It is a common ploy to open a conversation with the announcement that “there is good news and bad news.” In this case, I have to say that there is good news and better news. Of course, it is always a bit dangerous to say something like that. It tempts the gods who are ever vigilant in keeping human beings from getting too big for their boots, and so seem to keep a terrible balance between the good and the bad. But things are looking up for UMTI, and we must celebrate our triumphs when they come.

The good news is that UMTI has secured a contract to work on an evaluation of the new food distribution program, Nutrition North Canada (NNC), which was brought in to replace the Food Mail Program (FMP) on April 1, 2011. The FMP, or the Northern Air Stage Program, had been charged with managing aspects of food delivery in the North since the late 1960s. We also had a really successful Fields on Wheels Conference (FOW) on November 9, with over 100 attendees, and a second conference on northern transportation issues in March of this year.

The better news relates to the future of UMTI, but to write about that involves first of all a look at the past. Historically, UMTI has always had the objective of acting as a centre of independent research in transportation and bridging the gaps among industry, government and academia. Achieving these objectives has always been a challenge, but we now have a second challenge that involves UMTI’s relationship with the Department of Supply Chain Management (SCM) in the I.H. Asper School of Business.

The SCM Department was formally established in 2004 with the assistance of what is known as the Council for Post Secondary Education (COPSE). The Council recommended that the new Department work in collaboration with UMTI to create what it called “A Centre of Excellence” in transportation and supply chain management. The objectives that COPSE established for the new Centre were:

1) To educate students in logistics, transportation and SCM.
2) To develop a pool of experts in transportation, logistics and SCM.
3) To conduct research in transportation, logistics and SCM and develop the transportation databases to support growth of the Manitoba economy.
4) To provide training for individuals in technological transfer and in transportation, logistics and SCM operations.

While we have made some progress towards meeting these new objectives, progress has been a little slower than we would have liked. However, the Centre of Excellence concept remains valid, and our new challenge is to create an active synergy between the Department and UMTI to accomplish the goals that the Council established. Working together in new and innovative ways, our goal is to become the premier academic policy development centre in western Canada in the areas of transport and supply chain management.

So how are we going to do that?

In 2011, we completed a comprehensive review of where UMTI now stands. A number of the readers of Dispatch...
were contacted and provided input to that work. Up to 2011, the positions of Director of the Institute and Head of the new Supply Chain Department had been rolled into one, and for most of that time, Dr. Paul Larson had performed the duties of both. The first recommendation of that review was to separate the two positions, and so in January of 2011, I was appointed as Acting Director of the Transport Institute, leaving the SCM Department Head free to devote himself full time to those duties. Dr. Ron McLachlin was then appointed as Department Head of SCM and continues in that role. Through the spring of 2012, we worked towards developing a more detailed business plan to carry the vision forward. As part of this effort, we consulted with a small group of advisors consisting of Diane Grey, the CEO of CentrePort Canada, Sandi Mielitz, a former VP of CN Rail (now retired), Barry Rempel, the CEO of the Winnipeg Airports Authority, and Ed Tyrchniewicz, the founding Director of UMTI and now a Senior Scholar in the Department of Agriculture. This group was chaired by Dr. Michael Benarroch, the Dean of the Asper School of Business.

The main elements of this business plan are to recruit a permanent director for the Institute, to create a new level of collaboration between the Department of Supply Chain Management and UMTI and to re-create the kind of contact that UMTI enjoyed with industry and government in the past. Late last fall, Dr. Benarroch accepted that plan as a basis for moving forward, and, as some of you will be aware, we are now seeking a permanent director for the Institute.

We are excited about the future, and, after its initial teething problems, excited about the possibilities for the proposed “Centre of Excellence.” While the Institute, for some time, has not had the presence it once did, we are confident that, combining its strengths with the strengths of the SCM Department, it is poised to grow and fulfill the goals that were held out when the new Department was formed.

**Miscellaneous**

What does a Director of the Transport Institute do besides directing? That depends a lot on the Director in question, but part of what I have done is to continue to do research that I had underway as part of my responsibilities when I was teaching in the SCM Department. So that entailed a couple of things.

First, as some of Dispatch’s readers may know, I spent many years in the western Canadian grain industry before coming to the Asper School in 2003. Most of that time was spent on transportation issues, and since taking on my position here, I have spent a lot of time reflecting on my grain experience, and trying to explain why that industry is so interesting and challenging. I have, over the past few years, written and published a number of papers on the grain industry – not always dealing only with transportation, but looking a little more broadly at the industry. Last year (2012) I presented a paper at the Canadian Transportation Research Forum (CTRF) in Calgary on why I think we may still not have gotten grain logistics right (although my friends tell me that it is working well now, so maybe I was wrong).

