

Leland L. Gardner
27 Killian Lane
Charles Town, WV 25414
(301) 395-3595
lgardner@rhsmith.umd.edu

EDUCATION

UNIVERSITY OF MARYLAND: Bachelor of Science degree in Business Administration - January of 1970 with concentrations in marketing, transportation and supply chain management. After completing my military service obligation (U.S. Air Force, April 1970 to December 1973), I began the graduate program at the University of Maryland in the Spring of 1974.

UNIVERSITY OF MARYLAND: Masters of Business Administration - May of 1975 with an overall grade point average (GPA) of 3.9 out of a possible 4.0. Marketing management and transportation policy were my primary areas of study in this program.

UNIVERSITY OF MARYLAND: In the Fall of 1975 I began the Doctoral program at the University of Maryland and continued to take courses in this program after accepting my first job at the Interstate Commerce Commission (ICC) in December 1975. I pursued graduate work through 1980, earning 45 additional graduate credits beyond the M.B.A. degree. Despite having a full-time job and teaching part-time in the business school at the University of Maryland, I maintained a GPA of 3.5 in the doctoral program. I chose to discontinue graduate school due to increasing responsibilities at the ICC..

WORK EXPERIENCE

September 2017 – Present

Currently, I am an instructor at the R.H. Smith School of Business at the University of Maryland. I teach a variety of courses at UMD both at the graduate and undergraduate level. Courses include; introduction to business, supply chain management, transportation management, business and government, international business, and supply chain risk. I also teach on line courses at University of Maryland, University College. Courses taught on line include principles of marketing, marketing communications, customer relationship management, integrated marketing communications and international marketing.

2006-2017

From 2009 until retirement in 2017, I served as the Managing Director of the Surface Transportation Board. I retired from the government in September 2017 with 45 years and 8 months of civil and military service. As a member of the Senior Executive Service, I had four senior managers (GS-15) report directly to me. I was responsible for Human Resources, Information Technology, Budget and Finance and Facilities Management. In my last position, I had 20 employees in my office.

1996 to 2006

In July of 1996, the Chairman of the Surface Transportation Board (STB) combined the Office of Economics and Environmental Analysis (OEEAA) and the Chief Executive's Office into the Office of Economics, Environmental Analysis, and Administration (OEEAA). I was appointed to the position of Director of this Office at that time. OEEAA essentially brought together all of STB's analytical and administrative responsibilities into a single office. As Director of OEEAA, I provided overall management and executive leadership in accomplishing the mission and functions of this Office. This included advising the Chairman and other Board members on technical and transportation policy matters from an economic, financial, and environmental perspective. In addition, I administered and managed administrative policies of the Board and assisted the Chairman in managing the activities of the Board, including budget, personnel, automated data processing, contracts, payroll, and facilities management. This position encompassed an extremely broad array of activities that relate to the many technical and substantive transportation policy issues before the Board as well as the managerial activities required to sustain the Board as a viable and effective government entity.

1994 to 1996

I was appointed to the position of Director of OEEA in March of 1996 because of the elimination of the ICC and the creation of the Surface Transportation Board following the ICC Termination Act of 1995. During my appointment, I was responsible for implementing the transition from the ICC to the STB. This meant working closely with the Chairman and other Office Directors to establish short-term and long-term priorities for the STB. In addition, I was tasked with dealing with a multitude of personnel issues related to the RIF and establishment of a new Office in a new executive agency.

The ICC underwent a subsequent reorganization in 1994 and I was selected as the Associate Director of the newly formed Office of Economic and Environmental Analysis (OEEA) with a staff of approximately 49. Following the departure of the Director in 1995, I was appointed Acting Director. In this capacity, I assumed full responsibility for planning and implementing the Office's evolution as Congress moved to sunset the ICC while transferring certain of its functions and personnel to the newly formed Surface Transportation Board (STB). This required many difficult decisions regarding the job positions that would be retained to carry out the regulatory functions that were expected to remain because of the legislation. I structured the RIF of the Office to ensure that there was the proper mix of skills to accomplish the revised mission of the Office. In addition, I was responsible for guiding and directing staff through a stressful and difficult transition period.

1990 to 1994

I served as the Acting Director of the Office of Transportation Analysis (OTA) between May and September 1990. At that time, there was a merger between two major offices at the ICC, the Bureau of Accounts and the Office of Transportation Analysis. I was assigned to the new position of Deputy Director, Division of Analysis within the new combined Office. I served in this position from 1990 to 1994. My responsibilities in this position were essentially the same as those that I had as the Acting Director of OTA. I continued to have the same number of employees reporting to me (45), and I continued to assume responsibility for the same range of issues.

1986 to 1990

From December 1986 until February 1988 I was detailed to an SES position as the Acting Director of the Office of Transportation Analysis. This was my first opportunity to manage and direct the activities of an entire Office, consisting of approximately 72 staff, responsible for economic, financial, and environmental analyses. In addition, I was tasked with making personnel decisions for the Office, and for preparing and defending the budget submissions for the Office.

