



The Executive Education Curriculum for

October 11th & 12th, 2013

Local Leaders Program, Fall 2013– USC Davidson Conference Center

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



October 11, 2013 9:00 a.m. to 12:20 p.m.

Improving Southern California's Transportation System

Course Description and Learning Objectives Traffic is the great equalizer. All of us deal with it on our commute to work, our special day of fun at Disneyland or Universal Studios, or the vacation trip into or out of town. Traffic congestion literally changes daily life: we avoid traveling at certain times of the day, we choose to stay home rather than going to the movies or seeing a friend, or we may decide to arrive at work 1 hour early to avoid the traffic. Is there any relief? This course will discuss the most effective strategies for improving the performance of Southern California's transportation system.

Learning objectives: The purpose of this course module is to provide insight on how people make travel decisions, what motivates people to change their travel habits, and how we can best influence travel decisions to make the best use of our transportation resources and investments. The course will begin with a discussion of travel decision-making. You will learn that some basic socio-economic factors – income, employment, age, household composition, gender – explain much of the variation in travel patterns. We will identify recent trends, such as the decline in driver's licenses among young people and in overall travel across the nation, and consider whether these trends indicate fundamental changes in people's values or lifestyles. Second, we will discuss what motivates changes in travel choices. You will learn that most travel is habitual, so change is most likely when something else changes, such as a marriage or a job change, or the opening of a new transit line. The third part will use our understanding of travel to discuss what strategies would work best for solving our transportation problems. You may be surprised to hear that the most effective strategies are

not necessarily the most expensive. For the third part, Art Leahy, CEO of LA Metro, and Diane DuBois, Board Chair of LA Metro, will share their ideas on solving the region's transportation problems.

The module is organized to be highly interactive. Participants should come prepared to share information on their own personal travel choices, identify transportation problems they view as most serious, and propose solutions for discussion. Some background materials will be provided before the course. The goal of this module is to help local leaders become more informed transportation policy decision-makers.

USC PRICE Faculty: Genevieve Giuliano, Ph.D., Professor
Margaret and John Ferraro Chair in
Effective Local Government, Senior Associate Dean for
Research and Technology, Director METRANS

Practitioners: Hon. Diane DuBois, Council Member, City of Lakewood,
Chair of Metro Board of Directors

Art Leahy, CEO Metro

October 11, 2013 12:20 p.m. to 1:40pm-Lunch Session

Open Forum on the Future of Regional Transportation



October 11, 2013 1:40 p.m. to 5:00 p.m.

ART and the City: The Importance of Art and Culture to Economic Development

Course Description and Learning Objectives: This module will consider how economists, sociologists and planners have looked at art and considered its importance to economy, society and development. Part of this exploration will focus on the way in which art “works”, looking at auctions, galleries, artist communities and street art but also more contemporary issues around television, art and celebrity and popular culture. In the second area, we will look at the numbers, statistics and policies revolving around the arts. How do we measure the role of the arts in our regional economies? What types of policies are most effective in capitalizing upon the creative economy? What works? What doesn't?

How do we understand Andy Warhol's rise to prominence in the midst of millions of starving artists? Why does it matter to be a New York artist rather than one in Kansas or Kentucky? How important are art, fashion or music to the urban economy? Why is it that time and again the gritty neighborhoods artists are drawn to are transformed into highly desirable places for lots of people to live? What are the implications for those pioneering artists? For the neighborhoods where they open their studios, and spend time in their coffee houses and bars? For the cities in which artists choose to locate? This module will be devoted to the role of artists, art and the "creative economy" in modern society and in our cities and regions. In our exploration of the creative economy we will look at the ways policymakers, planners and developers can cultivate and maximize the important role the arts play.

This module is both theoretical and practical. You will learn some of the most important theoretical and intellectual discussions revolving around the arts and creativity. You will then learn about how the arts work in practice, focusing on key cities with thriving arts economies as case studies. You will also have the opportunity, through group work, to merge theory and practice. The goal is to develop the skills to better understand and cultivate the arts through policy and development.

LEARNING OBJECTIVES

- To learn about the role of art in contemporary society with a particular emphasis on the urban context
- To learn both theories and research approaches used to analyze art in economics, sociology and cultural studies.
- To cover the history of important eras of art as they pertain to cities
- To get a sense of the evolution of the discussion revolving around art and culture, particularly as they pertain to some of the tensions and issues emerging around gentrification, commodification and popular culture.