This year, I attended two conferences, where I presented papers on various aspects of the grain industry and transportation. The first was the Administrative Sciences Association of Canada, where I presented a paper on my favourite thinkers, a woman by the name of Jane Jacobs. She is best known for her work in urban issues, but she also wrote about economics, and when I read her book, Systems of Survival, a number of years ago when I was still involved in grain, it helped me to understand some of the peculiarities of the grain industry.

I gave a similar paper in 2009 to CTRF for those of you who might have access to the proceedings of that conference. I can’t recommend Jacobs’s ideas too strongly to people who want to understand the interplay between the public and private sector, not only the grain industry, but transport as well.

The second conference was the annual meeting of the Agricultural History Society, a large U.S. group that, for the first time ever, held its meeting outside the United States. I talked there about the disappearance of Agricore United and the changes that have engulfed (there is no other word) the grain industry in the last decade.

So you see, being Director of the Institute can involve a person in many things besides directing. And that is part of our vision for the Institute – to take it and the Centre of Excellence beyond the day to day issues of transport and SCM, and to integrate the discipline in the wider world of ideas about how the world works.

Is that a worthy goal? I invite your comments to earlpd@ms.umanitoba.ca

- Paul Earl, Acting Director, Transport Institute
You’re one degree away from the career of your dreams

Break new ground in your career and your life with an Asper MBA

**FLEXIBLE PROGRAMMING**
Customize our program to fit your life. Earn your degree in one year, or take up to six. The choice is yours.

**INFORMATION SESSIONS**
Register online. Discover how the Asper MBA will transform your career – and your life.

umanitoba.ca/asper/mba
With the introduction of legislation Bill C-18, which led to the end of the Canadian Wheat Board’s monopsony, the Canadian agribusiness industry faces some potentially turbulent times. Although the open market system has only just recently started, stakeholders have begun to speculate how the new market environment may develop. In November UMTI and Westac presented the 2013 Fields on Wheels conference, bringing together members of the Canadian agribusiness supply chain to report on the status of the industry and examine its future as a new marketplace develops.

Supply

According to Chris Ferris, Senior Grains Analyst for Informa Economics Inc., although the elimination of the “single-desk” system is a big impact to the international industry, its immediate effects were not as obvious due to droughts in the United States and “Black Sea” region (Russia, Ukraine, Kazakhstan). The droughts in the Black Sea reduced grain production by forty million tonnes, which has resulted in rumors of an export ban, leading to opportunities for North American growers. For the 2012/13 season, it is estimated that Canada will export 18,850 thousand tonnes (approximately 57% of the total national supply) of wheat, representing an increase of 7% from the previous season.

Marni Donetz, a market intelligence specialist from MAFRI, reported that the American drought produced a double-sided effect for the Canadian livestock sector. On the one-side, Canadian farms were experiencing lower feed costs, due to available feed and forage for livestock. However, market prices were lower as American farms dumped livestock due to the rising food costs. Overall, despite market volatility hog prices have risen over the past three years and are projected to continue to increase. Similarly, cattle prices have been reaching record levels.

Demand

Dr. Livio Di Matteo, Lakehead University, gave an overview of the economy at the provincial, national, and international levels. Overall, the American and European markets are slowing (or in some cases, declining), resulting in a reduced demand for Canadian products. As part of a long-term federal strategy, Canada is shifting away from the United States as its (largely) sole trading partner and moving towards a diversified strategy by pursuing markets in Asia (China, India) and Europe. Dr. Di Matteo noted that these markets, along with Latin America (Mexico, Brazil) and Africa (South Africa), represented new trade opportunities for Canada. This is primarily due to rising personal incomes and an increasing middle class with a taste for North American diets and food products. Although these markets are growing, Dr. Di Matteo suggested that Europe and American markets should not be overlooked as they represent established populations and demands.

Michael Hart, Carleton University, expressed similar views on the growing international middle class and its demand for North American products. In particular, Mr. Hart noted that at present, the middle class of China (230 million people and growing) is larger than the middle class of the United States. In addition, after moving from a protectionist strategy and opening its borders to other countries, India has begun to expand its middle class.

