ABOVE THE CENTER

The USC Judith and John Bedrosian Center on Governance and the Public Enterprise, endowed in 2005 through a generous gift from Judith and John Bedrosian, is dedicated to understanding and fostering effective democratic governance as an essential component in ensuring the betterment of communities within the United States and around the world.

The Bedrosian Center Fosters Effective Governance By:

- Building the professional capacity of public and nonprofit institutions
- Shaping public dialogue across public, private, and nonprofit sectors on governance and institutional reform
- Promoting and supporting innovative governance scholarship

The Bedrosian Center Serves As:

- A focal point for the discussion of pressing issues regarding how the public sector can work better
- A conduit through which the best practices and cutting edge thinking about managing institutions and implementing policy are made known broadly
- A center of education for public sector principals and staff to improve government effectiveness in implementing policy

“
The Center has undertaken a great mission that seeks to address a vital area of public and private sector importance. I wish it the best of success.” - USC Alum

DIRECTOR’S MESSAGE

This has been a remarkable year for the Bedrosian Center. With the support of John and Judith Bedrosian, the USC Price School, Dean Jack Knott and our advisory board, the Bedrosian Center established its place as an important voice in the quest to improve governance and the implementation of policy in our key areas of engagement.

We convened the first-ever USC research faculty gathering on race, which brought together all USC faculty members studying relevant issues. We established a new relationship with the California League of Cities’ Latino Caucus to train newly elected officials and prepare them to be effective legislators. We started a new outreach effort to drive home the point that governance is relevant for every policy milieu, through joint programs with other Price School research centers.

We made a special mark with our high profile and highly successful Innovating to End Urban Poverty conference, co-sponsored with the USC Price Center for Social Innovation. We brought together over 30 leading policy thinkers and practitioners for a forward-looking conversation about solutions to the persistent problem of poverty. The recommendations emerging from this conference will be published and will, hopefully, usher in a new era of effective policy-making and progress against this tremendous drag on our society.

We expanded our efforts to increase the capacity of local policy makers and institutions across California, the United States and the world through our Local Leaders program, the Los Angeles County Managers training program, and international training activities supporting the United Nations. We continued our tradition of tapping a diverse set of high profile leaders to make clear that governance and policy implementation are not exclusively a public sector concern. We raised the bar with our excellent roster of speakers, from Nate Silver to Congresswoman Karen Bass, who offered insights on how to be effective leaders, thinkers, and administrators that engaged USC students, faculty, and the broader community alike.

Of course, none of this would be possible without the devotion and hard work of our staff and student research assistants. They truly are an outstanding team.

With regards,

Raphael Bostic
Director, Bedrosian Center
Judith and John Bedrosian Chair in Governance and the Public Enterprise
**RESEARCH**

The Bedrosian Center fosters effective governance by promoting and supporting innovative governance scholarship. The Bedrosian Center funds several grants for USC Price faculty research on governance issues, preferring research focused on collaborative governance, relationships between governance and planning, and government accountability.

Each principal investigator gives a presentation of his or her findings and must use funding to provide research opportunities for USC students.

**STUDENT RESEARCH**

The Bedrosian Center values our support of students in the pursuit of their careers as researchers. We supported 25 students in 2013/14. Student research highlights include:

**California Tax Credit Allocation**

In the summer of 2013, eighteen students conducted research for the California Tax Credit Allocation Committee (CTCAC) as part of a Masters of Planning studio course. CTCAC is the state entity responsible for administering the federal Low-Income Housing Tax Credit (LIHTC) program, which serves as the largest source of financing for low-income housing production in the country. The initial project was limited to Los Angeles County. With funding from the Bedrosian Center, the team is expanding this research to the entire state of California.

**Reentry of the Formerly Incarcerated into Civilian Life**

Danielle Williams is a third year doctoral student in Public Policy and Management and a Teaching Assistant Fellow with USC’s Center for Excellence in Teaching. Her research interests include program evaluation, prisoner reentry policy, anti-poverty programs, and education policy. Williams in the initial stages of undertaking the evaluation of an innovative pilot program designed to smooth the reentry of formerly incarcerated people into civilian life. The pilot program is being conducted by the Housing Authority of the City of Los Angeles in conjunction with three local non-profit organizations and will allow recently released formerly incarcerated people to live with family members receiving rental assistance.

