment for Community Colleges and Technical Institutions," Texas Higher Education Coordination Board, Austin, 1990.

Lede, Naomi W., "A Combined Model for Technical and Vocational Programs Vitality Assessment and Socioeconomic Impact Analysis." Texas Higher Education Coordinating Board, 1990.

Ledé, Naomi W., "Regional Public Transit Trends and Projections: Demographic and Transit Use Database" Center for Transportation Training and Research, Texas Southern University, Houston, 1990.



## RESUMÉ

## VITAE

**Dr. Naomi W. Ledé**  
4119 Worrell Drive  
Houston, Texas 77045-3219  
(713) 721-3320 Home  
(713) 639-1841 Business

### EDUCATION:

Ed.D., Multicultural Studies-Curriculum and Instruction  
University of Houston, 1979

M.A., Urban Affairs/Transportation  
University of Texas at Arlington, 1972

M.A., Sociology/Social Psychology and Political Science  
Texas Southern University, Houston, 1955

Postgraduate study in Sociology and Political Science  
Bradley University, Peoria, Illinois, 1954

B.A., Social Science/English  
Mary Allen College, Crockett, Texas, 1953

### EXPERIENCE:

1972-Present

#### TEXAS SOUTHERN UNIVERSITY, HOUSTON

1993-Present

Chairman, Division of Transportation Studies, and Professor of Transportation  
School of Technology Texas Southern University

1993-Present

*Executive Director, Center for Transportation Training and Research, and  
Distinguished Professor, Transportation and Urban Planning.*

1989-1993

*Vice President for Institutional Advancement  
Elected Distinguished Professor.*

1984-89

*Dean/Director, Center for Urban Programs and  
Professor, Transportation and Urban Planning*

1982-84

*Associate Dean, School of Public Affairs  
Director, Urban Resources Center  
Director, Center for Transportation Training and Research*

1975-82

*Assistant Professor, Sociology and Urban Planning  
Director, Urban Resources Center*

1972-75

*Assistant Professor, Sociology and Urban Community Development  
Director of Research*

1970-72

#### UNIVERSITY OF TEXAS AT ARLINGTON

*Research Associate/Urban Intern Funded by the U.S. Department of Housing and  
Urban Development through a cooperative program with the University of Texas  
at Arlington and the Regional Transportation Study Center of the North Central  
Texas Council of Governments, Arlington, Texas*



**EXPERIENCE (Cont'd):**

1969-70

**CENTER FOR SOCIAL SCIENCE RESEARCH, Dallas**  
*Executive Director*  
BISHOP COLLEGE, Dallas, Texas  
*Project Consultant* for Vocational Rehabilitation Project

1967-69

**BISHOP COLLEGE, Dallas, Texas**  
*Assistant Professor, Sociology*  
*Director of Research*  
*Consultant, School Desegregation Project*  
Funded by U.S. Department of Health, Education and Welfare

1966-67

**HUMAN DEVELOPMENT CORPORATION, St. Louis**  
*Program Analyst & Research Consultant*

1965-66

**URBAN LEAGUE OF ST. LOUIS**  
*Director of Research*

1955-65

**TEXAS SOUTHERN UNIVERSITY, Houston**  
*Research Associate*  
*Supervisor, Government Research Projects*

**PROFESSIONAL MEMBERSHIPS:**

American Planning Association (APA)  
Association for Supervision and Curriculum Development  
Transportation Research Board of the American Academy of Sciences  
Conference of Minority Transit Officials (COMTO)  
World Future Society  
Public Transit Association  
University, Aviation Association (UAA)  
Urban Affairs Association  
Iota Phi Lambda Business and Professional Organization

**CONSULTANT SERVICES:**

Technical Advisor, Transit Cooperative Research Program, National Research Council, Transportation Research Board, Washington D.C., 1993

Consultant, Harris County Council of Organizations, Houston, Texas, 1970-93.

Community Advisory Group, Riverside General Hospital, 1980-81 (Provided technical assistance for conducting health assessment/demographic studies for health planning for future growth and expansion), 1979-84

The Woodlands Corporation, a subsidiary of Mitchell Energy and Development, August, 1983.

