

USC Price

Sol Price School of Public Policy
Executive Education Forum

The Executive Education Forum Tailgate-USC (Location TBA)
USC Trojans host California Bears at the Coliseum
November 13, 2014. 5:00 p.m. Tailgate



The Executive Education Forum Curriculum for
November 14 and 15, 2014

Local Leaders Program, Fall 2014- USC Ralph and Goldy Lewis Hall 209
Continental Breakfast and Networking Starting at 8:00 a.m. each day

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

November 14, 2014. 9:00 a.m. to 12:20 p.m.

Decision and Risk Analysis; Data Based Decision Making

Course Description and Learning Objectives:

Decision analysis is an essential life skill but most people only acquire it through a process of trial and error. This module will present the foundations of decision making in government organizations as well as large enterprises. The module has two main objectives: the first is to give an overview of decision making and the need for a sound decision making process. The second is to demonstrate the use of decision analysis in disaster management and homeland security decisions.

The first half of the module will provide various demonstrations about decision making. Because a decision involves an irrevocable allocation of resources, participants are expected to participate in the decision making process being presented, and also to realize that they are committing some monetary resources for the decisions that will be provided. Participants will be introduced to the main elements of a decision: the frame, the alternatives, the uncertainties, the preferences, the logic, and the stakeholders. Participants will also be asked to reflect on some of the possible impediments to good decision making within an enterprise.

The second half of the module will demonstrate the use of decision making in disaster management and homeland security decisions as well as decisions faced by large enterprises, such as NASA. Following the examples, participants will be asked to identify the challenges and opportunities for using decision analysis in various forms of organizations.

A set of readings will be made available prior to the workshop to demonstrate the use of decision analysis in various settings.

USC Price Faculty: **Professor Ali E. Abbas, Ph.D.**
Director of the USC Center for Risk and Economic
Analysis of Terrorism Events

November 14, 2014. 12:20 p.m. to 2:00pm-Lunch Session

Climate Change Strategic Mandates – What do we expect from our Utilities?

- **Professor Daniel Mazmanian, Ph.D. (moderator)**
- **Gary Stern, Ph.D.**
Sr. Director of Regulatory Policy at Southern California Edison
- **Gas Company Representative (TBA)**
- **Grace Chan, M.S.**
Manager, Resource Planning & Development at MWD

November 14, 2014. 2:00 p.m. to 5:20 p.m.

Environmental Policy - 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 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.**
Professor and Academic Director
USC Schwarzenegger Institute for State and Global
Policy

Practitioner: **Katherine A. Perez-Estolano, MPL**
Member, Estolano LeSar and Perez
Adjunct Professor USC Price

November 15, 2014. 9:00 a.m. to 12:20 p.m.

The Magic of Relationships

Course Description and Learning Objectives: Leaders draw from within to relate to others in personal and active ways - intuitively, emotionally, and empathetically. They have the capacity to absorb diversity and complexity, to synthesize different ideas, and to articulate the essence of the conversation in a clear and meaningful fashion. Leaders, more than others, excel in recognizing and recovering form, sorting out the relevant elements from those that distract, and identifying patterns that others fail to see. In large part, the leader's capacity is the capacity for creative expression. Developing truly human relationships, not just interactions or worse, transactions, is a core skill of leaders. In this session, leadership educator Professor Bob Denhardt joins with magician Steve Goldfarb to demonstrate ways in which the secrets of relationships can be revealed. Participants will learn the key elements of building effective relationships through empathetic understanding, self-awareness, and self-reflection.

USC PRICE Faculty: **Robert Denhardt, Ph.D.**
Professor (Teaching)
Director of Leadership Programs

Practitioner: **Mr. Steve Goldfarb**
Magician

November 15, 2014. 12:20 p.m. to 2:00pm-Lunch Session

Municipal Bond Finance Update and Project Delivery Methodologies for Public Infrastructures

Frank V. Zerunyan, J.D.

USC Price Professor of the Practice (Moderator)

Stephen E. Heaney, MPA

Managing Director, Stifel

Danny Kim, J.D.

Partner, Norton Rose Fulbright

November 15, 2014. 2:00 p.m. to 5:20 p.m.