**Effective Service Delivery: Leveraging Private Resources for the Public Good**

Raphael Bostic, Professor and Judith and John Bedrosian Chair in Governance and the Public Enterprise and Elizabeth Graddy, Professor and Jeffrey J. Miller Chair in Government, Business, and the Economy, Vice Dean

This book assesses what has been learned over the past three decades about the impacts of the widespread use of private organizations to deliver publicly funded services, and how we can use that knowledge to design more effective public-private governance arrangements. *Forthcoming.*

**Institutional Constraints and Options for California’s Adaptation to Sea Level Rise**

Hilda Blanco, Research Professor and Interim Director, Center for Sustainable Cities

Blanco presented her research examining the institutional constraints and options that coastal agencies face trying to meet the new challenges of rising sea levels. Professor Blanco is working with a graduate of the PhD. program, Elena Maggioni, to draft a paper on this project.

**Institutions, Socio-economic Contexts, Sustainability Plans in California**

Shui Yan Tang, Research Director, Bedrosian Center and Frances R. and John J. Duggan Professor in Public Administration

Tang and Cheongsin Kim, a graduate of the PhD. program, are currently preparing a paper, and will present their findings, in Fall 2014.

**Comparative Public Policy Investment**

Anthony Bertelli, Professor of Public Policy and Political Science; C.C. Crawford Chair in Management and Performance

Bertelli asked “why do governments choose some public policies and not others?” and provided a theory of how governments produce a form of statecraft that assists in their reelection. Part of an ongoing research agenda that Professor Bertelli has been pursuing over the past seven years. We are looking forward to seeing several papers submitted to peer review journals based on his research.
Collectively, the USC Price faculty rank third at USC in terms of per capita research grants — a reflection of both their productivity and the quality of their research.”  

- Dean Knott

**Consortium on Collaborative Governance**

CCG is a partnership between USC, the University of Arizona School of Government and Public Policy, and the University of Washington Evans School of Public Affairs. This unique partnership focuses research on public-private-nonprofit collaboration. For 2013/14 we hosted Laura Evans and Joaquin Herranz, both from Evans.

**Local Government Fiscal Sustainability**

Yan Tang convened a panel of distinguished local government scholars, and practitioners, and members of the research project team Local Government Fiscal Sustainability funded by the Haynes Foundation.

**FACULTY EXPERTISE**

Bedrosian Faculty Affiliates are distinguished scholars with diverse disciplinary backgrounds and research interests. Their innovative scholarship not only advances their respective disciplines but also promotes best practices and cutting edge thinking about governance.

**ANTHONY BERTELLI**

Public policy, political economy, comparative political institutions, research methods

**MARLON BOARNET**

Transportation, travel behavior, urban growth patterns, regional science, urban economics

**TERRY L. COOPER**

Administrative ethics, administrative theory, citizen participation, neighborhood organizations, role of citizens

**JANET DENHARDT**

Organizational behavior, leadership, citizen engagement, governance

**ROBERT DENHARDT**

Leadership, organizational behavior, organizational change, inquiry

**NICOLE E. ESPARZA**

Nonprofit organizations, networks, philanthropy, urban inequality

**ELIZABETH GRADDY**

Institutional economics, governance, nonprofit organizations, industry structure

**SHERRY BEBITCH JEFFE**

Political analysis, California politics and government, American politics and government, public policy, media and politics, communicating public policy

**MARTIN H. KRIEGER**

Defense and security policy, entrepreneurship and social innovation, physics and mathematics in society, cities as lived and worked, scholarship and the university, environmental policy, longer-term future of earth

**LAVONNA B. LEWIS**

American politics, public policy, health policy, interest groups, federal programs

**DANIEL A. MAZMANIAN**

Environmental policy, policy implementation, sustainable communities, political science

**PAMELA MCCANN**

American political institutions, bureaucratic delegation, intergovernmental politics, legislative behavior, public policy, and policy diffusion

**JULIET ANN MUSSO**

Federalism, urban political economy, fiscal policy, community governance, neighborhood organizations

**PETER J. ROBERTSON**

Organizational theory and behavior, organizational change, ecological governance, collaborative organizing, inter-organizational networks

**LISA SCHWEITZER**

Environmental justice, Sustainable transportation, Hazardous materials in urban environments, Community environmental quality