USC PRICE Faculty: Elizabeth Currid-Halkett, Associate Professor, Price School of Public Policy, USC



October 12, 2013 9:00 a.m. to 12:20 p.m.

Housing Policy in the Wake of the Crisis and California's Loss of Redevelopment

Course Description and Learning Objectives: Housing has long been a major policy issue, but recent years have brought housing to the policy forefront in ways not before seen. The housing market's collapse – prices nationally fell for more than 30 consecutive months – dragged the economy into recession. Foreclosures were once an extremely rare event; prior to the crisis even extended loan delinquencies were uncommon. Now, some markets and neighborhoods are threatened by foreclosure rates exceeding 1 in 10 homes, which, introduces the prospect of blight and mayhem. Further, the crisis has not eased the major affordability challenge many markets and families face. Indeed, between 2007 and 2009, the number of worst case needs households – lower-income families receiving no rental assistance but paying more than 50 percent of their income for housing – increased by 20 percent. And, with developments like the demise of redevelopment agencies in California, we are losing major funding strategies.

In this module, we will focus on providing a flavor of the issues communities face regarding housing policy. After a quick review of where the market stands, the session will begin with a review of the current landscape of housing policy, including a review of the key tools available to those seeking to produce, preserve, and improve the housing stock. The session will then turn to the challenges that remain in the marketplace – with a particular emphasis on challenges faced by western states and Los Angeles – and engage in a discussion of how these might be overcome. Despite the decision-making that occurs on specific projects that occurs by local governmental bodies, the module will highlight the important role that state and federal policies play in facilitating the functioning of the housing market. The session will conclude with a review of possible new strategies that could emerge given the current state of play and key hot button issues, such as redevelopment policy, which will spark a discussion about possible ways forward.

Participants will be expected to actively contribute their insights and opinions and participate in group activities. Some limited preparatory material will be provided. At the end of the module, program participants should have a better understanding the history and prevailing dynamics of housing markets, recognize the various tools for providing, preserving and improving housing and their relative strengths and weaknesses, be familiar with the current challenges in housing

policy, and be thinking about ways to successfully implement innovations in their local communities.

USC PRICE Faculty: Raphael W. Bostic, Ph.D. Judith and John Bedrosian Chair
in Governance and the Public Enterprise

October 12, 2013 12:20 p.m. to 1:40pm-Lunch Session

TBD



October 12, 2013 1:40 p.m. to 5:00 p.m.

Collaboration in Public Administration and the Role of the Public Servant in Facilitative Leadership

Course Description and Learning Objectives: We suggest that the field of public administration is already experiencing a paradigm shift in the “steering of society” from “government” to “governance.” The latter term implies that the development and implementation of public policy is increasingly distributed or shared among a plurality of actors: public bodies, private groups, nonprofits (or NGOs), and citizens in general, each with their own special interests, resources, and capabilities.

We focus our attention in this module to the characteristics of each sector and the challenges, opportunities, conditions and necessities to forging lasting collaborations. Collaborative governance both in theory and practice has emerged in recent years as an innovative form of governance involving all sectors. While the colloquy and scholarship may be relatively new, the theory of collaboration is not. “Collaborative governance” as described in scholarship and in practice can promote innovation on two dimensions. It has the potential to cover multilevel partnerships such as between levels of government. It also refers to cross-sectoral collaboration

between governments and the private sector, NGOs, civil society CSO's and not for profit (NFP) groups and other relevant stakeholders.

Multifaceted challenges lay ahead for these collaborations, and they include, understanding the true meaning of "collaboration," and the incentive to collaborate, building capacity throughout predisposed networks or sectors, developing each network or sector and delivering leadership and more importantly "facilitative leadership." Facilitative leaders are global interest driven facilitators looking to integrate concepts searching for the win/win opportunity. They tend to cherish and possess social capital in the search of human capital, which is essential in any economic growth. Last but not least the challenges of institutional design promulgating clear rules, and promoting a fair, just, inclusive and transparent rule of law remain high on the list of challenges across the globe.

USC PRICE Faculty:

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