ABOUT THE CENTER

The Judith and John Bedrosian Center on Governance and the Public Enterprise, an applied research center at the USC Sol Price School of Public Policy, was founded in the fall of 2005 through a generous endowment gift from Judith and John Bedrosian. The Center 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 scholarship

The Bedrosian Center Serves As

- A focal point for the discussion of pressing issues the nation faces regarding how the public sector can work better
- A conduit through which the best practices and cutting-edge thinking are made known broadly
- A center of education for public sector principals and staff with the goal of improving government effectiveness in implementing policy
DIRECTOR’S MESSAGE

As the Bedrosian Center marks its 10th anniversary, a look back at the Center’s trajectory shows just how far it has come in that short time.

When the Center was created, the vision was to lead in both research and the application of research to inform policy. The Center’s founding director, Professor Dan Mazmanian, immediately set the Center on a strong course on both fronts. He enlisted Professor Shui Yan Tang to drive a robust research program, while using his many years of expertise and extensive network to place Bedrosian at the center of key policy discussions. Through Professor Mazmanian, the Center has played a key role in the development of environmental policy in California and China.

I have sought, during my tenure, to build on this foundation. Professor Tang has continued to lead our research efforts, and the Center continues its support of cutting-edge research on prominent issues regarding policy implementation, politics, public service delivery, and privatization, among others. Moreover, the Center has continued to have a prominent position in policy discussions. Faculty affiliated with the Center have had important voices in policy dialogues currently happening on housing, transit, high-speed rail, contracting, and public-private partnerships occurring at the federal, state, and local levels. Our policy impact has also been augmented by the continued growth of our education and training programs targeted at elected officials and key public and nonprofit sector decision makers.

We have worked hard to expand the Bedrosian Center’s presence in serving the Price community by offering programs spanning a wide range of policy areas to strongly make the point that governance is an issue that is relevant and important for everyone. On this, we have succeeded handsomely, in my view. The Center has featured high-profile speakers ranging from long-time political leader Antonio Villaraigosa, analytics guru Nate Silver, athletics giant Pat Haden, former Secretary of State, Condoleezza Rice to actor and education pioneer LeVar Burton. We have also offered programming that gives students and staff an opportunity to engage on a personal level with a diverse set of speakers, including next-generation leaders such as Robert Garcia and Aja Brown, USC alumni who lead Long Beach and Compton, respectively, and a panel of experts working on revitalizing the Los Angeles River.

Given this tremendous progress, the natural question is: where does the Center go from here? This is a question we will tackle throughout our anniversary year. Together with leaders and practitioners, our affiliated faculty, and the broader Price and USC communities, we will look at the emerging trends in policy implementation and other aspects of governance to consider their implications on both practice and teaching. I hope you will be a part of this ongoing discussion.

As we celebrate the past 10 years of achievements, we look forward to many more achievements in the years to come. I hope you are as excited as I am and will join us for the ride!

With regards,

Raphael Bostic
Director, Bedrosian Center
Judith and John Bedrosian Chair in Governance and the Public Enterprise
The Bedrosian Center fosters effective governance by promoting and supporting innovative scholarship. The Center funds USC Price faculty research on governance issues, preferring research focused on collaborative governance, relationships between governance and planning, and government accountability.

**Student Research**

The Bedrosian Center values our support of students in the pursuit of their careers as researchers. We supported 22 students in 2014-2015.

**Discrimination in the French Rental Housing Market**

Arthur Acolin, a second year Ph.D. student in Urban Planning and Development, recently completed an online audit study of discrimination in the French rental housing market. Responses were sent to rental ads for housing with identical information but using different names. The results indicate that applicants with foreign-sounding names (particularly those from non-European countries) are substantially less likely to receive positive responses than applicants with French-sounding names. The consequence of this discrimination is increased search costs for individuals with foreign-sounding names. Acolin presented at the 2014 International AREUEA Conference.

