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## Flatirons Report

Governmental Entrepreneurial Leadership Accelerator  
Year-End Report

Brad Revare & Phil Weiser

November 7, 2016

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Governmental Entrepreneurial Leadership Accelerator  
Year-End Report  
Brad Revare\* & Phil Weiser\*\*

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**I. Introduction**

All governments today—at the federal, state, and local level—feel the pressure to accomplish more with fewer resources because citizens expect it and are watching to ensure that their taxpayer funds are spent wisely. One answer to the two-prong challenge of spurring more innovation and doing more-for-less is to encourage entrepreneurial leadership and problem solving in government. To that end, this report describes a first-of-its-kind accelerator that teaches governmental employees and law students entrepreneurial problem-solving skillsets and how to apply them to real-world government problems. The program, called the Governmental

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Entrepreneurial Leadership Accelerator (GELA), explores a new model of governmental problem solving and leadership development.

GELA, a partnership between the City and County of Denver and the Silicon Flatirons Center for Law, Technology, and Entrepreneurship at the University of Colorado Boulder, aims to accelerate governmental entrepreneurial leadership. We believe it is the first program of its kind. There are other accelerators for technology entrepreneurship (Techstars), for social entrepreneurship (Unreasonable Institute), and for startup companies with at least one woman on the leadership team (MergeLane). There are also programs that target innovation in how government uses technology (Code for America). To our knowledge, GELA is the only program that combines the startup accelerator approach of a Techstars or MergeLane, which develops entrepreneurial leadership and problem-solving skills, and the problems faced by governments.

Governmental decision making and problem solving often rely on institutional inertia and a top-down managerial approach, making the entire organization less responsive to constituent demands and less innovative. By contrast, startup businesses and entrepreneurs generally embrace innovative solutions that leverage unique insights into action, regardless of where those insights come from. In short, governments tend to operate as a hierarchy; entrepreneurs and startups tend to operate as a network.

The network/hierarchy distinction is a very important one.<sup>1</sup> For starters, it captures the notion that the best idea does not always come from the top, and anyone in the network can challenge status quo thinking as long as they back it up with data, strong reasoning, and a plan for implementation. It also captures what is now called “Joy’s Law,” named after Sun Microsystems co-founder Bill Joy, and recognizes that “no matter who you are, most of the smartest people work

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<sup>1</sup> See Generally, Brad Feld, *Startup Communities* 59-60 (2012).

for someone else.”<sup>2</sup> In practice, this means that the best networks do not end within an organization but extend outside of it, allowing others to help solve important problems. One element of training entrepreneurial leaders in government is to develop this network mindset.

A second key aspect of entrepreneurial problem solving involves a willingness to experiment. For governmental entities, there is a real barrier to this mindset because of the risk of negative publicity if and when an experiment fails. This status quo bias mirrors the old adage “no one ever got fired for buying IBM.” The challenge for governmental leaders is to empower people at all levels to challenge assumptions, innovate, or advocate for change as well as to design experiments to evaluate appropriate changes.

In the entrepreneurial world, problem-solving techniques such as “lean startup” and design-centered thinking provide a framework for developing and testing experimental ideas.<sup>3</sup> For governments, the question of how to think more *entrepreneurially* when solving problems and build more innovative solutions to pressing policy issues is only starting to be asked by elected officials and agency leaders. For many, the term “entrepreneurial thinking” or “entrepreneurial problem solving” connotes startup companies or at least private sector efforts. In practice, however, the substantive methodology, as well as the mindset, can readily be used in government.<sup>4</sup> The challenge is how to apply an entrepreneurial mindset and skillset to the public sector.

An irony related to governmental resistance to entrepreneurial leadership is that it can be readily seen in political campaigns, which are themselves a start-up. In political campaigns,

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<sup>2</sup> *Joy's Law (management)*, Wikipedia.org, [https://en.wikipedia.org/wiki/Joy%27s\\_law\\_\(management\)](https://en.wikipedia.org/wiki/Joy%27s_law_(management))(last visited, Sept. 29, 2016).

