

EDO Principal Correspondence Control

FROM: DUE: / / EDO CONTROL: G20080287
DOC DT: 04/18/08
FINAL REPLY:

Mark A. Jamison
Bob Gee
Brett Perlman
Bob Rowe
University of Florida

TO:

Vietti-Cook, SECY

FOR SIGNATURE OF : ** GRN ** CRC NO: 08-0238

DESC:

Invitation to Attend the "Providing Leadership
in Utility Policy" Seminar on July 19, 2008
(EDATS: SECY-2008-0248)

ROUTING:

Reyes
Virgilio
Mallett
Ash
Ordaz
Cyr/Burns
Wiggins, NRR
Weber, NMSS
Miller, FSME
Sheron, RES
Cox, OEDO

DATE: 04/28/08

ASSIGNED TO: CONTACT:
NRO Borchardt

SPECIAL INSTRUCTIONS OR REMARKS:

For Appropriate Action.

EDATS

Electronic Document and Action Tracking System

EDATS Number: SECY-2008-0248

Source: SECY

General Information

Assigned To: NRO

OEDO Due Date: NONE

Other Assignees:

SECY Due Date: NONE

Subject: Invitation to Attend the "Providing Leadership in Utility Policy" Seminar on July 19, 2008

Description:

CC Routing: NRR; NMSS; FSME; RES

ADAMS Accession Numbers - Incoming: NONE

Response/Package: NONE

Other Information

Cross Reference Number: G20080287

Staff Initiated: NO

Related Task:

Recurring Item: NO

File Routing: EDATS

Agency Lesson Learned: NO

Roadmap Item: NO

Process Information

Action Type: Appropriate Action

Priority: Medium

Signature Level: No Signature Required

Sensitivity: None

Urgency: NO

OEDO Concurrence: NO

OCM Concurrence: NO

OCA Concurrence: NO

Special Instructions: For appropriate action.

Document Information

Originator Name: Mark A. Jamison, et al.,

Date of Incoming: 4/18/2008

Originating Organization: University of Florida

Document Received by SECY Date: 4/28/2008

Addressee: Annette Vietti-Cook, SECY

Date Response Requested by Originator: NONE

Incoming Task Received: Letter

OFFICE OF THE SECRETARY
CORRESPONDENCE CONTROL TICKET

Date Printed: Apr 26, 2008 15:30

PAPER NUMBER: LTR-08-0238 **LOGGING DATE:** 04/24/2008
ACTION OFFICE: EDO

AUTHOR: Deborah Scott
AFFILIATION: NARUC
ADDRESSEE: NARUC Commissioners -Chrm. Resource
SUBJECT: Providing leadership in Utility Policy -July 19, 2008

ACTION: Appropriate
DISTRIBUTION: RF

LETTER DATE: 04/23/2008
ACKNOWLEDGED: No
SPECIAL HANDLING: Made publicly available in ADAMS via EDO/DPC

NOTES:
FILE LOCATION: ADAMS

DATE DUE: **DATE SIGNED:**

EDO --G20080287



Warrington College of Business Administration
Public Utility Research Center

205 Matherly Hall
PO Box 117142
Gainesville, FL 32611-7142

352-392-6148
352-392-7796 FAX
www.purc.ufl.edu

April 18, 2008

We invite you to attend an executive development seminar for utility commissioners, **“Providing Leadership in Utility Policy”** scheduled **Saturday, July 19, 2008** between 1:30 and 4:30 p.m. at the Hilton Portland & Executive Tower. Sponsored by the Public Utility Research Center (PURC) at the University of Florida and Cambridge Leadership Associates (CLA), this event precedes the start of the NARUC Summer Meeting and provides a convenient opportunity for a critical dialogue and an examination of how regulators and policy officials can provide steadfast leadership for today’s utility challenges.

Why is this seminar important? Today’s politically-charged utility issues are exceptionally challenging for policy makers and utility regulators.

- Consumer prices are volatile and rising because of the need to replace aging infrastructure and alleviate tight reserve margins, instability in world energy markets, and increasing investor weariness.
- Unresolved climate policies and plans for renewable energy sources are adding to uncertainty and could further increase consumer prices.
- Industry players in telecommunications vie to use the regulatory system to gain competitive advantage and obtain greater shares of universal service subsidies, while at the same time seeking fewer consumer protections.