**Policy Tools, Compromise, and Quarrels in the U.S. Congress**

Pamela McCann, Assistant Professor and Daniel Magley, Assistant Professor of Political Science at Binghamton University, SUNY Members of Congress support new bills for a variety of reasons. The particular language used provides insight about the bargains struck between chambers. By analyzing iterations of draft bills, McCann’s research aims to develop a political bargaining theory to explain the conditions under which one chamber might gain the upper hand over the other.

**In the Face of Failure: The Persistence of Pro-Social Motivations under Conditions of Negative Feedback**

William G. Resh, Assistant Professor

Public management research has identified Public Service Motivation (PSM) as a common characteristic of individuals who choose to enter careers in public or nonprofit service. Resh’s research tests the notion that PSM-oriented individuals are more likely to persist in their work efforts even when their policy outcomes are viewed as “failures.” The findings from this research will shape recommendations for public and nonprofit sector personnel policies.

**Community Benefits Agreements (CBAs) and Project Labor Agreements (PLAs)**

Lisa Schweitzer, Associate Professor with Jovanna Rosen, PhD student in Urban Planning and Development

Community Benefits Agreements (CBAs) and Project Labor Agreements (PLAs) have recently emerged as a new way to manage urban development that supports dialogue between stakeholders. Schweitzer’s research explores how these new agreements are being implemented and whether they achieve their stated goals.

**Government Transparency Laws: Why Do Some Legislators Over Comply?**

Abby K. Wood, Assistant Professor, Political Science and Public Policy and Christian Grose, Associate Professor of Political Science

Wood's research centers on government transparency requirements and the legal framework that holds officials accountable to the public. She has observed that in some cases, candidates have “over complied” with the law by disclosing campaign contributor information even for those who gave less than the minimum amount required by law. While these legislators may be trying to demonstrate a commitment to transparency and good governance, these acts could be viewed as a violation of privacy for contributors desiring to remain anonymous. Wood's research examines this phenomenon to see if those legislators in competitive races are more likely to over comply.

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**Funded Research 2014-2015**

**Policy Tools, Compromise, and Quarrels in the U.S. Congress**

Pamela McCann, Assistant Professor and Daniel Magley, Assistant Professor of Political Science at Binghamton University, SUNY

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**Improving Urban Governance through Community Development Agreements**

Lisa Schweitzer, Associate Professor with Joanna Rosen, PhD student in Urban Planning and Development

Community Benefits Agreements (CBAs) and Project Labor Agreements (PLAs) have recently emerged as a new way to manage urban development that supports dialogue between stakeholders. Schweitzer’s research explores how these new agreements are being implemented and whether they achieve their stated goals.

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"At the Bedrosian Center, we actively support research in public governance, policy, and management, awarding several research grants to USC Price faculty. Our faculty address a diversity of research issues ranging from local government sustainability programs and community benefits agreements to public service motivation and policy choice processes at the U.S. Congress. Most research projects supported by our grants involve students in the Price School."

- Shui Yan Tang

Research Director, Bedrosian Center

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- Shui Yan Tang

Research Director, Bedrosian Center
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.

Emma Aguila
Economics of aging, labor economics, applied econometrics, program evaluation, development economics

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

Raphael Bostic (Director)
Urban development, urban economics, housing

Terry L. Cooper
Administrative ethics, administrative theory, citizen participation, neighborhood organizations, the role of citizens

Janet V. Denhardt
Organizational behavior, leadership, citizen engagements, governance

Robert B. Denhardt
Leadership, organizational behavior, organizational change, inquiry

Kathleen M. Doherty
American political institutions, bureaucratic delegation, administrative expertise, political and judicial oversight of the bureaucracy, public policy, pharmaceutical drug policy

Nicolas Duquette
Nonprofit economics, public finance, economic history

Nicole Esparza
Nonprofit organizations, networks, philanthropy, urban inequality

Elizabeth Graddy
Institutional economics, governance, nonprofit organizations, industry structure

Richard K. Green
Economics, housing markets, housing policy, tax policy, transportation, mortgage finance, urban growth

Michael E. Harris
Health care contracting, policy and reform, emerging delivery business models, innovation, prevention, wellness and patient access

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

Martin 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 Blair 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, policy diffusion

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

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

Frank Zerunyan
Local governance, administrative law, public private partnerships, leadership, executive education
The Bedrosian Center serves as a conduit through which the best practices and cutting-edge thinking about governance are made known broadly. 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. Selected listing:


IN THE NEWS
Journalists and public officials turn to Bedrosian Center faculty for their expertise.