Responding to the Turnaround in California Demographics

Course Description and Learning Objectives: “Demography is back!” proclaimed the Economist magazine earlier this year. Of course, demographics are always present, but our awareness ebbs and flows, largely in response to how the waves of change crash upon our housing markets, pension plans, and local workforces. Demographics have long been the source of major policy issues, but we have focused usually only on their consequences, too late to make things better. That is an unfortunate misuse, because demography also holds the key to long-term foresight and can help leaders achieve consensus for more sustainable policymaking. In this module, we will focus on providing a basic introduction to population dynamics and how they impact public and private institutions. We set these lessons in the context of the extraordinary turnaround in California demographics, changes that are so abrupt and sweeping that they sharply demonstrate how demographics reshape the fate of our cities. We begin with a brief discussion of why it is that decision-making is trapped in a focus on the present, even while the future is inexorably marching toward us. We mix into this a consideration of how the growing polarization in the electorate can be understood as a consequence of emphasis on static differences between age and ethnic groups. Understanding the population dynamics holds promise for local leaders to help their citizens and decision makers to rediscover consensus about mutual interests and shared fates.

Every city or county can find the census and forecast data needed to break the shortsighted and divisive impasse. As will be demonstrated in the workshop, age changes are the key to making sense of demographics. Surges upward or downward in any age group can have overwhelming impact on the services demanded by that age group. The dramatic swings in age growth from last decade to next decade are what make demographics of crucial importance: in the aggregate, children are plunging, young adults surging, middle age slumping, and retirees exploding. Consequences are

played out in terms of housing (renters and owners) and workforce (retirees and their replacements). A key takeaway is how to construct and use the local trend in the senior ratio. Workshop participants are encouraged to launch their own critiques of the demographic myopia, either challenging how this can really be so powerful, or by offering their own witnessed examples of blunder.

The decision making use of demographic trends, most often, is carried out through guiding narratives that embed perceptions of earlier trends (which are often outdated). Recently introduced in Boom—a Journal of California was a set of new narratives for guiding California’s future, narratives that sharply differ from the earlier story line on every trend. Workshop participants will debate which trend reversals are most significant for changing the perceptions that guide our public decisions.

A set of basic background readings will be made available prior to the workshop, as well as handouts of key presentation materials. At the conclusion of this module, participants will have a stronger grasp of population dynamics and how they impact both housing and workforce. They also will have a working knowledge of how demographic framing can reshape public consensus, helping to get everyone on the same page about who we are and how we all profit together in the new California.

USC PRICE Faculty:

Dowell Myers, Ph.D.

Director, Population Dynamics Research Group

[Faculty Bio’s Next Page](#)

USC Price Faculty Bio's



Ali E. Abbas

Director, Center for Risk and Economic Analysis of Terrorism Events (CREATE)

Ph.D. in Management Science and Engineering **Stanford University**

Expertise

Decision analysis, risk analysis, multi-attribute utility theory, information theory, Bayesian analysis, and data-based decision making.

Biographical sketch

Dr. Ali E. Abbas serves as the Director of the USC Center for Risk and Economic Analysis of Terrorism Events (CREATE), jointly based at the USC Sol Price School of Public Policy and the USC Viterbi School of Engineering.

Dr. Abbas was previously the Art Davis Faculty Scholar and Associate Professor in the Department of Industrial and Enterprise Systems Engineering, College of Engineering, University of Illinois at Urbana-Champaign, where he founded the Information Systems and Decision Analysis Lab (ISDAL). Prior to his time at the University of Illinois, Dr. Abbas was a visiting scholar in the Department of Management Science and Engineering, Stanford University, where he earned his Ph.D. in Management Science and Engineering.

The recipient of multiple awards from the National Science Foundation for his work, Dr. Abbas' research focuses on decision analysis, risk analysis, multi-attribute utility theory, and data-based decision making. He is widely published in books, journals, and conference publications, and has shared his expertise through television appearances, TEDx and other invited talks.

Dr. Abbas regularly teaches courses on decision analysis, and has taught numerous executive education courses at a variety of institutions, such as Stanford and the American University in Cairo.