<sup>3</sup> See Generally, Tim Brown, *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*, (2009); Eric Ries, *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*, (2011).

<sup>4</sup> Philip J. Weiser, *Alfred Kahn as a Case Study of a Political Entrepreneur: An Essay in Honor of His 90th Birthday*, 7 *Review of Network Economics* 601 (2009), available at: [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1263148](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1263148).

entrepreneurial methods and mindsets—notably, a bias towards experimenting with data-driven strategies—are often the norm. Consider, for example, how the 2008 Obama campaign used A/B testing (quick testing of small changes in a website) to increase fundraising numbers in emails.<sup>5</sup> Yet it was the Obama Administration that used the traditional procurement playbook—to terrible ends—when rolling out Healthcare.gov.<sup>6</sup> The challenge, in short, is for governments to embrace the techniques now used to innovate in startup companies, established companies, social enterprises, and political campaigns. This report explains how GELA developed a model to facilitate this very transition.

This report proceeds in five parts. After this Introduction, Part II describes the nuts and bolts of GELA, how it was implemented, and how the program fared. Part III evaluates how GELA can be improved in its next iteration. Part IV explains how other governments can replicate GELA with a civic innovation accelerator model. Part V offers a short conclusion.

## II. **The Conceptualization and Implementation of GELA**

GELA is the result of strong leadership from a founding group, several organizations, and many volunteers that make Colorado a special place to start new endeavors. Building on our initial pilot, we believe the GELA experiment can be replicated in other locations and can be improved in future iterations. This Part describes what GELA is, how it came together, and the results of the initial pilot.

Colorado was a natural place to found the first governmental innovation accelerator. The accelerators noted earlier in the report—Techstars, the Unreasonable Institute, and MergeLane—

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<sup>5</sup> See Planet Money, Episode 669: A or B (December 11, 2015), available at <http://www.npr.org/sections/money/2015/12/11/459412925/episode-669-a-or-b>.

<sup>6</sup> For a discussion of the rollout and its lessons, see, Jon Gertner, *Inside Obama's Stealth Startup*, Fast Company (Jun. 15, 2015), <http://www.fastcompany.com/3046756/obama-and-his-geeks>.

were all founded in Colorado. Moreover, leaders from those accelerators were very involved in and helpful to the launch and success of GELA. More generally, a key reason that those other efforts succeeded in Colorado was a mentor-driven culture of “give first.”<sup>7</sup> This cultural norm—that mentors give of their time and knowledge without looking for a direct benefit—worked strongly in GELA’s favor. Most notably, a number of leaders of established accelerators invested time and energy in making GELA a success. Consequently, GELA could not only follow a successful model developed by others, it could also tap into the leaders of those efforts and benefit from the generous spirit of a community that understands the value of mentoring.

The goal of an accelerator is to expedite the learning and development of a team building a company (or social enterprise) so that its trajectory is enhanced, set up for rapid improvement, and positioned for additional funding and other drivers of growth.<sup>8</sup> The essential recipe of accelerators is to identify promising teams, integrate world-class teachers and mentors into the program, and use an intensive curriculum focused on building entrepreneurial skills and an entrepreneurial mindset. After participating in the accelerator program, the teams participate in a “demo day” or “pitch night,” where the teams/companies pitch their newly-accelerated ideas and products to a room full of investors, influencers, and the press to drum up investment, awareness, and general support for their vision. In GELA’s pilot year, we followed this basic model and enabled it work in a government setting for the first time.

## **A. The Founding**

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<sup>7</sup> Brad Feld, *Startup Communities: Creating A Great Entrepreneurial Ecosystem In Your City*, FeldThoughts (Dec. 18, 2011), <http://www.feld.com/archives/2011/12/startup-communities-creating-a-great-entrepreneurial-ecosystem-in-your-city.html>.

<sup>8</sup> Brad Bernthal, *Investment Accelerators*, Stanford Journal of Law, Business, & Finance, (Forthcoming, 2016), available at [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2642436](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2642436).