Resource Advisory Group for Human Services Transportation coordinated by the Texas Department of Highways and Public Transportation, 1979.

Task Force for the 1978 MTA Transportation Plan

State Technical Task Force for conducting public policy studies on the condition of Blacks, Texas State Council of the Urban League, 1979

Mayor's Task Force for the Study of Fourth Ward, 1975.



**CONSULTANT SERVICES (Cont'd):**

Task Force for Urban Education (Funded by the Ford Foundation under a consortial arrangement with the Houston Independent School District (HISD), TSU, and the University of Houston.), 1976.

Consultant, Golden Age Hobby House (senior citizens project), Houston, Texas, 1974-76.

**MEMBERSHIP ON BOARDS:**

Technical Advisor, Transit Cooperative Research Program, National Research Council, National Academy of Science and Engineering, 1993

Liaison with the National Association for Equal Opportunity in Higher Education (NAFEO).

Metropolitan Transit Authority (METRO) of Harris County, 1983-90  
*Appointed by Mayor Kathryn J. Whitmire, Houston*  
Chairperson, Community Relations/Marketing Committee, 1984-90

University Representative for the American Association of State Colleges and Universities, 1993

Vice Chairman for Governor's Public Transportation Advisory Committee, 1993

Governor's Public Transportation Advisory Committee  
State of Texas, 1992 to present

Future Programs Committee  
Regional Mobility Plan for METRO Campaign

Member, Library Editorial Committee  
Houston Public Library, 1992

U.S. Department of Transportation/Urban Mass Transportation Administration (UMTA), Washington, D. C.  
Technical Task Force on Private Sector Initiatives

Recently Appointed to Governors' Public Transportation Advisory Committee

Conference of Minority Transit Officials, Washington, D.C.  
National Executive Committee

Urban Affairs Corporation, Houston, 1976-79 A non-profit organization designed to provide early childhood education for low-income children in the Fifth Ward area.

Young Women's Christian Association (YWCA), Peden Branch, 1978

Houston Metropolitan Ministries, 1977

Texas Association of Developing Colleges, 1977

Martin Luther King, Jr. Community Center, 1977-78

Houston Area Urban League, 1977-78; 1979-85



Houston Citizens Chamber of Commerce, 1977-78

Urban Affairs Association (formerly the Council of Board Members), 1975-79

Texas Guaranteed Student Loan Corporation, 1980-83

Appointed by Governor William P. Clements

Founding Board Member, State Board

United Negro College Fund, 1984-89

Urban Policy Advisory Board, City of Houston, 1978-79

End Hunger Coalition of Houston, 1984-85

Sigma Gamma Rho Sorority (Gamma Phi Sigma Chapter)

**LOCAL, COMMUNITY, STATE AND NATIONAL ACTIVITIES:**

Keynote speaker, American Public Transit Association

Human Resources Conference, San Diego, 1989

Houston-Galveston Area Council (H-GAC)

Multimodal Transportation Committee

Hiram Clarke Civic Club

President, Madison High School PTA

**HONORS & AWARDS:**

1993

Texas Trailblazers Award presented by the Texas Association of Minority Business Enterprise, Austin, Texas

1993

Received Distinguished Alumni Award from The University of Texas at Arlington

1993

Received Texas Transportation Trailblazer Award

1989

Distinguished Service Award for Outstanding Leadership as Director, Center for Urban Programs, Texas Southern University

1987

Selected as one of ten "Women on the Move" by The Houston Post and Texas Executive Women

1986

Judge, International Science and Engineering Fair, General Motors Corporation

1985

Nominee for "Women on the Move" sponsored by The Houston Post

1985

Recognition Award for Outstanding Teaching Skills presented by the Graduate Class in Transportation on, TSU

1985

Special Recognition Award for Leadership and Direction of TSU's Urban Programs. (The Center for Urban Programs was one of the 200 local urban projects saluted as one of the outstanding public service programs at a national reception sponsored by the American Can Company)

1985

Professional Juror, Sesquicentennial Park Design Competition, Central Houston Civic Improvement, Inc.

