HOW MANY OF YOU CAN STATE YOUR CENTER’S GOAL?
A RECENT POLL SHOWS THE MAJORITY OF CEO’S CAN’T.
IF YOU CAN’T, HOW DO OTHERS KNOW WHERE YOU’RE GOING.
Are You Rowing in the Same Direction!

DOES EVERYONE HAVE THE SAME GOAL?
What Was Henry Ford’s Real Goal

- The Automobile Had Already Been Invented.
- Mass Production Had Been Used Since The Civil War.
- The Internal Combustion Engine Was Already Available.
Provide the automobile to the masses.

FORD’S GOAL WAS FAR MORE REACHING.

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Attributes of a Goal

- Must be Achievable
- Must Provide Focus
- Must Be Clear to Everyone.
- Must Be Measurable. How else will you know you’re there.
Example Goal

- Reduce CO2 Emissions from Transportation by 20% Over the Next 10 Years

- To do that, you must:
  - Improve fuel economy
  - Reduce Delay
  - Increase Use of Transit
  - Increase Use of Alternative Fuels
Example AUTC Goals

- Eliminate dust from transportation in rural Alaska in the next 5 years.
- Reduce road and airport construction costs in Western Alaska by 25% over the next 10 years through the use of local materials.
- Reduce the cost of vegetation control by 30% over the 5 years.
AUTC RFP Experience

- Research Projects Focused on Topic of the Day
- Projects Do Not Focus on Long Term Goals
- Projects on Related Topics Cannot Be Linked Together
- Alaska DOT Unable to Express Its Goals
- Researchers Confused by Multiple Directions from the Same Agency.
A Review of RIP Database

- Focused on Short Term Goals
- Projects Focus Current Interests
- Little or No Tie to Program Goals
- Many Projects Resemble Consulting Projects
AUTC Partners with Alaska DOT&PF

- Both Recognize the Need for Clear Direction
- Both Wish to Use Research Resources More Effectively
- Both Recognize That Without Leapfrog Technologies We’ll Continue to Fall Behind
STRATEGIC PLANNING MEETINGS FOR PAVEMENT AND STRUCTURES
The Approach

- Develop a 10 Year Strategic Goal
- Identify Barriers to Reaching That Goal
- Define Research Needs to Overcome Those Barriers.
Goals from Meetings

- **Structures**
  - Safe cost effective structures that have a long life that are resistant to multi-hazards
  - Minimize Project Delivery time
  - Next Generation Transportation Professionals

- **Pavements**
  - Improve pavement structure performance at a reduced cost through innovation & implementation of new technology
Not Really Goals

- More like mission statements
- Not measurable
- Not really clear
- At least we’re thinking longer term
Organizational Barriers

- The Focus is on Getting the Project Out
- Most Don’t See Past the Current Project
- Project Staff are Risk Averse
- No Clear Value for Innovation
- The Greatest Barrier Seems to Be a Lack of Clear Goals at the Agency Level

- All of This Spills Over into Research

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We Now Have a Dilima.

NONE OF THE BARRIERS WERE RELATED TO TECHNOLOGY
Technical Pavement Issues

- Anchorage Rutting
- Balancing Foundation Life and Surface Life
- Seasonal Load Restrictions
- Multiple Definitions of Design Parameters
- Limited Expertise
- Mix Design for ADT & Location
- Construction Validation of Mix Design Properties
High Priority Research

- Value of Crack Sealing
- Evaluation of Construction Inspection and Q/A Procedures
- Optimize Use of Marginal Materials
- Defining Pavement Performance
- Organizational Structure Effectiveness
- Life Cycle Cost added to Pavement Design Manual and Software
Still Focused on Today

- Projects still focus Near-term problems
- We were able to prioritize problems based on the goal
- The group did ask to repeat the exercise later this summer.
Observations

- Often no tie between research ideas, goals and barriers

- Research needs provide for little real innovation

- Really a list of issues

- No clear path to implementation
Next Steps

- Discuss the outcome with DOT&PF Management
- Encourage Increased Management Involvement
  - Technical Folks often lack vision
  - Management needs to define the future
- Refine the Process and Reconvene
UTC’S HAVE AN OPPORTUNITY TO TAKE A LEADERSHIP ROLE

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Steps to Leadership

- Define the Future
  - What should transportation look like
  - Establish National Goals

- Develop Consensus
  - Engage Stakeholders
  - Become Involved in the Public Process

- Take Risks
  - Be willing to explore uncharted ground
  - Look for ideas that challenge the imagination

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In Summary

KNOW YOUR GOAL AND THE PATH WILL SHOW ITSELF.