**DAVID SLOANE**

Urban planning, policy, and history; community health planning and policy

**EDUARDO TINOCO**

Library and information science, academic library leadership, public library service and administration, library instruction and research, student veterans, veteran services and transition

**CHRISTOPHER WEARE**

Public policy, civic engagement, municipal governance

**SHUI YAN TANG**

Environmental policy, organizational commitment, institutional analysis, microcredit, common-pool resources

**FRANK ZERUNYAN**

Local governance, administrative law, public private partnerships, leadership, executive education
2013-2014 PUBLICATIONS

The Bedrosian Center serves as a conduit through which the best practices and cutting edge thinking about strategies are made known broadly. We are a growing actor in the public dialogue on governance. With over 50 peer reviewed articles in top tier journals in the field, our faculty contribute greatly to the academic conversation regarding governance in many policy fields; journalists and public officials turn to them for their expertise. See selected listing

Our continued efforts to promote the expertise of the Bedrosian Center have rendered high-profile results in a number of key publications and media outlets. Forbes.com continues to be home to Effective Governance, Director Bostic’s ongoing blog with topics ranging from the Boston Marathon attacks to calling out the best and worst in governance each month.

Anthony Bertelli and John C. Peter
Public Policy Investment: Policy Prioritization and British Statecraft
Oxford University Press, 2013

Marlon Boarnet
The Declining Role of the Automobile and the Re-Emergence of Place in Urban Transportation: The Past Will Be Prologue.
Regional Science Policy & Practice, 2013

Raphael Bostic
Resilient Economic Development: Challenges and Opportunities
Metropolitan Resilience in a Time of Economic Turmoil, 2014

Raphael Bostic and Ingrid G. Ellen
Introduction: Special Issue on Housing Policy in the United States
Journal of Housing Economics, 2014

Raphael Bostic
CDBG at 40: Opportunities and Obstacles
Housing Policy Debate, 2014

Terry L. Cooper and Donald C. Menzel Jurkiewicz
Advancing Ethical Competence through Pedagogy; Achieving Ethical Competence for Public Service Leadership
M.E. Sharpe, 2013

Robert Denhardt, Janet Denhardt, and Tara Blanc
Public Administration: An action orientation
Cengage Learning, 2013

Nicole E. Esparza
Social Forces, 2013

Martin Krieger
The Scholar’s Survival Manual, A Road Map for Students, Faculty, and Administrators

Daniel A. Mazmanian and Hilda Blanco (editors)
Elgar Companion to Sustainable Cities: Strategies, Methods and Outlook
Edward Elgar Publishing, Ltd., 2014

Kyu-Nahm Jun and Juliet Ann Musso
Participatory Governance and the Spatial Representation of Neighborhood Issues
Urban Affairs Review, 2013

Taehyon Choi and Peter J. Robertson
Deliberation and Decision in Collaborative Governance: A Simulation of Approaches to Mitigate Power Imbalance
Journal of Public Administration Research and Theory, 2013

S Liu, P Murray-Tuite and Lisa Schweitzer
Incorporating Household Gathering and Mode Decisions in Large-Scale No-Notice Evacuation Modeling; Computer-Aided Modeling
Computer-Aided Civil and Infrastructure Engineering, 2014

B. C. Lowery and David Sloane
The Prevalence of Harmful Content on Outdoor Advertising in Los Angeles: Land Use, Community Characteristics, and the Spatial Inequality of a Public Health Nuisance

C. W. H Lo and Shui Yan Tang
Institutions, Regulatory Styles, Society and Environmental Governance in China
Routledge, 2013
**Landmark Article Selected As One Of The 75 Most Influential**

Bedrosian Affiliates, Robert and Janet Denhardt’s article, "The New Public Service: Serving Rather than Steering," has been selected as one of the 75 most influential articles ever to appear in the journal, Public Administration Review. Their article was chosen from more than 3,500 articles that have appeared in the journal since its inception in 1940.