1985

Featured in Black Women in Houston Exhibit, Houston Lighting & Power Company



**HONORS & AWARDS (Cont'd):**

- |      |   |
|------|---|
| 1984 | One of Houston's Outstanding Leaders, KMJQ-FM Radio   |
| 1984 | One of "Houston's Most Influential Black Women," <i>Black Experience Magazine</i>   |
| 1984 | Meritorious Service Award for Outstanding Service in Education, Community Projects and Urban Affairs, Gamma Phi Sigma Chapter, Sigma Gamma Rho Sorority |
| 1983 | Certificate of Appreciation, Leadership Houston Program, Houston Chamber of Commerce  |
| 1978 | Distinguished Service Award for Community Service, Houston Citizens Chamber of Commerce   |
| 1978 | Outstanding Community Service Award, Houston Black Arts Centers   |
| 1978 | Special Achievement Award in the Field of Education, Sam Houston Alumni Association   |
| 1977 | Matrix Award for Outstanding Community Contributions, Women in Communications, Inc.   |
| 1977 | Outstanding Community Service Award, Black Communications Association, Houston  |

**UNIVERSITY SERVICE/ COMMITTEES:**

- |              |   |
|--------------|---|
| 1980-present | Faculty Representative for the Graduate School on Student Dissertation Committees   |
| 1987         | Directed development of proposal establishing first undergraduate degree at TSU in Transportation -- B.S. in Airway Science   |
| 1985-86      | Grievance Committee, School of Management   |
| 1985         | Chairperson on Federal Aviation Administration (FAA) Proposal Development Committee and Undergraduate Degree in Aviation  |
| 1985         | Chairperson, committee to evaluate registration procedures at TSU, December 4th Retreat   |
| 1984         | Special committee appointed by the President on TSU Enhancement   |
| 1984         | Chairperson, Management and Support Functions Committee for TSU Enhancement   |
| 1980-83      | Planner/Director, The Young Scholars Program for high school students. (This program was a means for recruiting gifted and above average students to TSU. An estimated 25 students who participated in the program enrolled.) |
| 1983         | Institutional Representative, Higher Education Council of Houston   |
| 1975-82      | Faculty Research Committee  |
| 1982         | Developed proposal and plan that established first graduate degree in Transportation -- M.S. in Transportation Planning and Management--at Texas Southern University.   |



1979-81	Research and Development Task Force for the School of Education
1980	Review the Campus Master Plan
1974	Chairperson, committee to develop proposal for Urban and Regional Planning Program, School of Public Affairs
	Graduate Study Council

**PUBLICATIONS:**

"A Survey of Costs Associated with Fuel-Conversion Techniques by Selected Public Transit Systems" August 1995.

Optimizing Route-Specific Marketing Strategies To Increase Public Transit Ridership" May 1995

"An Analysis of the Availability and Public Transit Accessibility of Suburban Employment Opportunities," May 1994.

"A Residential-Employment Matrix for Evaluating Public Transit Service Delivery: Implications For Public Policy and Energy Conservation," August 1994.

Ledé, Naomi W., "Suburban Employment Growth and Public Transit Accessibility: A Comparative Analysis" Public Transit Journal.

Ledé, Naomi W., "Optimizing Marketing Strategies to Increase Public Transit Ridership" Texas Transportation Institute, Texas A & M University, 1993.

Ledé, Naomi W., "Suburban Employment Growth and Public Transit Accessibility: A Comparative Analysis" Public Transit Journal.

Ledé, Naomi W., "Optimizing Marketing Strategies to Increase Public Transit Ridership" Texas Transportation Institute, Texas A & M University, 1993.

Ledé, Naomi W., "The Impact of Changing Demographic Trends on Transportation Planning," a Texas Southern University Center for Transportation Training & Research (CTTR) study conducted for the Southwest Region University Transportation Center, Bryan, 1991.

