



USC PRICE EXECUTIVE EDUCATION PROGRAM (EXED)

LOCAL LEADERSHIP CHALLENGE SERIES 2012 "CONTEMPORARY ISSUES AND OPPORTUNITIES"

The Program

Executives in elected office face greater demands from a concerned and skeptical public today more than ever before. To govern efficiently, officials in local governments need the knowledge and skills to not only identify the challenges facing local governments but also to establish a vision that repositions their communities in the transition to sustainability. The worst recession since the Great Depression, coupled with the fiscal challenges in all forms of government, has changed the political and policy landscapes of our nation. To lead effectively, executives in policy-making positions must rise to the challenges of motivating and animating their stakeholders to act boldly. Last but not least, executives in elected office must practice intersectoral leadership by identifying and navigating the optimal role for each sector: public, private and not for profit.

The Executive Education Program at the University of Southern California's Sol Price School of Public Policy (USC Price) provides a balanced approach to learning in an academic setting. We bring together world-class faculty, experienced professionals, and a dynamic curriculum to teach and reach across boundaries to solve public problems.

In particular, the Executive Education Program enables participants to shape the future through case studies, simulations and group exercises. The program will pair academics and practitioners to advance the dialogue and stimulate learning through a two (2) day intensive format. Participants will be in an environment where the classroom serves as a forum for today's challenges and opportunities and laboratory to practice the necessary skills to effectuate change. The format of our program will promote networking and sharing of concepts and solutions among our participating local leaders and distinguished scholars. Our collective goal is to create a learning environment focused on cutting edge and innovative approaches to addressing the most pressing challenges in government today.



The Executive Education Curriculum for May 4th and 5th, 2012

To bridge the gap between theoretical learning and real-life experience, the key topics covered during the program will include the following:

May 4, 2012 9:00 a.m. to 12:15 p.m.

- Intersectoral Leadership

Course Description and Learning Objectives: In a variety of professional fields ranging from public administration to planning to policy analysis to health care, a shared characteristic is engagement across the public, private, and nonprofit sectors. This module builds your knowledge to design, manage, navigate, evaluate and lead programs, policies, initiatives, and projects that have intersectoral dimensions.

This module focuses on governance as forms of interactions across public, nonprofit, and for-profit sectors, with analyses and applications. An important focus of the USC Price is recognition that the effective dialogue on various complex social problems and opportunities requires the combined strengths of the public, for profit, philanthropic, and nonprofit sectors. Of particular interest are the varied mechanisms in play across sectors and placed-based approaches, not only in the United States, but also globally. You will explore various governance models as well as delivery methodologies. The case discussions are examples of public contracting, public private partnership, lease and lease back models along with finance implications.

USC PRICE Faculty:

Frank V. Zerunyan, J.D.
Senior Fellow and Director of Executive Education

Practitioner:

Larry Kosmont, MPA
President/CEO Kosmont Companies

Practitioner:

Stephen E. Heaney, MPA
Managing Director, Stone & Youngberg



May 4, 2012 1:30 p.m. to 5:00 p.m.

▪ Public Ethics

Course Description and Learning Objectives: Public officials in elected office are accountable to their constituencies and are expected to meticulously conform to ethical boundaries. Recent egregious diversions from any notions of public ethics have brought deserved public scrutiny to local governments.

This module will focus on ethical decision-making in an organizational context. In this session you will begin with some basic vocabulary and concepts related to ethical decision making. You will be introduced to a proprietary ethical decision-making model developed by our faculty. You will be asked to deal with situations in which you may have experienced a quandary or dilemma about the best thing to do in the course of your public professional work. These are times when you feel torn between competing goods or claims to certain rights. Generally, these problems do not involve legal analysis, but rather conflicts among your values. You may, for instance experience competing loyalties to friends, constituents, and your professional obligations. Or, you may feel torn between your obligations as a spouse, parent, or member of some religious organization, and your obligations as a public official. These are situations of inner conflict and tension between things that are good, but which cannot all be served. In this module, you will acquire knowledge of key concepts in ethical decision-making.

You will learn how to use an ethical decision making model and understand the power of the organizational context to encourage or impede ethical decision-making and conduct. You will develop skills in accounting for your ethical decisions and conduct. Professor Cooper will provide participants instructions for a "Case Study" preparation.

USC PRICE Faculty:

Terry L. Cooper, Ph.D.
The Maria B. Crutcher Professor in
Citizenship and Democratic Values



May 5, 2012 9:00 a.m. to 12:00 p.m.

▪ Effective Governance

Course Description and Learning Objectives: To have an efficient and effective local government organization, constituency, firm, or household, rules must be relevant for solving problems and are indeed followed by the people to whom the rules apply. Obviously, no organization or constituency can ensure one hundred percent rule compliance from its members all the time; it is always a matter of degree by which an organization or a constituency is truly rule-ordered.