In 1988 a permanent Director was named, and I was selected to be the Associate Director of the Office. In this capacity, I was responsible for advising the Director on policy and personnel issues. In addition, I supervised the assignment of cases in conjunction with the Section Chiefs. I continued to have responsibility for preparing the Office budget and for dealing with personnel matters.

1982 to 1986

I became head of the Section of Research and Analysis in 1982 because of a reduction-in-force and reorganization. I assumed broader responsibilities in this position since the Section was responsible for providing economic, financial, and operational analyses for both railroads and motor carriers. This Section had responsibility for issues dealing with rates, service, and level of competition in the rail, motor, inland barge, and pipeline industries.

1980 to 1982

I was selected for my first management position and promoted to a GS-13 in January 1980, serving as Assistant to the Director, Office of Policy and Analysis (successor to the Bureau of Economics). This position entailed providing managerial assistance and advice to the Director of an Office of approximately 140 individuals. In this capacity, I was responsible for making and monitoring assignments to the various sections and branches within the Office. I was also the liaison between the management staff and the Director, providing each with information on any problems that arose in the Office, and in identifying and evaluating alternatives to resolve them. I had primary responsibility for preparing and defending the budget of the Office and made recommendations to the Director concerning certain personnel actions such as assignments, reassignments, training, performance evaluations, and promotions. This was a unique position that required a thorough knowledge and understanding of the substantive responsibilities of the Office as well as the ability to manage people, processes, and projects. In this position, I developed a more complete understanding of the budget process and of personnel regulations and procedures. I was also required to develop and refine negotiation skills, since I was often required to obtain cooperation from staff without direct management authority over them.

In May of 1980 I was promoted to a GS-14 when I was chosen to be the Chief of the Motor Competition Branch in the Motor Policy Section of the Office of Policy and Analysis. This was my initial experience as a first-line supervisor. There were approximately 20 staff in the Branch and I was junior to many of them in terms of grade level and to most of them in terms of time in the government. This position entailed supervising staff that were conducting analyses on a wide range of issues dealing with competition in the motor freight industry. This position also afforded me the opportunity to make decisions regarding personnel (hiring, promotion, assignments, performance evaluations, training, and disciplining). In addition, I prepared the budget submissions for the overall section (approximately 40 staff in total). I was promoted to a GS-15 in May of 1981.

1975to 1980

The ICC provided my first job opportunity after graduate school. In December of 1975, I accepted a position at the ICC as a GS-9 Transportation Industry Analyst for the Bureau of Economics in the Motor Carrier, Water Carrier, and Pipeline Branch. My primary responsibilities in this position were to provide analytical support to senior staff in addressing competitive and pricing issues in the trucking, inland barge, and pipeline sectors of the transportation industry. I was promoted to a GS-11 in 1977 and converted to an Economist position. As I gained more experience in conducting economic analyses, I began to assume greater responsibility for completing projects. In 1978 I was promoted to a GS-12 position and began to take full responsibility for projects assigned to me.

1970to 1973

From 1970 to 1973, I served in the United States Air Force. I worked as a passenger transportation specialist, primarily for the Military Airlift Command. I spent 2.5 years in Turkey working as an air passenger specialist and one year at Andrews Air Force Base as a flight steward.

TEACHING EXPERIENCE

During my MBA program, I was a research assistant. I have been teaching at the University of Maryland School of Business (R.H. Smith School) and also evening and weekend classes for University College, University of Maryland since 1975.

I have taught the following courses for the Smith School during my tenure:

- BMGT 110 F - Introduction to Business Value Chain
- BMGT 289L – I Series Course – The Role of the Government in a Free Enterprise System
- BMGT 370 - Introduction to Transportation
- BMGT 372 - Introduction to Transportation and Logistics
- BMGT 392 – Introduction to International Business Management
- BMGT 470 – Carrier Management
- BMGT 478C - Special Topics in Supply Chain Management; Supply Chain Risk Management
- EMBA 693 – Supply Chain Management
- BULM 758R-DC20- Special Topics in Logistics, Business and Public Policy; The Role of Government in a Free Enterprise System
- Transportation Policy (No longer offered)
- Urban Transportation and Urban Planning (No longer offered)

At University College, I teach courses in marketing including:

- Principles of Marketing
- Industrial Marketing
- Marketing Channels
- Global Marketing
- Pricing Theory
- Customer Service
- Marketing Strategy and Policy

- Consumer Behavior
 - Promotion Managment
-

AWARDS

I received several awards for my work at the Intestate Commerce Commission and the Surface Transportation Board. In 2001, I was recognized by Secretary of Transportation Mineta for Meritorious Achievement.

I have also received several Distinguished Teaching Awards from the University of Maryland. The most recent was 2016-2017.