Ledé, Naomi W., "A Rational Approach to Needs Assessment For Community Colleges and Technical Institutions," Texas Higher Education Coordinating Board, Austin, 1990.

Ledé, Naomi W., "A Combined Model For Technical and Vocational Programs Vitality Assessment and Socioeconomic Impact Analysis," Texas Higher Education Coordinating Board, 1990.

Ledé, Naomi W., "Regional Public Transit Trends And Projections: Demographic And Transit Use Database", Center for Transportation Training & Research, TSU, Houston, 1990.

Ledé, Naomi W., "The Impact of Demographic Shifts on the Transportation System," a short course conducted on meeting social change in the workplace as conducted for Capital Metro,



PUBLICATIONS (Cont'd)

Austin, and the Conference of Minority Transportation Officials (COMTO), July, 1990.

Ledé, Naomi W., "Assessing Program Vitality And Socioeconomic Impact of Technical And Vocational Programs At Postsecondary Institutions," a Texas Southern University study funded by the Texas Higher Education Coordinating Board Community Colleges And Technical Institutes Division under the Carl D.

Perkins Vocational Education Act to determine reliability and validity, June, 1989.

Ledé, Naomi W., "A Combined Model For Technical And Vocational Programs Vitality Assessment And Socioeconomic Impact Analysis," a Texas Southern University final report for a manual of guidelines and procedures for public postsecondary institutions with software and instructions included, funded by the Texas Higher Education Coordinating Board Community Colleges And Technical Institutes Division under the Carl D. Perkins Vocational Education Act, June, 1989.

Ledé, Naomi W. and Larry C. Cooper, "An Assessment of the Disadvantaged Business Enterprise Program of the Urban Mass Transportation Administration," U.S. DOT, May, 1985.

Ledé, Naomi W., "Microcomputer Training For Transit Operators," CTTR - TSU, Rensselaer Polytechnic Inst., U.S. COT- UMTA, 1984.

Ledé, Naomi W., "Samuel W. Houston and His Contemporaries: A Documentary History of Education," a study financed by the Sam Houston High School Alumni Association, Huntsville, Texas, 1982. The study was published by Pha Green, Houston, Texas.

Ledé, Naomi W., "Trends and Problems of Urban Growth: Perspective on the Houston SMSA," OCCASIONAL PAPERS, No. 4. A Publication of the School of Urban and Regional Studies, University of New Orleans. A paper presented at the annual meeting of the Urban Affairs Association, Philadelphia, Pennsylvania, April 14-17, 1982.

Ledé, Naomi W., "The Impact of the New Federalism on Transportation," PROCEEDINGS OF THE HIGHER EDUCATION CONFERENCE ON NEW FEDERALISM, Lieutenant William P. Hobby's Committee on New Federalism, Austin, Texas, May 27-28, 1982.

Ledé, Naomi W., "The Buying Patterns of Black Consumers: A Statistical Analysis," March, 1981.

Ledé, Naomi W., "Management and Citizen Involvement Issues of the 1980's," Institute of Urban Studies Conference, University of Texas at Arlington held at the Stagecoach Inn in Salado, Texas, May 25-27, 1981.

Ledé, Naomi W., "A Portrait of the Disadvantaged," SENSITIVITY TRAINING AND FACULTY DESEGREGATION. A report funded by the U.S. Department of Transportation, Washington, D.C., Confidential Report, 1980.

Ledé, Naomi W., "A Gross Change Analysis of the Labor Market Experience of Upward Bound Program Participants." An Evaluation of the Upward Bound Program funded by the U.S. Department of Labor, Employment and Training Division, 1980.



Ledé, Naomi W., "A Descriptive Study of The Cerebral Palsied Population And Their Families: A Critical Analysis Of Service Delivery," Prepared for Texas Department of Mental Retardation under Development Disabilities Grant DD-115. Ledé, Naomi W., "The World of Children," BILINGUAL PUBLICATION, Vietnamese Children, 1978.

Ledé, Naomi W., "Journey To Iran," A Bilingual Slide Presentation in English and Persian, 1978.