In the summer of 2015, then-Denver City Attorney Scott Martinez, then-University of Colorado Law School Dean (and Silicon Flatirons Founder and Executive Director) Phil Weiser, and a group of community leaders, who later came to join the advisory board, began discussing the concept of a governmental entrepreneurial leadership accelerator.<sup>9</sup> From that conception, a few key steps took the program from idea to execution.

First, Denver’s Chief Performance Improvement Officer David Edinger embraced the concept of GELA and made it a priority of his office. Under Denver Mayor Michael B. Hancock and his predecessors, the City and County of Denver invested in its employees by developing the nationally-recognized Peak Academy, which trains employees in a range of operational improvement methodologies.<sup>10</sup> For Dave Edinger, embracing GELA involved an important form of entrepreneurial leadership—it was an experiment that differed from Peak Academy training in that GELA was premised on forming a team to solve a problem from outside their current jobs. Essential to GELA’s success, Edinger was both committed to performance improvement and willing to experiment in that field.

Second, with the support of both Dave Edinger and Scott Martinez, Mayor Hancock embraced the GELA program. Mayor Hancock’s enthusiastic support to invest his employee’s time and energy in GELA reflected his confidence in his staff, his commitment to invest in his employees, and his willingness to experiment with public policy problem solving.

Third, the Silicon Flatirons Center provided the infrastructure to support the program. Over its 16-year history, the Center has developed and supported a range of initiatives on campus and

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<sup>9</sup> The GELA Advisory Board includes Meg Porfido, Nicole Glaros, Zach Nies, Stephanie Donner, Fiona Arnold, Ray Rivera, Gordon Bronson, Jessie Hunt, Joe Neguse, Ray Gifford, Rob Witwer, Sue Heilbronner, and Dave Padrino.

<sup>10</sup> J.B. Wogan, *Forget Technology; Denver Turns to Its Employees to Fix Problems*, *Governing Mag.* (Feb., 2014), <http://www.governing.com/topics/mgmt/gov-denver-seeks-employee-help.html>.

in the community by honing a model of hiring recent law student graduates to serve year-long fellowships as administrators for various programs. For GELA, it hired Brad Revare, a recent law school graduate, who brought a rare combination of entrepreneurial initiative and commitment to public service. With Brad Revare on board, the leadership team—namely, Dave Edinger, Scott Martinez, and Phil Weiser—and the advisory board could rely on someone who could serve as the focal point for running the day-to-day tasks, which included managing a network of mentors.

Finally, the Blackstone Charitable Foundation, a foundation established to promote entrepreneurship within Blackstone when the company went public, agreed to invest in GELA with a \$75,000 grant. This investment, as Foundation Executive Director Amy Stursberg explained, reflected the Foundation’s interest in supporting governments who are using entrepreneurial techniques to solve public policy issues. In so doing, the Foundation also doubled down on its support for Silicon Flatirons, as it previously selected Silicon Flatirons to launch and oversee the Blackstone Entrepreneurs Network in Colorado, providing a \$3 million investment for that purpose.<sup>11</sup>

## **B. Building the Program**

With the basic premises in place, the advisory board used its members’ combined experience and connections to fully flesh out the plans for the program. These plans included recruiting speakers for the boot camp, involving the City and County of Denver’s renowned Peak Academy process-improvement training, and structuring the mentorship aspect of the program. As often happens when smart people collaborate, accidental collisions occur, and it was assumed

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<sup>11</sup> Chris Meehan, *Denver launches civic innovation accelerator*, Confluence Denver (May 17, 2016), [http://www.confluence-denver.com/innovationnews/denver\\_launches\\_civic\\_innovation\\_accelerator\\_051716.aspx](http://www.confluence-denver.com/innovationnews/denver_launches_civic_innovation_accelerator_051716.aspx).

by one advisory board member that law students would be involved as fellows.<sup>12</sup> Although not part of the original design, this feature was added and turned out to be a valuable part of the program. Five law students participated in the program and almost all of them cited the program as changing their post-law school career aspirations due to the entrepreneurial and public service aspects of the program.