**DIRECTOR IN THE NEWS (SELECTED ARTICLES)**

Forbes.com: Dr. Bostic is a contributor to Forbes.com via his blog, Effective Governance

Atlanta Journal Constitution: January Best & Worst in Governance

Los Angeles Times: LA’s Real Housing Problem (op/ed with Tony Salazar)

Al Jazeera: Fighting Segregation in Housing: There’s a Map for That

California Real Estate Magazine: From Obama to USC: Bostic’s Passion for Fair Housing

Bloomberg: Renting to Low Income Families

BusinessWeek: The Troubled Asset Relief Program

Daily Finance: The Evolution of FHA Mortgage Rates

KPCC, Take Two: Teachable Moments from the Government Shutdown

Bay Planning Coalition: Multifamily Finance Reform

NAPAWASH.org: Dr. Bostic named s fellow of the National Academy of Public Administration (NAPA)

CFPB Monitor.com: Dr. Bostic is appointed to the Academic Research Council of the Consumer Financial Research Board.

**TRAINING**

The Bedrosian Center serves as a center of education for public sector principals and staff with the goal of improving government effectiveness in implementing policy and building the professional capacity of public and nonprofit institutions. The Bedrosian Center sponsors and supports the USC Price Executive Education Forum, whose mission is to educate and train leaders around the world as well as in local communities to manage organizations and devise policies. The Bedrosian Center engaged numerous public officials – through programs like Local Leaders, public speaking by our faculty, and Forum Director Frank Zerunyan’s work with the United Nations. We are now the primary leadership training source for the League of Cities Latino Caucus and are pursuing training opportunities in Brazil, India, and the Middle East among other venues.

**Local Leaders Program**

Designed for local elected officials, this program offers a focused curriculum in ethics, governance, leadership and public policy. Our target audiences for this program are mayors, council members, supervisors and special district board members. This year, the Local Leaders Program served over 60 public officials during the Fall and Spring terms.

In June, 2014, the Bedrosian Center signed a MOU with the League of California Cities Latino Caucus to establish an executive education program to feature policy workshops that provide elected and appointed leaders from the Latino Caucus with focused, intensive training on a range of pressing issues facing local governments.

**Global Leaders Program**

This program offers customized educational and training programs for domestic and foreign policy driven organizations and government agencies. The program seeks to train senior executives and administrators as well as emerging leaders among their staff. Our target audiences include for-profit, nonprofit or government agencies, which have identified a specific training, need to be filled.
Leadership Programs in Sacramento

The leadership programs at the USC State Capital Center have for 35 years designed and delivered distinctive curricula for public sector and nonprofit executives. These courses teach participants to think differently about management and governance and make a tangible impact on their organizations. The Center currently offers 14 leadership and management programs targeted to executives in city, county, regional, state and national organizations.

USC Price/United Nations Executive Education Forum

Frank Zerunyan, director of executive education at the Bedrosian Center, contributes to a capacity building effort to address public administration challenges globally run by the UN Department of Economic and Social Affairs through its executive education forum. Zerunyan was a featured speaker at a March 2014 workshop in Addis Ababa, Ethiopia, attended by more than 200 government officials from 18 countries.

Best & Worst in Governance

Elevating the issue of good governance is what is behind this new Bedrosian Center effort. Each month we ask students, faculty, and the general public to survey the governance landscape and nominate candidates for the best and worst efforts. In subsequent weeks, we discuss the nominations and the lessons (good or bad) learned from these examples and decide on winners for the Best & Worst in Governance each month.

Leading from the West

The Leading from the West speaker series is a platform that offers insight into effective governance through conversations with major western leaders of our time. The goal is an engaging conversation that touches upon many aspects of effective governance and highlights key lessons to be drawn from those experiences. In October 2013, we welcomed then-Speaker of the California Assembly, John A. Pérez.

“A program like this... is rare yet invaluable in helping us as local leaders make better decisions to help our cities.” - Cynthia Sternquist, Mayor Pro Tem, City of Temple City

PROGRAMS

Our programs seek to increase the profile of the issues of governance. This year, we delivered a number of programs that highlighted the good and bad of governance, grappled with the governance and policy challenges of persistent social patterns and challenged traditional notions of the organizations and individuals that comprise governance and policy implementation. Through these, the Price community heard about successful leadership and new strategies to effectively manage organizations and policy processes.
**Price Research Center Collaborative**

These collaborative programs foster critical discussion about the specific areas of interest of the Bedrosian Center and our fellow Price research centers and about the ways in which policy in these areas is being implemented.

**Innovating to End Urban Poverty Conference**

The Bedrosian Center joined with the Price Center for Social Innovation to convene a multi-disciplinary team of nationally recognized scholars and practitioners to examine what programs or practices are or are not working in the fight to end urban poverty. The scholars offered a set of proposals for how best to reduce poverty and discussions served to sharpen them and highlight opportunities for success.