Ledé, Naomi W., "Today's Realities and Tomorrow's Urban Challenges," Presented at the 1978 YWCA Urban Metropolitan Conference, Houston, Texas, November 30 - December 2, 1978.

Ledé, Naomi W., "Transportation as an Urban Economic Problem," Presented at the Economic Education for Clergy Conference, University of Houston, Houston, Texas, December 5, 1978.

Ledé, Naomi W., "An Evaluation Of The Importance Of Transit Services To Minority Groups in Selected Texas Cities," A study funded by the State Department of Highways and Public Transportation UMTA, 1978.

Ledé, Naomi W., et. al., "Mental Health Services For Blacks: Problems And Prospects," Publication of Proceedings of Conference Financed by a Grant from the Texas Department of Mental Health Retardation, NIMH, 1978.

Ledé, Naomi W., "An Investigation And Evaluation Of UTMA Section 16(B)(2) Application Form," Funded by the State Department of Highways and Public Transportation, UMTA, 1977.

Ledé, Naomi W., "The Status of Black Texas - 1977," A paper presented at the Texas State Urban League Conference in Austin, Texas, March, 1977.

Ledé, Naomi W., "Strengthening Organizational Capabilities For Transportation Planning," Funded by a grant from the U.S. Department of Transportation, U.S. Office of University Research, 1977.

Ledé, Naomi W., "A Study of the Needs, Problems, and Opportunities for Recreation in Selected Urban Neighborhoods, Houston, Texas," (Funded by the U.S. Department of Interior, Bureau of Outdoors Recreation, South Central Regional Office), 1977. Monograph.

Ledé, Naomi W., "Social Environmental and Attitudinal Factors Associated With Highway Planning," Financed by a grant from the Federal Highway Administration, Texas Department of Highways and Public Transportation, 1976.

Ledé, Naomi W., "Community Development Resources Handbook," An URBAN RESOURCES CENTER PUBLICATION, May, 1976.

Ledé, Naomi W., "Secondary Impacts of Highway Construction and Planning," A paper presented to the Council of University Institutes for Urban Affairs, February, 1976.

Ledé, Naomi W., "A Survey of Supportive Service Opportunities and Interagency Linkages in Manpower-Related Agencies," City of Houston, April, 1976.

Ledé, Naomi W., "A Model For Urban Community Development," Financed by a grant to a consortia, Positive Futures, Inc., Department of Health, Education, and Welfare, 1975-76.



PUBLICATIONS (Cont'd)

Ledé, Naomi W., "Legal Constraints And Social Cost Considerations Of A Modular Integrated Utility Facility," A study financed by a grant from the Johnson Space Center (NASA), January, 1975.

Ledé, Naomi W., and Linda E. Brown, "Public Involvement: A Guide To Action," 1975.

Ledé, Naomi W., "Innovations in Higher Education: With Emphasis on Curriculum Reform," Presented at Curriculum Conference sponsored by Morgan State College, Baltimore, Maryland, January, 1975.

Ledé, Naomi W., "Value Systems in Land Use Policy: Sociological Implications," A paper presented at the Southern and Mid-South Regional Conference of the Council of University Institutes for Urban Affairs, University of Arkansas at Little Rock, February 6-7, 1975.

Ledé, Naomi W., "Public Opinion: What Does the Public Expect From Us?," A paper presented to the Transportation Institute, Texas A & M University, December 10, 1975.

Ledé, Naomi W., "Citizen Participation: A Functional Analysis," Financed with a grant from the Faculty Research Committee, Texas Southern University, 1974.

Ledé, Naomi W., "A Guide To Program Evaluation, Vol. 1," An Urban Resources Center Publication, November, 1974.

Ledé, Naomi W., "Urbanization: Its Origin, Growth, and Human Impact," Presented at the International symposium on "Urbanization in the Third World," supported by a grant from the Bureau on Cultural Affairs in the U.S. Department, Texas Southern University, December 5-7, 1974.

Ledé, Naomi W., "Transportation Needs and Captive Ridership," Unpublished paper presented at a Conference on Transportation at Southern Methodist University, 1973.