Distribution

Mark Hemmes, Quorum Corporation, noted that it is still too early to tell if the change to the single desk market will affect the logistics of wheat transport. There has been an increase in multinationals entering the Canadian market. However, at this time their activities have been limited as they establish administration and infrastructure. According to Mr. Hemmes, it may just be a matter of time. There was early speculation that grain flows would move to a North American market. Although this happened, the demand was likely due to the effects of the drought and may not
represent a developing trend. This was verified by Murray Hamilton, of Canadian Pacific, who noted that wheat shipments to the United States had increased by 78% over the five year average. CP also experienced an increase in traffic to Vancouver, which had been expected. This was attributed to high prices and low production globally, combined with low vessel rates in Vancouver. During this period shipments to Churchill were reduced significantly. Despite some initial worry that Thunder Bay would degrade into a secondary outlet to coastal ports and other North American domestic shipping, CP actually increased shipments by 15%.

Thunder Bay Port Authority CEO, Tim Heney, noted that on average the port handles 6 million tonnes of grain annually. As 75% of that traffic was for the CWB, the port questioned what would happen with the introduction of the single-desk operating environment. Following the end of the CWB monopoly, the port experienced a surge in grain shipments. However, Mr. Heney acknowledged that it was too soon to attribute this solely to the change in legislation.

What Does the Future Hold?

The final session of the conference was a panel discussion. To open the session, the panelists were asked “What do you see ahead for Western Canadian agriculture, a new Golden Age, a Dark Age, or business-as-usual?”

Keith Bruch, Paterson GlobalFoods Inc., noted that based on the price of grain, the cost of fertilizer, and a generally good crop yield, “it is a wonderful time to be a farmer in Western Canada”. To maintain high levels of return on equity and investment (and continue farmers’ success) in the future, Mr. Bruch highlighted several key drivers:

- Supply; In general agricultural commodity values are not driven by demand, but rather by supply. This year, the global market faced significant supply shortages due to weather in the United States, Black Sea, and South America. To predict prices going forward, analysts must be able to predict the weather (which is a challenge).

- Technology; With a growing demand for cereal products (it is estimated that the world population will reach 9 billion by 2050), increased focus and capital is being directed towards increasing yields. This includes seed technology and GM wheat.

- Political Environment; Government commitment to ethanol development in the United States, Canada, and Europe has led to an increased demand for food-based fuel commodities (e.g. corn, grains, etc.). In addition, non-food based fuel commodities may represent an opportunity for farmers in Western Canada.

Paul Earl, Transport Institute, agreed that with a growing population and a fixed amount of arable land, food prices will continue to increase. However, he noted that any gains made in price increase would be largely negated due to rising energy costs (transportation costs) and climate change (reducing production output).

John DePape, FARMco, reflected on the complexity of predicting the grain markets. The volatility of growing demand, decreasing supply makes prediction of the markets extremely difficult. In the future, this volatility will require management changes at the farm level.

At the present, it is too early to tell what effect the dismantling of the single desk system will have on Canadian agribusiness industry. Analysis of the industry during both high and low times is needed for stakeholders to navigate this new environment.

Thank you to all of our speakers, participants and sponsors for helping to make this event a success!
17th Annual
Fields on Wheels
Conference

November 9, 2012
Terrace Room, Radisson Hotel

Sponsored in part by:

General Conference Sponsors:
Aikins, MacAulay & Thorvaldson LLP
Cando Contracting
St. Lawrence Seaway Management Corporation
Change is the only constant in the agribusiness industry. Just when prices, tastes or trade relations seem to have stabilized, something new comes out of “left field” to create new challenges and opportunities. Early identification of trends is the best defense. You should participate in this packed day if you are a stakeholder to this critical industry, whether as a producer, a logistics service provider, a policymaker, regulator, academic or a customer. Visit www.umti.ca to register online, or fax this form to us at 204.474.7530 – space is limited, so reserve your spot today!

---

**REGISTRATION FORM**

| NAME ___________________________ | TITLE ___________________________ |
| ORGANIZATION ____________________________________________________________ |
| ADDRESS ____________________________________________________________________ |
| POSTAL CODE ___________________ CITY ____________________ PROV _______________ |
| TELEPHONE ______________________ FAX ______________ |
| E-MAIL ADDRESS ____________________________ |

Please advise us if you have any food restrictions (allergies/vegetarian, etc.)