Raphael Bostic
featured in
THE DICTIONARY OF SCIENCE MONITOR
Beyond Police Protests, a Push for Dialogue in Black Communities
January 2015

Lisa Schweitzer
featured in
CITYLAB
How Public Transit Agencies Deal with All Your Anger, Mean, and Terrible Tweets
February 2015

LaVonna Blair Lewis
featured in
THE HUFFINGTON POST
This Exercise Craze Is Giving Low-Income Women A Chance
April 2015

Raphael Bostic
featured in
HOUSINGWIRE
Here’s Proof Raphael Bostic is 100% correct on housing
September 2014

David Sloane
featured in
THE DAILY SENTINEL
Alabama Places 41st in State
Safety Rankings
June 2015

William Resh
featured in
Government Executive
Tracking Individual Feds Over Time Could Improve Employee Viewpoint Survey
April 2015

Raphael Bostic
featured in
MarketWatch
Disjointed Policies Thwarting Housing, Economists Lament
September 2014

“Being an international student who was very new to the United States, the variety of casual and formal gatherings that were organized by the Center taught me about politics and how it impacts transportation, housing, immigration, health, among others. As a transportation engineer currently working in the public sector, that knowledge has proved to be invaluable to my work.”

-Kate Amissah MSCE ’13
2004-2009
HIGHLIGHTS OF THE LAST 10 YEARS

2004

Chairman of the Board of Directors

2005

Chair of the Board of Directors

2006

Chair of the Board of Directors

2007

Chair of the Board of Directors

2008

Chair of the Board of Directors

2009

Chair of the Board of Directors

Highlights of the Last 10 Years

The breadth of USC's approach is unusual, as there are very few institutions of higher learning that sponsor research often draws on data from more than one source.
TRAILNG

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 for Policy. Our mission is to educate and train leaders around the world as well as in local communities to manage organizations and devise policies.

We are the primary leadership training source for the League of Cities Latino Caucus and are pursuing opportunities in Brazil, India, and Armenia among others.

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 40 public officials during the Fall and Spring terms.

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 that have identified specific training needs.

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 global public administration challenges run by the UN Department of Economic and Social Affairs through its executive education forum. Zerunyan has been a featured speaker multiple times in workshops throughout the world.

“\n“I graduated from the Price School in May of last year and took a job with SANDAG Regional Association of Governments and I can honestly say there isn’t a week that passes as a policy practitioner when I don’t think back to the examples of leadership and exceptional governance that I was given the chance to explore at the Bedrosian Center.”

- Caroline Stevens MPP ’14
The Dennis F. and Brooks Holt Distinguished Lecture Series

This lecture series, established by Dennis and Brooks Holt, brings prominent practitioners, influential policymakers, and visiting scholars to expand the conversation around communications and public policy.

January 28, 2015: A Conversation with LeVar Burton

Known for his iconic roles as Kunta Kinte in the landmark television series “Roots,” or as Geordi La Forge in the Star Trek series, LeVar Burton was also the host and executive producer of the beloved PBS children’s series “Reading Rainbow.” Our discussion with Burton traced the history of “Reading Rainbow” from television series to crowdfunded mobile app and how private-public partnerships are shaping education today.

Leading from the West

This series draws upon leaders from the local, state, and federal levels. The goal is an engaging conversation focused on governance, navigating difficult political situations, and projecting public leadership.

March 16, 2015: A Conversation with Condoleezza Rice, Patrick C. Haden, and Raphael Bostic

Former U.S. Secretary of State Condoleezza Rice joined USC Athletic Director Pat Haden and Bedrosian Center Director Raphael Bostic for a conversation on the state of governance in college sports and its impact on student-athletes.