Ledé, Naomi W., "Urban Community Values, Attitudes, And Highway Planning Process," Urban Resources Center, February, 1973. Monogram.

Ledé, Naomi W., "Urban Minority Groups In Houston: Problems, Progress and Prospects," Texas Southern University, March, 1973.

Ledé, Naomi W., "Community Development: A Neighborhood Planning Process," Texas Southern University, April, 1973.

Ledé, Naomi W., "Voluntary Urban Relocation," Published by Houston-Galveston Area Council, Houston, August, 1973.

Ledé, Naomi W., "Travel Characteristics of Minority Groups In North Central Texas," Unpublished Master's Thesis, University of Texas at Arlington, August, 1972.

Ledé, Naomi W., "A Training Manual For New Careers For The Handicapped," Published under Vocational Rehabilitation Grant, U.S. Department of Health, Education and Welfare, 1971.

Ledé, Naomi W., "A Pilot Study to Evaluate Citizen Participation for Policy Planning," Funded by the U.S. Department of Transportation, Washington, D.C., 1970-80. A grant from the Office of University Research.



**PUBLICATIONS (Cont'd)**

Ledé, Naomi W., *"Transportation Problems and Their Impact on Black Families,"* a paper to be included in a book by the National Urban League Conference.

Ledé, Naomi W., *"Challenge And Response: Curricula Offerings For the 1970's,"* National Endowment for the Humanities Grant, 1970.

Ledé, Naomi W., *"Sensitivity Training And Faculty Desegregation,"* U.S. Office of Education, Department of Health, Education and Welfare Grant, 1969-70.

Ledé, Naomi W., *"Capitalism: A Challenge To Minorities,"* ECONOMIC QUARTERLY REVIEW, VI, No. 1, (April, 1969).

Ledé, Naomi W., *"An Examination of the Housing Situation in Dallas,"* A Report compiled for the National Urban League, 1969.

Ledé, Naomi W., *"Socioeconomic Status Of The Nonwhite Community in Dallas,"* A special report to the Committee on Wages and Employment, House of Representatives, State of Texas, November, 1968.

Ledé, Naomi W., *"The Black Voter In Dallas: A Study of Political Socialization,"* Center for Social Science Research, Dallas, 1968.

Ledé, Naomi W., *"A Feasibility Study of Saint Mary's Infirmary,"* Saint Louis: Catholic Archdiocese of Saint Louis, 1966.

Ledé, Naomi W., *"The Negro Population of Madison, Wisconsin,"* Community Welfare Council of Madison, Wisconsin, 1966.

Ledé, Naomi W., *"The Nature And Causes Of Urban Blight,"* RESEARCH BULLETIN OF NUL, Vol. VI., No. 2, May, 1966.

Ledé, Naomi W., *"A Special Analysis of the Comprehensive Manpower Program for Saint Louis County, State of Missouri,"* United States Office of Economic Opportunity Report, 1966.

Ledé, Naomi W., *"An Appraisal of the Community Work Experience Program,"* Created through the Nelson amendment, U.S. Office of Economic Opportunity, 1966.

Ledé, Naomi W., *"Readings In Urban Transportation And Community Organization,"* Financed by a grant from Community Service Program (DHEW, Title I, 1965) Coordinating Board, Texas College and University System.

**RECENT PUBLICATIONS:**

Ledé, Naomi W., Stokes, Robert W., et. al., *"Creative Contracting and Privatization,"* (In Publication)

Ledé, Naomi W., Stokes, Robert W., et. al. *"An Examination of Suburban Development Patterns, Mobility and Travel Needs,"* (In Publication)

Ledé, Naomi W., Lewis, Carol et. al., *"A Study of Transit Alternatives In the H. B & TSU Railroad Corridor,"* (In Publication)

Ledé, Naomi W., et. al. *"An Examination of the Locational and Employment Characteristics of Suburban Activity Centers,"* (In Publication)



Ledé, Naomi W., Transportation Planning And Community Development. Proceedings of a conference financed by a grant from the Community Service Program (Title I HEA, 1965) administered by the Coordinating Board, Texas College and University System, 1977-78.