In addition to his academic career, Dr. Abbas is founder, president, and CEO of Ahoona Corp, a decision making social network that has several thousand users around the world. He is on the Advisory Boards of Hedgestreet Inc., a binary futures exchange, and Decision Education Foundation, a volunteer nonprofit organization that empowers youth to make better decisions about their lives. Dr. Abbas also has extensive consulting and management experience. For a list of selected scholarly articles see <http://priceschool.usc.edu/ali-e-abbas/>



Daniel A. Mazmanian

Professor, Academic Director, USC Schwarzenegger Institute for State and Global Policy

Ph.D. in Political Science **Washington University, St. Louis**

Expertise

Environmental policy, policy implementation, sustainable communities, political science

Biographical sketch

Daniel A. Mazmanian is a professor at the USC Sol Price School of Public Policy and the director of new initiatives at the Center for Sustainable Cities. He served as the school's lone L. Piper Dean and Professor from 2000-2005. Before coming to USC, he served as dean of the School of Natural Resources and Environment at the University of Michigan. He has been a member of the Board of Trustees of the John Randolph Haynes and Dora Haynes Foundation since 1994.

Professor Mazmanian is a widely published scholar in the field of policy implementation and environmental policy. His current research focuses on the transition to sustainable communities. He is recipient of the Aaron Wildavsky Enduring Contribution Award from the American Political Science Association and the Thomas R. Dye Service Award from the Policy Studies Organization.

Professor Mazmanian served as executive director of the "Report of the California Adaptation Advisory Panel to the State of California," in 2009-2010, and a member of the "Task Force on Environmental Governance of the China Council for International Cooperation on Environment and Development," in 2005-2006. He is past president of the National Association of Schools of Public Affairs and Administration. For a list of selected scholarly articles see <http://priceschool.usc.edu/daniel-a-mazmanian/>



Robert Denhardt

Professor (Teaching)

Director of Leadership Programs

Ph.D. in Public Administration **University of Kentucky**

Expertise

Public service, public administration, organizational development, ethics, and leadership

Biographical sketch

Robert Denhardt is a Professor and Director of Leadership Programs at the USC Sol Price School of Public Policy. Dr. Denhardt is well known for his scholarship on the public service, public administration, organizational development, ethics, and leadership. His major books include *The Dance of Leadership*, *The New Public Service*, *Theories of Public Organization*, *Managing Human Behavior in Public and Nonprofit Organizations*, *The Pursuit of Significance*, and *In the Shadow of Organization*, in addition to publishing over 100 articles in professional journals. Dr. Denhardt has served as president of the American Society for Public Administration and was elected a Fellow in the National Academy of Public Administration. He was a winner of the Dwight Waldo Award for Lifetime Achievement in Scholarship in Public Administration and the Charles H. Levine Award for teaching, scholarship, and service to the profession. Dr. Denhardt served as director of the School of Public Affairs at Arizona State University before coming to the University of Southern California and has been a consultant to public and private organizations, including public universities. For a list of selected scholarly articles see <http://priceschool.usc.edu/robert-denhardt/>



Dowell Myers

Professor

Director, Population Dynamics Research Group

Ph.D. in Urban Planning **Massachusetts Institute of Technology**

Expertise

Demographic change, future of California, housing impacts, workforce and education, immigration and assimilation, communication for consensus about change

Biographical sketch

Dowell Myers, Ph.D., is a specialist in urban growth and societal change, with expertise as a planner and urban demographer. He has been an advisor to the Bureau of the Census and authored the most widely referenced work on census analysis, *Analysis with Local Census Data: Portraits of Change* (Academic Press, 1992). His demographic work has included substantial emphasis on immigration, and his 2007 book, *Immigrants and Boomers: Forging a New Social Contract for the Future of America*, has been widely recognized. In the policy and planning field, he is a champion of future-oriented research, which helps inform better decisions today. As an instructor of planning theory, he professes a communicative, citizen-oriented approach that embraces the residents as consumers and the ultimate voting decision makers. His research embodies the approach of integrated demography that treats demographic factors as interwoven with aggregate behaviors and impacts. This also includes public perceptions and reactions to demographic change as part of the problem analysis. Recent research projects have focused on public narratives about immigration, aging, and taxation, projections of generational change in the U.S., California, and Los Angeles, and the upward mobility of immigrants the longer they reside in the U.S. Professor Myers has been an academic fellow of the Urban Land Institute and a member of the Governing Board of the Association of Collegiate Schools of Planning. He is also one of two recipients of the Haynes Award for Research Impact. For a list of selected scholarly articles see <http://priceschool.usc.edu/dowell-myers/>