**ASPA Partnership**

Our multi-year partnership with the American Society for Public Administration highlights the implementation of state and federal regulation and fosters mentoring and outreach between students and practitioners. In February, 2014 we highlighted women in public administration, hosting Geraldine Knatz, Executive Director for the Port of Los Angeles and Gina Marie Lindsey, Executive Director for the Los Angeles World Airports.

**USC Race Collective**

Along with the USC Gould School of Law, we convened the first-ever meeting drawing USC faculty who study issues broadly related to race from across the entire campus. The meeting brought together an impressive interdisciplinary community of USC to initiate an ongoing dialog and research exchange.

"To me, statistics do not just mean numbers. It means an empirical way of looking at the world.”

- Nate Silver

**The Holt Lecture**

The Dennis F. and Brooks Holt Distinguished Lecture Series was established by longtime Price School Board of Councilors member Dennis Holt (founding chairman and CEO of U.S. International Media) and his wife, Brooks. The Bedrosian Center has expanded the Holt program to implement its original vision of inviting prominent practitioners, influential policy makers, and visiting scholars, to give lectures and meet with students and faculty to discuss issues, curricula, and research regarding communications and public policy.

In September, 2013, Nate Silver’s lecture, *Baseball and Politics are Data Driven*, became the largest speakers’ event in Price School history. Silver, a leading statistician, first gained national attention during the 2008 presidential election, when he correctly predicted the results of the primaries and the presidential winner in 49 states.
LUNCH WITH A LEADER

Lunch with a Leader provides students, faculty, and members of the public the opportunity to hear ideas from local, state, and national leaders, share their own ideas, and gain inspiration for effective governance in an intimate and informal setting. For 2013/14 we had seven candid talks, giving Price students, faculty and the public unprecedented access to leaders on the local and national stage.

“When I worked in government, I really saw the need for good policy and planning, and that’s what motivated me to run.”
- Aja Brown, Mayor of Compton, California, October 17, 2013

“If you want people to understand each other and the world, you want a museum that would deal with the environment, the cultural questions, the points of view, the time we live in.”
- Michael Govan, Director, Los Angeles County Museum of Art, March 5, 2014

“By having relationships with people, I get to see what kind of public policy I actually need to develop because I see it playing out right in front of me…”
- Jan Perry, General Manager, Economic & Workforce Development Department, City of Los Angeles., September 18, 2013

Michael Govan, Director, Los Angeles County Museum of Art

Karen Bass, Congressmember, 37th Congressional District

Tom Bakaly, City Manager, Hermosa Beach

Jan Perry, General Manager, Economic & Workforce Development Department, City of Los Angeles

John Szabo, Los Angeles City Librarian

Aja Brown, Mayor of Compton, California

Jackie Lacey, Los Angeles County District Attorney

Karen Bass, Congressmember, 37th Congressional District
**Bedrosian programs attracted over 1,600 attendees.**

- **978** The Holt Lecture
- **191** Leading from the West
- **163** Lunch with a Leader
- **158** Innovating to End Urban Poverty Conference
- **137** Price Research Center Collaboratives

**Website**

- **350+** sessions per week
- **1000** average page views per week

**Twitter Followers**

- 2012-2013: **140**
- 2013-2014: **377**

**Facebook Likes**

- 2012-2013: **76**
- 2013-2014: **181**

**About Us**

**Director**
Raphael Bostic

**Staff**
Aubrey Hicks
Donnajean Ward

**Board of Advisors**
Tom Bakaly
John Bedrosian
Karen Bedrosian Coyne
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Pamela McCann
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Eduardo Tinoco
Christopher Weare
Shui Yan Tang
Frank Zerunyan

**Students**
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Lilian Conover
Steve Coulter
Chanel Frampton
Jessica Friedmann
Bri Gauger
Jesus Herrera
Sarah Hoffman
Cheongsin Kim
Haijing Lin
Jeremy Loudenback
Elena Maggioni
Dyana Mason
Ryan Merrill
Catherine Omalev
Courtney Oustad
Benjamin Robinson
Anna Silk
Caroline Stevens
Diane Um
Alexander Visotzky

**Implementing Good Policy…Promoting Good Ideas…Fostering Effective Governance**
Visit our website to learn how you can support the activities of the Bedrosian Center

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