March 26, 2015: The LA River Revitalization

Our event convened a group of the many stakeholders, decision makers, and visionaries working to implement the immense LA River revitalization plan.

Bedrosian Book Club Podcast

Our Director, faculty and guests read and discuss a book each month. This year we discussed new and trending titles like Thomas Piketty's Capital in the Twenty-First Century, called “the most important economic book of the decade” to the classics like Philip K. Dick's 1968 sci-fi look at the future, Do Androids Dream of Electric Sheep. Our podcast explores governance, social justice, technology, policy agendas, economics, and other timely topics.

Consortium on Collaborative Governance

A partnership between USC Price, the University of Arizona School of Government and Public Policy, and the University of Washington Evans School of Public Affairs. CCG is a unique research partnership that sponsors faculty exchanges to encourage collaboration and cultivation of joint research.

March 12, 2015: Belief Change in an Evolving Environmental Policy Network, Adam Douglas Henry, University of Arizona

Bedrosian Center’s BEST WORST IN GOVERNANCE

Elevating good governance was the motivation for this Bedrosian Center series. Each month we asked the community to survey the landscape of governance and call out candidates for the best and worst efforts.

PROGRAMS

Our programs seek to raise the profile of governance issues. We delivered a number of programs that highlighted the good and bad of governance, grappled with the challenges of persistent social patterns and confronted traditional notions of those organizations and individuals that do the work of governance and policy implementation. Through our programs, the Price community heard about successful leadership and new strategies to effectively manage organizations and policy processes.

Best & Worst in Governance

Elevating good governance was the motivation for this Bedrosian Center series. Each month we asked the community to survey the landscape of governance and call out candidates for the best and worst efforts.
December 9, 2014: Doane Liu, Former Deputy Mayor of Los Angeles, California
“For every dollar that the city receives, 70 cents goes to the police department and fire department. That's where our money goes and it's important. But with the rest of the thirty cents, we have to do everything else: pick up the trash, clean your water, operate your streetlights, take care of your streets, provide traffic officers, parks—the city operates 420 parks—and stuff like libraries.” - Doane Liu

January 27, 2015: Bill Fujioka, Retired Chief Executive Officer of Los Angeles County
“There's a practical consequence of implementation. There's a theoretical consequence. You've got to understand both. And you learn both by having a good degree of humility and respect, and talking to people. If you don't have that, you'll never be successful.” - Bill Fujioka

February 24, 2015: Bill Bogaard, Former Mayor of Pasadena, California
“We're in a better position than many other cities to deal with trends that are important to young people as they grow up and get established. We offer that urban lifestyle with less reliance on cars that many young people want.” - Bill Bogaard

April 21, 2015: Sherry Lansing, Founder of The Sherry Lansing Foundation and former CEO of Paramount Pictures
“It's important to understand people from opposing points of view. [It is] better to get to know them and see if I can work with them, find common ground.” Sherry Lansing

Lunch with a Leader
This signature program 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 a more intimate and informal setting.

September 8, 2014: Raquel Beltran, Executive Director of the League of Women Voters, Los Angeles
“In Los Angeles two-thirds of the people who live in Los Angeles don't own their own home—they rent. If you take a look at voting population, two thirds of that population are homeowners. If you want to engage [renters], you have to talk to them about what they care about. If two thirds of a population is renting, what do you think their reality is? Is it water conservation? It might be transportation. To engage them, you have to talk to them about what's important to them.” - Raquel Beltran

October 6, 2014: Steve Soboroff, President of the Los Angeles Board of Police Commissioners
“What is most heartening to me is that community policing is part of the culture for every single cop. If you go out with cops like I have more than 60 times, they know people in these communities. They know who people's cousins are, who this person is and who that person is in the neighborhood. Community policing is practiced all the way through the system, which I think is remarkable.” - Steve Soboroff

November 11, 2014: Robert Garcia, Mayor of Long Beach, California
“I was fortunate that I had a faculty that challenged me and that always told me, you know what, you can go to graduate school or you can get involved in leadership.” - Robert Garcia