---

**EARLY BIRD RATE**: $295 plus GST Cdn. Funds per person until September 27, 2013

**Regular REGISTRATION FEE**: $345.00 Cdn. Funds per person plus GST as of Sept. 28.

**DEADLINE FOR REGISTRATION** is October 21, 2013.

**Please note: Seating is limited.  Registration is transferable but non-refundable**

Fax your registration form to: 204-474-7530
Mail payment to: TRANSPORT INSTITUTE 631–181 Freedman Crescent Winnipeg, MB R3T 5V4

---

Payment must be received in advance.

- [ ] Cheque
- [ ] Money Order
- [ ] VISA/ M/C #______________ Exp. Date ____ / ____
- [ ] Cardholder Name: ____________________________

Please make cheque or money order payable to THE UNIVERSITY OF MANITOBA.

---

**Delta Hotel Information**: 350 St. Mary Avenue, Winnipeg, Manitoba R3C 3J2
RESERVATIONS: Call 1-888-311-4990 or email win.reservations@deltahotels.com Quote Group Code University of Manitoba Transport Institute or Fields on Wheels when reserving your room at the special conference rate of $131 Cdn. per night (plus applicable taxes).

---

Note: The personal information being collected on this form is strictly for use by the Transport Institute and shall not be shared or sold to any other person or organization without the express written consent of the individual.
Dr. Darren Prokop  
Professor and Chair, Department of Logistics  
College of Business & Public Policy  
University of Alaska Anchorage  
(UMTI 1995-2000)

UMTI made my academic career. So, I look back very fondly on my five years spent there. Many friendships formed; fresh research avenues opened; and important business contacts established. As a young academic in-training I learned a lot and enjoyed the experience greatly. It is not an exaggeration to say that I would not be in my present position as a professor of logistics had I not met Dr. Barry Prentice and accepted his academic advice and offers of employment over those formative years.

It was the summer of 1995 and I was working with the soon-to-be chair of my Ph.D. dissertation committee (Dr. James M. Dean of the Department of Economics). Jim agreed to serve as my chair and we looked forward to a road paved with serious research. We were missing just one little thing--- a topic for my dissertation. Given my interest in public policy issues, Jim casually suggested I visit UMTI and sound them out on possible topics. This is when I first met Barry. Without missing a beat--- after I gave him a rough idea of my problem--- he suggested I write my dissertation on cabotage. Cabotage? Never hearing that word before--- let alone much else in the field of transportation research--- I was not very enthusiastic. But Barry had a way with words and his positive attitude was infectious. Basically, he posed my situation this way: (1) I could choose a “safe” topic and probably not make much of a splash; or (2) I could choose a challenging, seminal topic and potentially make a real difference. Well, I chose option (2). Did my dissertation make a real difference? As far as the industry is concerned, others can speak to that; but in terms of my success in the academic world, the answer is a resounding yes.

While working on my dissertation from 1995-98, I strengthened my connection with UMTI by becoming a research associate in 1996 as well as teaching the transportation economics course in its certificate program. All of these activities were wonderful “training wheels” for me as I kept to my long term plans for a tenure-track academic position. With Barry’s recommendation I joined the Canadian Transportation Research Forum (CTRF) in 1997, presenting an early draft of a chapter from my dissertation. I was surprised and honored to win best conference paper that year--- and the experience told me that I must be on the right path. The work I did for various clients of UMTI over my time there allowed me to hone my skills in proposal/grant writing and in effective communication with business audiences.

My employment with UMTI ended in the summer of 2000 when I accepted a tenure-track position in the newly created logistics program at the University of Alaska Anchorage. Without a doubt, my acquired knowledge of transportation economics and policy helped me clinch the job. Unbeknownst to me at the time, however, Anchorage International Airport practiced a form of air cargo transfer that had never been examined from a scholarly perspective. I was in a great position to investigate this, what may be called, quasi-cabotage in air cargo and it lead to several conference papers and academic journal articles--- the bread-and-butter necessary for early tenure. Thus, cabotage both jump started my dissertation and gave me the fast-track up the academic ladder. Without having met Barry and doing the work I did at UMTI none of this would have happened.

I still maintain close ties with friends and colleagues at UMTI as well as those, like myself, who have moved on to other challenges throughout the world. I wish to thank all of them for the challenges and excitement we shared over the years.

Each issue, we will be featuring a staff member who has ‘graduated’ from the Transport Institute and moved on in their career.
What is the Transportation Policy and Regulation
924.054 Course All About?