In the spring of 2016, Mayor Hancock instructed the City's department heads to identify talented up-and-coming employees to participate as fellows in the inaugural GELA program. Nine fellows were selected from across the City, including the Sheriff's Office, Human Services, and Environmental Health. Fellows were originally nominated by their supervisors and interviewed by Dave Edinger. A key component to note is the requirement of the GELA fellowship entailed these employees taking a hiatus from their regular day jobs for the 12-week program. Four law students were selected from the University of Colorado Law School as well as one student from Suffolk Law School who planned to practice in Colorado after graduating. They were all screened for interest in government and working in teams before being selected.

In a notable departure from traditional accelerators (where entrants come in with set teams), the GELA leaders distributed the 14 fellows into four teams. With considerable consultation among City leaders, Dave Edinger and Scott Martinez helped develop four problem statements for the teams to work on developing innovative solutions. Those problems were: 1) improving regulatory compliance for retail marijuana shops; 2) increasing affordable broadband internet access for low-income residents; 3) increasing access to composting services; and 4) increasing access to transportation for the homeless. For each problem, the team had an executive sponsor

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<sup>12</sup> Silicon Flatirons has a rich history of placing law students in summer internship positions hosted by public or private policy organizations or tech-related companies thereby giving students uncommon experiences. See <http://siliconflatirons.org/initiatives.php>.

from the City whose role was to act as the team’s liaison to resources inside the City. That role included providing guidance on understanding and shaping the problem to be solved, making introductions, and removing roadblocks that arose during the program. As we will discuss in the next section, both the definition of the problem statements and how the teams are assembled are areas for improvement, particularly with the benefit of more lead time.

As is the case with many accelerators, each team was assigned a primary mentor, who used his or her previous experience (whether in the public sector, entrepreneurship, or both) to coach the team through roadblocks and building its solution. The primary mentors were Meg Porfido (former Level 3 executive and former Chief of Staff to Colorado Governor Roy Romer), Bernie Buescher (former Secretary of State for Colorado and entrepreneur), John Scarano (telecom executive), and Morris Wheeler (investor/executive). These primary mentors checked in weekly with their teams to provide extensive mentorship and guidance as they progressed through the program’s milestones. Each team credited its primary mentor as being one of the most important keys to its success. The primary mentors were recruited based on their experience as well as their ability to devote significant time to working with each team. Fortunately, perhaps due to the culture of “give first” in Colorado, the mentors committed to this project and followed through exceptionally well. Less fortunately, we also engaged a range of secondary mentors and did not curate that experience as well, leading some teams to experience “mentor whiplash”—that is, getting contradictory advice from different mentors—and uncertainty as to how to best use the secondary mentors.

### **C. Program Boot Camp**

As is typical with any new venture, due to many moving parts and GELA's inaugural year operating, much of the program was finalized in the weeks before the start date of May 10, 2016. Between fellow recruitment, problem statement identification, team assignments, and the boot camp curriculum, there are many areas of improvement for next year's iteration and planning. Nevertheless, the entrepreneurial spirit of everyone involved with GELA made it easy to go with the flow and focus on entrepreneurship inside of government.

All of the program participants were brought together a week before the start of the boot camp at a pre-program happy hour. We used this opportunity to introduce the fellows, the advisory board, primary mentors, and secondary mentors to one another, paving the way for the start of the program. As noted below, a valuable step for next year would be to expand on this gathering to enable the fellows, mentors, and GELA staff to get to know each other and to start to focus on the major components of the problem they will be helping to solve.

By design, the GELA boot camp curriculum took place during the last three weeks of May. The timing was influenced by the teaching of a Colorado Law "Maymester" course called the Philosophy of Entrepreneurship taught by Phil Weiser and MergeLane co-founder and serial entrepreneur Sue Heilbronner, as well as the Institute of Regulatory Law and Economics, an annual conference put on by Silicon Flatirons. Both efforts were oriented toward different audiences, but fellows were able to integrate into the existing courses quite comfortably. The ability to integrate existing entrepreneurial educational classes and programs is testament to the collaborative nature of the Colorado Law, Silicon Flatirons, and the City.