PURC and CLA have assembled a team of experienced professionals for this seminar:

- **Bob Gee, J.D.** (President, Gee Strategies Group LLC) served as Assistant Secretary for Policy and International Affairs and as Assistant Secretary for Fossil Energy in the U.S. Department of Energy during the Clinton Administration, and is a former Chairman of the Public Utility Commission of Texas.
- **Dr. Mark A. Jamison**, Director, PURC is an international expert in utility policy, the author of numerous studies on regulation and leadership, and an associate with Cambridge Leadership Associates.
- **Bob Rowe, J.D.** (Senior Partner, Balhoff, Rowe & Williams LLC) is a former President of the National Association of Regulatory Utility Commissioners and a former Chairman of the Montana Public Service Commission.
- **Brett Perlman, J.D.** (President, Vector Advisors) is a former Commissioner of the Public Utility Commission of Texas.

PURC is a leading international research center, providing international training and strategic research in public utility regulation, market rules, and infrastructure management in the energy, telecommunications, and water industries. Its outreach activities support the expanded deployment and efficient delivery of utility services, including the achievement of environmental objectives. Initiatives are based on four principles: expertise, respect, integrity, and effectiveness. To date, 1,880 participants

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p. 2

from more than 125 nations have participated in the PURC/World Bank International Training Program in Utility Regulation and Strategy. In addition, PURC researchers have published numerous articles on utility strategy, environmental issues, incentive regulation, utility pricing, benchmarking, investor perspectives, and market reform. PURC and CLA have been collaborating in leadership seminars for utility policy makers and regulators since 2005.

CLA is a fast-growing, international leadership consulting practice active in countries around the world. CLA is defined by core beliefs and practices that differentiate it from other consultancies, and driven by the desire to assist others in developing the capacity to face the tough, adaptive challenges of leadership in difficult times with rapidly changing internal and external environments. Begun in 2002 with a book, *Leadership on the Line* by Ronald A. Heifetz and Marty Linsky, which built on the seminal ideas developed in Heifetz's previously published *Leadership Without Easy Answers*, CLA is the source of cutting-edge work on Adaptive Leadership™, a concept developed by Heifetz and Linsky. Adaptive Leadership is a set of strategies and practices that can help organizations and the people in them break through gridlocks, accomplish deep change and develop the adaptability to thrive in complex, competitive and challenging environments. It differs from other leadership approaches in core beliefs such as these:

- Leadership can be learned. It is about understanding and about behaviors and actions. It is not an inherent set of traits such as charisma.
- Adaptability depends on having widespread leadership that can come from anywhere within an organization, not just from those in top positions of authority.
- Because adaptive change generates resistance, exercising leadership can be both difficult and dangerous.

We hope you are able to join us for this important seminar. Through a combination of focused discussions and situation analyses, participants will discover new tools, resources and paradigms for facing what many see as insurmountable challenges. We believe this is an important event because the binding constraint on effecting good policies is not the lack of knowledge of technical issues, but helping people recognize new realities and try fresh initiatives and innovative approaches.

Additional information about this event follows. This seminar is funded by PURC and is offered free of charge to utility commissioners. As seating is limited, advanced registration is required. Complete the registration form below and fax to 352-392-7796 or [register online](#). We look forward to seeing you there.

Sincerely,

Mark A. Jamison, Ph.D.
Director, PURC

Brett Perlman, J.D.
President, Vector Advisors

Bob Gee, J.D.
President, Gee Strategies Group, LLC

Bob Rowe, J.D.
Sr. Partner, Balhoff, Rowe & Williams, LLC

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p. 3

Fax Form to 352-392-7796.

Providing Leadership in Utility Policy

Saturday, July 19, 2008
1:30 – 4:30 p.m.
Hilton Portland & Executive Tower
Portland, OR

Name _____

Title _____

Organization _____

E-mail _____

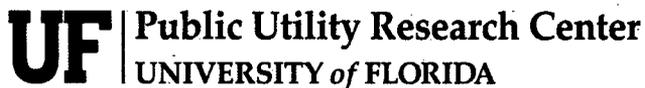
Phone _____ FAX _____

Mailing Address _____

City/State/Zip _____

Services for Persons with Disabilities: For individuals with disabilities requiring special accommodations, please call 352-392-6148 at least 72 hours prior to the event so that proper consideration may be given to the request.

This executive development seminar is financially supported by PURC and offered free of charge to utility commissioners. Advanced registration required as seating is limited. The seminar sponsors are:



PURC at the University of Florida is a premier academic center dedicated to education and strategic research in public utility regulation, market rules, and infrastructure management in the energy, telecommunications, and water industries.

PURC
University of Florida
P.O. Box 117142
Gainesville FL 32611-7142
Ph: 352-392-6148
FAX: 352-392-7796
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Cambridge Leadership Associates LLC
www.cambridge-leadership.com
617-576-5766



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