Submitted by Sessional Lecturer: Reg Wightman

Each issue, we will profile a course in the Certificate in Logistics/CITT program here at the University of Manitoba. This issue we feature Transportation Policy & Regulation, taught by Mr. Reg Wightman, C.Log., CITT

I have always thought that a surgeon can be a good surgeon without necessarily being a good doctor. In order for him (or her) to be a good doctor, he also needs understand the needs of the operating room surgical team that supports him and the anaesthetist that puts the patient to sleep for him. He should also have good soft communication skills and a certain degree of empathy for the patients he works on so that he can provide them with the after surgery patient care they deserve. These are some of the other types of skills that can make a good surgeon a good doctor.

Somewhat like the surgeon/doctor scenario just mentioned, these days it isn’t good enough for supply chain management (SCM) professionals to understand the ins and outs of tasks like controlling inventory, scheduling production runs, meeting the needs of sales and marketing personnel, dispatching trucks, understanding their warehousing needs or increasing customer service levels and the like. They need to be strategic thinkers who have a much broader understanding of the regulatory, social and political environments that all modes of transportation operate within. It is imperative that they know about how and why transportation policy makers make the decisions they do and what the burning transportation policy questions of the day are. Why you might ask? Because anybody in this profession will tell you that failing to understand these types of things will cost your company time and money and negatively affect your company’s bottom line.

The Transportation Policy and Regulation course is designed to give students some of this knowledge. Firstly, it walks students through a history on the development of transportation policy in Canada. It clarifies to students what any ‘policy’ actually consists of and where the term ‘policy’ came from. It takes students back to the 1800s where we saw the first manifestations of transportation policy development in Canada. The McPherson Commission, the 1967 National Transportation Act, the 1987 Transportation Act, the 1996 Canadian Transportation Act (CTA) and the CTA Review in 2001 are all analysed to make sure that students understand how political, economic and social forces have moulded Canadian transportation policy over the last couple hundred years.

As part of winding up a historical look at transportation policy development in Canada, discussions about the movement of western grain in Canada ensue. Students get a feel for what the Estey and Kruger reports were all about, what the Crow Rate did to Canadian grain farmers and what role the Canadian Wheat Board plays (and did play) in grain transportation. They leave the course having a good understanding as to what transpired in this area of Canadian transportation history, why it happened and who the players (grain companies, service providers etc) are in the ‘grain game’ today.

The course then moves on to make sure that students understand what pressures and challenges transportation policy makers face when developing transportation policy today. This part of the course examines some of the overriding principles, themes and guidance that policy makers must be cognizant of as they attempt to develop policy that meets the needs of all Canadians today - as opposed to yesterday.

The middle part of the course content focuses on analysing the regulatory environments that all modes (rail, road, marine, air and pipeline) operate within. Today, the Acts, Regulations, (and in some cases Rules, Orders and Circulars) that each mode of transport must abide by can be incredibly difficult to find, never mind understand. This course is designed to remove that level of uncertainty and unfamiliarity that students might have when trying to find and understand the regulatory environment that each mode operates within.
Students are encouraged to physically get up out of their seats and navigate the web in an effort to familiarize themselves with useful websites. They are encouraged to share with their fellow students websites and information sources that they feel could shed light on some of the topics of discussion. The websites of any associations and organizations that are linked with each mode (ie: ICAO, RAC, CCMTA etc) and their purpose in promoting the economic and social well being of Canadians will also be examined.

The course then shifts gears and enters into content surrounding modal transportation policy issues and makes sure that students understand many of the topical policy issues of the day. For example, with respect to the air transportation mode, students will learn about CAAs (Canadian Airport Authorities), Canada’s Blue Sky Policy, liberalization of the airline industry, the old ‘Nine Freedom’s and what airline alliances are all about. From more of a local and global perspective there will be a significant amount of discussion on Centre Port Canada Inc.

With respect to the rail mode, students will not only learn what role CNR and CPR play in the development of a national transportation policy, but they will learn about this issues of competition, access and rates. They will also learn who runs these railways, how big they are, how many miles of track do they have and who are their partners in North America and Mexico. They will leave knowing which one has a higher stock value and what their ROI (return on investment) is. If time permits, they may also get an introductory look at the short line railway industry in Manitoba and Canada.

From a marine perspective, students will get a much better feel for what kind of marine industry Canada has today, where our CPAs (Canadian Port Authorities) are and what goods are traditionally moved in and out of each port and where they are going. Specifically the incredible promise of the Port of Prince Rupert and the pros and cons of the Port of Churchill are examined.

