



# USC Price

Sol Price School of Public Policy  
*Executive Education Forum*



## **Building Capacity For Leaders**

### **USC Price Latino Caucus EXED Forum**

**Dates: September 23-24, 2016**

Location: University of Southern California, USC Price Research Centers

**Friday, September 23, 2016**

8:00am-5:15pm- EXED Forum for Local Leaders

**Saturday, September 24, 2016**

8:00am-5:15pm- EXED Forum for Local Leaders

### **The Latino Caucus Executive Education Forum Curriculum for September 23 and 24, 2016**

#### **Local Leaders Forum, Fall 2016- Price Research Centers**

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:

#### **September 23, 2016. 9:00 a.m. to 12:15 p.m.**

##### **Latino Leadership**

**Dennis Arriola**, Chairman and Chief Executive Officer (CEO) of Southern California Gas Company

**Veronica Gutierrez**, Vice President, Local Public Affairs Southern California Edison

##### **Next Generation of Latino Leadership**

**Panel:**

**Marcel Rodarte**, Executive Director, California Contract Cities Association

**Jorge Morales**, Council Member, City of South Gate

**Ana Maria Quintana**, Council Member, City Of Bell

**Jose A. Vera**, First Latino President of the LA International Rotary Club

## **The Role of Leadership in Governance**



**Course Description and Learning Objectives:** Public management has always been a core concern and an important sub-field of public administration. But as governance increasingly occurs outside hierarchical structures the skills of traditional public management – power and authority, motivation, and delegation, measurement and evaluation, etc. – will become less important than the skills of shared leadership. In either case there is a concern for achieving significant organizational or societal goals while respecting human values. But leadership is not dependent on structure and can be said to transcend structure, indeed it must. The core leadership concerns from this time forward are not “getting people to do what you want them to do,” but rather engaging all participants in a process of personal and social transformation.

For the leader, this means starting with a process of personal transformation based in one’s active imagination, then engaging the group, the organization, or the society in a dialogue or deliberation through which the potentialities and aspirations of the group are surfaced and provide the basis for change and development. Personal transformation occurs with the development of habits, characteristics, features and qualities. The leader’s role is to initiate the discussion, to facilitate and articulate the resulting vision, and to provide a trigger for action to occur. The issues of leadership today are not technical issues – those still reside with management. The important issues today are instead issues of transformation – and that requires leadership that is more of an art than a science. In this module we explore the ART of Leadership through habits, characteristics, features, comporment and qualities.

**USC PRICE Faculty: Frank Zerunyan, J.D.**  
Professor of the Practice of Governance  
Director of Executive Education

**September 23, 2016. 12:15 p.m. to 2:00pm-Lunch**

**September 23, 2016. 2:00 p.m. to 5:15 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

**September 24th, 2016. 9:00 a.m. to 12:15 p.m.**

**Housing Policy in the Wake of the Crisis and California’s Loss of  
Redevelopment in Latino Communities**



*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  
Chair, Department of Governance, Management  
and the Policy Process

**September 24, 2016. 12:15 p.m. to 2:00pm-Lunch Session**  
**Networking**

**September 24th, 2016. 2:00 p.m. to 5:15 p.m.**  
**Climate Justice and Environmental Community Engagement**



Course Description and Learning Objectives: The consequences of climate change disproportionately affect low-income communities and communities of color in California, and across the globe. Despite being a leader in environmental policy, the current climate crisis creates new opportunities for environmental civic engagement and for communities in California to take leadership. This lecture will present basic facts of the effects of climate change, and climate change mitigation policies on communities across CA and highlight successful examples of effective leadership at the community level.

**USC PRICE Faculty:** **Antonio M. Bento, Ph.D.**  
Chair, Department of Policy Analysis and Real Estate