This module emphasizes that although most people tend to think first about the deployment of financial and human resources when considering solutions to public policy and management problems, rules are often equally, if not more, important for getting problems solved. Based on contemporary literature on institutional analysis, you will be exploring ten practical and useful principles for effective governance. After a brief study of the ten principles, participants will engage in small group discussions and exercises to understand (1) how the ten principles can be put into action to tackle specific governance, policy, and management problems; (2) what types of issues may arise when one tries to apply these principles; and (3) how different principles can be used in support of each other.

USC PRICE Faculty: Shui Yan Tang, Ph.D.
Interim Director, Master of Public Administration
Frances R. and John J. Duggan Distinguished Professor
in Public Administration

Practitioner: Scott Ochoa, MPA
City Manager, City of Glendale



May 5, 2012 1:00 p.m. to 4:15 p.m.

▪ The Sustainability Challenge

Course Description and Learning Objectives: The state of California has long been a leader in environmental policy innovations and, despite the many issues confronting the state today, it is pursuing its very ambitious climate change policy through a metropolitan strategy that calls for climate change and efficient design principles for cities in the 21st century. These policies, already underway, will be affecting virtually every community large and small in the state, especially in the Los Angeles region. Specifically, California is committed to an ambitious climate change mitigation strategy for reducing greenhouse gases emitted in the state by 30% by 2020 and an extraordinary 80% by 2050 in an effort to avoid the unwanted effects of accelerating climate change. This, combined with efforts to better protect and shepherd the natural resources of the state without undermining economic development, maintaining equity and justice, and the quality of life enjoyed by the people of the state is 'the sustainability challenge' we face today.

In this module we will focus on a key dimension of the sustainability challenge that directly affects every local community; meeting the expectation and goals of SB375 "California's Sustainable Communities and Climate Protection Act of 2008." Topics covered will include how designing sustainable communities as envisioned under SB375 is connected to California's climate change mitigation policy, but so too the reduction of traffic congestion, smart but compact development, and a new region-level comprehensive approach to the design of our cities; the necessity of reaching across communities in new ways to achieve these goal, and; the centrality of local leaders in embracing and communicating the expectations and promises of both SB375 and climate policy. The sustainable communities plan being developed for the Los Angeles region will be highlighted in addressing the issues raised by the plan and the important role of local communities the implementation of the plan if it is to be realized.

Participants will be expected to actively contribute their insights and opinions and participate in-group activity. Some preparatory material will be provided. The learning objectives for the module include understanding the dimensions of California's climate change and sustainable communities policies, appreciating the centrality of cities coming together at the regional level to achieve goals of the new policies and the tensions involved in balancing competing values and perspectives as both local representatives and stewards of the future of our communities.

USC PRICE Faculty:

Daniel A. Mazmanian, Ph.D.
Bedrosian Chair in Governance and Director The Judith
and John Bedrosian Center on Governance and the
Public Enterprise

Practitioner:

Hasan M. Ikhata, M.S.
Executive Director, Southern California Association of
Governments



The Application

To apply for the USC Price Executive Education Program, the prospective participant must fill a one-page application (attached). There is no formal educational requirement, but the applicant must currently serve in local elected office. Early application is encouraged as qualified candidates will be admitted on a rolling and first come first serve basis. The program will fill quickly as we already have a list of interested participants in numbers substantially more than what we can accommodate in one class. For an effective learning experience class size will be limited and for diversity we will select one elected official per agency per class. USC Price reserves the right to substitute instructors or alter the curriculum. We also reserve the right to accept or reject applicants to the program within our sole discretion.

While the cost of the program is paid for through the generosity of policy driven organizations and strategic alliance partners of USC Price listed in this brochure, a registration fee* of two hundred and fifty dollars (\$250.00) for the program is expected to be paid for by the applicant's sponsoring agency or the applicant. Financial sponsorship of our Executive Education Program is appreciated but not required by the agencies or the participants. Each participant upon completion of the program will earn a Certificate of Participation from USC Price suitable for framing. Program materials, articles and books are included in the registration fee.

All checks must be made payable to:
USC Price Executive Education Program

And mailed to:
Ralph and Goldy Lewis Hall 201A
650 Childs Way
Los Angeles, CA 90089-0626

Executive Education Program ApplicationApplicant Information

Salutation: _____ First Name: _____ Last Name: _____

Email: _____ Phone: _____

Position / Title: _____

City / Organization: _____

Address: _____

City Manager/Administrator: _____

Program Fee: \$250.00 Additional Donation to USC Price EXED (Optional): _____

Background Information***Complete, scan and email application to frank.zerunyan@usc.edu***

- Please list the degrees you hold, along with the academic institutions you have attended (for both degree and non-degree programs).

- Please list any similar programs, trainings, workshops and/or seminars you have attended.

- For how many years have you been an elected official or held public office?

- What is the most challenging aspect of the work you do or the position you hold? What skill set would you like to further develop which would make you a better public servant?

- What do you expect to accomplish by completing this certificate program?

- Do you have any additional questions, comments, or suggestions?