When the topic turns to policy issues involving road transportation, the conversation eventually turns to cross border issues, urban transportation problems, intercity passenger transportation, rapid transit, toll roads, infrastructure problems, who should be paying for roads, market consolidation, driver retention issues, the Mid Continent Trade Corridor and issues surrounding regulatory harmonization and reciprocity with the USA and Mexico.

A close look at the pros and cons of pipeline development in North America wraps this portion of the course content up, but not without an in depth look at the Keystone Pipeline development that is currently occupying the minds of indigenous peoples and many other North American transportation, economic and environmental policy makers.

By the end of the course we move to some broader transportation policy concepts. For example, we examine the Post 911 environment and the importance of security in transportation today. The importance of maintaining our position as a trading nation is discussed and students will get a sense of how important the Asia Pacific Gateway Corridor Initiative (APGCI) is to Canada’s economic prosperity. The course eventually winds down focusing on the concepts of how to build an environmentally friendly and sustainable transportation system in Canada.

In summary, this course is packed full of interesting and topical transportation policy issues that all SCM practitioners should have some exposure to. And it’s a great course to take prior to taking the Level III Fundamentals of Law course that follows.

*For more information on the Certificate in Logistics and CITT programs, please visit www.umti.ca*

**The Transport Institute is currently looking for six people who live outside of the Winnipeg area to test a beta version of our online distance education program. The first course offering in the program will be the Transportation Policy & Regulation course. Interested persons should email transport_institute@umanitoba.ca no later than August 7, 2013 and an information package will be emailed to you. Selected persons will be notified by August 23, 2013.**
Name ___________________________________________________________
Address:______________________________________Postal Code_____________
Phone  (Business)_________________________ (Home)_________________________
Fax:    E-mail: __________________________

Please make your cheque payable to: University of Manitoba.

Submit with completed forms by mail to: Transport Institute, University of Manitoba, 616 - 181 Freedman Crescent Winnipeg, MB R3T 5V4.

Faxed forms are considered pre-registered only until payment is received: Fax: (204) 474-7530

Please sign below:

__________________________ Date __________________________

Student’s Signature

Note: minimum registration numbers of 10 students per course are required in order for all courses to proceed – classes are subject to cancellation if minimum numbers are not met.

Office Use Only - Admitted ☐ Received - Course Fee $595. ☐

__________________________ Date __________________________

Director Transport Institute (or designate)
**September 22-25, 2013**

TAC Annual Conference & Exhibition
Winnipeg, Manitoba, Canada
www.tac-atc.ca

**October 7, 8, 9, 2013**

2013 NASCO Conference
San Antonio, Texas
http://nasconetwork.com

**October 16, 2013**

Surface Transportation Summit
Mississauga, Ontario
www.surfacetransportationsummit.com

**October 22, 2013**

18th Annual Fields on Wheels Conference
Delta Hotel
Winnipeg, Manitoba
www.umti.ca

**November 3-5, 2013**

CITT Conference on Transportation & Logistics
Toronto, Ontario
www.citt.ca

**January 29-30, 2014**

Cargo Logistics Canada Expo & Conference
Vancouver, B.C.
http://www.sclcanada.org

Submit your transportation related event to transport_institute@umanitoba.ca for inclusion in our calendar.
**Research Staff**

Al Phillips, M.Sc.
Stephen Wright, B.Comm (Hon)

**Department of Supply Chain Management**

Ron McLachlin, Ph.D., Department Head
Siobhan VanDeKeere, Dept. Secretary
Raj Appadoo, Ph.D.
Suresh Bhatt, Ph.D.
Paul Earl, Ph.D.
Cyril Foropon, Ph.D.
Yuvraj Gajpal, Ph.D.
Paul Larson, Ph.D.
Matthew Morris, Ph.D.
Adolf Ng, Ph.D.
Barry Prentice, Ph.D.
Alok Dua, Sessional Instructor
Glenn Ismond, Sessional Instructor
Allan Amundsen, Sessional Instructor

**Certificate in Logistics Instructors**

Allan Foran LLB
Brent Glesby, BA (Econ), ODH
Darryl Hammond, MA (Economics)
Brian Klos, PHCC, Masters in Public Administration
Paul Nyhof
Reg Wightman, C.Log., CITI

**Dispatch** is scheduled to be published three times a year by the Transport Institute.

Contact Information:
Kathy Chmelnytzki - Editor
Phone: 204.474.9097
Email: transport_institute@umanitoba.ca
Website: www.umti.ca