Ledé, Naomi W., De facto School Segregation in Saint Louis. St. Louis Urban League, Inc., 1966.

Ledé, Naomi W., A Study of Black Teenage Unemployment and Work Orientations. (In Publication) WESTERN JOURNAL OF BLACK STUDY, 1984.

Ledé, Naomi W., The Buying Patterns of Black Consumers: A Statistical Study. HOUSTON BUSINESS JOURNAL, 1981.

Ledé, Naomi W., An Evaluation of the Campus Master Plan. Texas Southern University, 1981-82.

Ledé, Naomi W. Robert Stokes, and Boma Afiesimama, Baseline Projections on the Sociodemographic, Economic, and Technological Trends on Regional Transportation Needs. Study funded by UMTA--in progress.

Ledé, Naomi W., A Demographic And Attitudinal Study Of Black Housing Preferences. A study financed by a grant from The Woodlands Corporation, a subsidiary of Mitchell Energy and Development, August, 1983.

Ledé, Naomi W. and Linda E. Brown. A Survey Of The Status Of KYOK-AM Radio Programming In The Houston SMSA. A study financed by All-Pro Broadcasting, Inc., 1982.

Ledé, Naomi W. and Larry C. Cooper. The Behavioral Foundations Of Suburban Housing Choices. A study financed by a grant from the Woodlands Corporation, a subsidiary of Mitchell Energy Development Corporation, December, 1983.

#### PROFESSIONAL PAPERS:

"Public Awareness and Public Transit Ridership," A paper presented at the conference on Transportation for the Elderly and Handicapped, Sarasota, Florida, August, 1983.

"Training and Employment Opportunities for Minorities in the Transit Industry," A paper presented at the Symposium of Urban Public Transit and Minorities sponsored by Morgan State College, Baltimore, Maryland and the American Public Transit Association (APTA). The conference was funded by a grant from the Urban Mass Transportation Administration, Washington, D.C., September 14-16, 1983.

"University Transit Center's Session," Served as moderator for the workshop at the Annual Meeting of the American Public Transit Association, Denver, Colorado, October 23-27, 1983.

"Transit Research and Management Development at Texas Southern University: A Public/Private Sector Model," A paper presented at the 63rd Annual Meeting of the Transportation Research Board, Washington, D.C., January 16-20, 1984.



**PROFESSIONAL PAPERS (Cont'd):**

*"A Strategic Approach to Public Transportation Research and Training,"* A paper presented at the Twelfth Annual Texas Public Transportation Conference, Waco, Texas, April 30-May 3, 1984.

*"Current Policy-Making Issues in Public Transit,"* A paper presented at the conference of Minority Transportation Officials, Washington, D.C., September 28-29, 1984.

*"American Public Transit Association annual Meeting, and International Public Transit Expo '84,"* Washington, D.C., September 30-October 4, 1984.

*"Operating and Management Personnel for Transit Systems,"* served as Co-Chairman for workshop at the National Research Council's Transit Research Board Committee Meeting, Williamsburg, Virginia, October 29-31, 1984.

Urban Mass Transit Administration University Centers Directors Meeting, Florida A & M University, Tallahassee, Florida, December 9-11, 1984.

*"Disadvantaged Business Enterprise Programs/Women Business Enterprise: Opportunities and Constraints,"* a paper presented at the Third Minority Transit Symposium sponsored by the Minority Affairs Committee of APTA, November 13-15, 1985, Atlanta, Georgia.

Moderator for the *"Urban Development and Transportation in Texas Conference,"* sponsored by the American Planning Association, November 15, 1985, Houston, Texas.

**RESEARCH GRANTS:**  
1983 - 85

A Grant to Study *"Career Opportunities in the Transit Industry,"* funded by the Urban Mass Transit Administration, 1983- 1984 (\$100,000).

A Project designed to study how to *"Increase Public Awareness of Public Transit Ridership Among Special User Groups,"* funded by the Urban Mass Transit Administration, 1983 (\$122,000).