December 9, 2014: Doane Liu, Former Deputy Mayor of Los Angeles, California
“For every dollar that the city receives, 70 cents goes to the police department and fire department. That's where our money goes and it's important. But with the rest of the thirty cents, we have to do everything else: pick up the trash, clean your water, operate your streetlights, take care of your streets, provide traffic officers, parks—the city operates 420 parks—and stuff like libraries.” - Doane Liu

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“Lunch with a Leader is unique in its ability to connect students and faculty with government practitioners and to facilitate an open dialogue about some of the key issues of governance facing our communities, states, and nation. Lunch with a Leader is the perfect complement to the classroom - it inspires Price students to pursue careers in public service and to become more active and engaged in the governance process at all levels.”

- Jennifer Connolly Ph.D. ‘14
Assistant Professor, University of Miami

Policy at the Playhouse

Policy at the Playhouse recognizes that conversations about governance take place in many different fora and are voiced by many different communities. For our inaugural event, we led a panel at the historic Pasadena Playhouse after a performance of The Whipping Man, Matthew Lopez's play about the aftermath of the Civil War.

“I'm a public school kid through and through, so these chances to sit down with notable people and hear them just chat about their backgrounds and perspectives has been a fun and insightful perk of Price, something I’ve definitely never had the chance to take advantage of before.”

- Emily Ghan MPP ’15

Price Governance Salon

Harkening back to the origins of the "salon," our goal is to create a space for our students and faculty to exchange ideas. This year we hosted Distinguished Professor at the University of Indiana and Editor-in-Chief of Public Administration Review, James L. Perry. His talk on "Vanishing Public Administration" and meetings with students and faculty were a highlight of the Spring semester.
Price Research Collaborative

This series of collaborative programs seeks to foster critical discussion about both specific policy areas and the ways in which those policy areas are being implemented. We are partnering with other USC Price research centers to get at the intersection of policy and governance.

November 18, 2014: Lusk Center for Real Estate

The Bedrosian Center and Lusk kicked off the Price Research Collaborative series this year with a discussion on the California Environmental Quality Act (CEQA) where our panel of experts debated the merits of a “safe haven” from CEQA requirements for certain infill development projects.

January 22, 2015: CREATE Homeland Security Center

This collaboration brought Director Bostic and CREATE’s Errol Southers together to respond to questions and issues about the Charlie Hebdo terrorist attack in Paris and the implications for the US.

March 3, 2015: Leonard D. Schaeffer Center for Health Policy and Economics

The Bedrosian Center teamed with the Schaeffer Center’s Quintiles Distinguished Lecture series to bring Dr. Mitchell H. Katz, Director of the Los Angeles County Department of Health Services, to speak about how to make a difference through policy work that deals with issues from changes in public health law around HIV and STDs, as well as increasing access under the ACA.

Bedrosian programs attracted over 1300 attendees in 2014-2015.

Online Engagement

Twitter Followers

2013/2014: 377
2014/2015: 625

Facebook Followers

2013/2014: 181
2014/2015: 260

Monthly Website Page Views

2013/2014: 3,363
2014/2015: 5,959

Newsletter Subscribers

2013/2014: 479
2014/2015: 563

Research Lectures, Panels, and Center Collaboratives

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WHO WE ARE

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Raphael Bostic

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Angie Jean-Marie
Jeremy Loudenback
Anthony Orlando
Young Park
Vincent Reina
Seva Rodnyansky
Aisha Siddiqui
Da Woon Diane Um
Alex Vitozky
Danielle Williams

“As a student with a background in communications, I really enjoy the Bedrosian Center’s commitment to sparking discourse around policy implementation and governance. Whether it’s online discussions on social media or in-person conversations at events, it’s great to have a space to think critically about current issues and share thoughts with fellow students and faculty.”

- Jeremy Loudenback MPP ’15
The Judith and John Bedrosian Center on Governance and the Public Enterprise
USC Sol Price School of Public Policy

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Visit our website to learn how you can support the activities of the Bedrosian Center

BEDROSIAN.USC.EDU