A Project designed to develop a *"University Center for Transit Training and Management Development,"* 1983 (\$125,000).

A Project designed to establish an *"Airway Science Curriculum and Facilities at Texas Southern University,"* 1985 (\$1,173,400).

A Project designed to *"Support the Planning, Development, and Conduction of a Summer Faculty Workshop for Minority Institutions"* 1985 (\$171,908.79).

A Project designed to *"Conduct a 1986 Symposium on Public Transit and Minorities,"* 1985 (\$142,678).

A Project designed to *"Assess Future Travel Demands at Houston Intercontinental Airport,"* (Subcontracted with Turner, Collie & Braden and the City of Houston Aviation Department), 1985 (\$25,000/Estimated)

**SPECIAL INTERESTS:**

Program planning and evaluation, teaching, research and policy planning, community organizational theory and development, transportation planning, public opinion research, land use and urban planning, and multicultural studies.



**ADDITIONAL CURRENT INFORMATION:**

Developed a proposal for a \$231,168 grant from the F.A.A. (Federal Aviation Administration) for the Airway Science Degree Program. The degree program offers two undergraduate concentrations -- B.S. Airway Computer Science and B.S. Airway Science Management.

Developed a proposal for a \$60,000 grant from the Texas Higher Education Coordinating Board. The proposal entitled "*A Combined Model to Develop Program Assessment and Socioeconomic Impact Analysis*," evaluates community colleges and includes a software package.

Dr. Naomi W. Ledé traveled to Oklahoma City, Oklahoma to attend the Federal Aviation Administration's Airway Science workshop, June 16-17, 1988.

Dr. Naomi W. Ledé traveled to Austin, Texas to participate in the Texas Higher Education Coordinating Board's Task Force Meeting, August 15-16, 1988.

Received a \$57,000 grant in 1988 from the Texas Higher Education Coordinating Board, Texas College and University System to "*Determine the Validity/Reliability of Program Vitality and Socioeconomic Impact Variables*" to be used by postsecondary community and vocational institutions in the state for program evaluation and assessment.

Developed and received successful approval of four-year funding for the project, "*Baseline Projections on the Sociodemographic, Economic, and Technological Trends on Transportation Needs*."

The project is part of a research consortium in conjunction with Texas A & M University in the amount of \$96,000.

"*Creative Contracting /Privatization Study*," a proposal submitted to the Urban Mass Transportation Administration, November, 1988. The study will be conducted in cooperation with Barry Goodman and Associates (private firm), Texas Southern University and Metropolitan Transit Authority.

Dr. Naomi W. Ledé was recently appointed to serve on the Board of the Association for Community Television (ACT) Channel 8-KUHT.

Dr. Naomi W. Ledé was appointed to the Advisory Panel for the Interracial Council for Business Opportunity and Urban Mass Transportation Administration.



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FREDERICK W. SMITH

CHAIRMAN, PRESIDENT AND CHIEF EXECUTIVE OFFICER

Frederick W. Smith is Chairman, President and Chief Executive Officer of Federal Express Corporation, the world's largest express transportation company.

Smith graduated from Yale in 1966 and served as an officer in the U.S. Marine Corps until 1970. He founded Federal Express in 1971. Best known for setting industry standards with its innovative use of technology and service excellence, in 1990, FedEx became the first company to win the Malcolm Baldrige National Quality Award in the service category, and in 1994 became the first global express transportation company to receive simultaneous worldwide ISO 9001 certification.

Federal Express operates a fleet of more than 580 aircraft composed of Boeing 727s, McDonnell Douglas DC-10s and MD-11s, Airbus A300s and A310s, Fokker F-27s and Cessna 208s. The company has approximately 130,000 employees and operates more than 38,000 computer and radio-equipped vehicles worldwide.

The company reported revenues of \$11.5 billion for its fiscal year 1996, which ended May 31. Federal Express delivers more than 2.8 million documents, packages and freight shipments each work day to 212 countries throughout the world.

Smith serves as a director on the boards of various transport, industry and civic organizations.

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