The Philosophy of Entrepreneurship course is designed for undergraduates and law students looking to understand the basic tenets of entrepreneurial thinking and problem solving. The course integrates a range of books and articles (see Appendix A for the syllabus), guest

speakers from the community (such as Dave DuPont, CEO of TeamSnap, and Andrew Hyde, who handles special projects for Techstars), and a range of hands-on exercises. Many fellows attributed their understanding of important entrepreneurial concepts to this class and gave the instructors and guest speakers high ratings.

The Institute of Regulatory Law and Economics is a five-day conference primarily intended for state public utility commissioners who are looking for a briefing in law and economics framework for regulating emerging technologies, whether ride sharing with Uber and Lyft, innovations in telecommunications, or changes in energy markets. As such, there are parts of this program that are too technical and theoretical for the problems approached by the fellows. Nonetheless, the retreat element proved most valuable (and was highly rated), as it allowed the fellows to get away from their comfort zones and helped create better team bonding.

The boot camp curriculum also included talks by civic innovators such as Jeremy Goldberg, Director of Innovation Partnerships from the City of San Francisco; a workshop on effective communication; and hands-on guidance from the Global Entrepreneurs in Residence (GEIRs) supporting CU Boulder's overall campus entrepreneurship initiative.<sup>13</sup> Overall, the fellows found these talks worthwhile and found the information contributed towards their task of finding solutions to their assigned problems. Finally, the fellows participated in four days of the City and County of Denver's renowned Peak Academy workshops, whose focus is to empower City employees with process-improvement and innovation techniques.

#### **D. From Problem Definition to Solution**

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<sup>13</sup> *CU-Boulder program seeks to bring national and international entrepreneurs to campus*, CU Boulder Today (Mar 30, 2015), <http://www.colorado.edu/today/2015/03/30/cu-boulder-program-seeks-bring-national-and-international-entrepreneurs-campus>.

After the boot camp, the teams were effectively released out on their own to start hacking away at solutions to their assigned problem statements. On the one hand, this amount of freedom gave the teams the ability to take a blank slate approach to conducting their research and work. On the other hand, some teams struggled with meeting milestones. Most notably, narrowing down and defining their problem statement took a significant amount of time for most teams. Several problem statements were originally written as too vague or broad, while others had to be shifted due to feedback from the City or executive sponsors. As such, the teams spent quite a bit of time narrowing down their problem statement before they could even begin to think about the solution.

The solutions also took time to craft as many involved collaborations inside different City departments as well as with non-profit entities outside of municipal government. To encourage and support the teams during this time, Edinger, Weiser, and Revare set up a series of check-ins, either with themselves or others (including the GEIRs and Sue Heilbronner). With the benefit of hindsight, we would have developed a more structured timetable, moving teams along the process of problem definition to execution.

The culmination of the program was the pitch night, set appropriately at the Commons on Champa, a co-working space brought to Denver by a partnership between the City and County of Denver, the Downtown Denver Partnership, and private industry. The teams each prepared a pitch similar to what a startup would present at an investor meeting. They defined the problem, presented their solution, and discussed what next steps would look like. Judges included Mayor Hancock, the City's Chief Financial Officer, Brendan Hanlon, and Sue Heilbronner. Each team had ten minutes to present their solution, followed by five minutes of Q&A from the judges.

The pitch night was recorded and can be viewed [here](#). Stated simply, the proposals from each team were:

- **Increasing Access to Composting Services:** Leverage marketing channels such as email lists, social media, and City-sponsored events around town called Denver Days.
- **Increasing Retail Regulatory Compliance for Retail Marijuana Shops:** Create a Better Business Bureau-esque “gold star” rating system for highly compliant retail shops as well as better facilitate proactive conversations between regulators and industry.
- **Increasing Access to Homeless Transportation Services:** Replace expensive existing transportation methods for transporting homeless persons to overflow shelters and bid out an inexpensive charter bus system to save \$750,000. Use the savings to start a circulator bus to take homeless persons to essential services spread out around the city.
- **Increasing Access to Broadband for Low-Income Students:** Develop pilot study to provide low-income students with free computers and wireless broadband connections in one school in West Denver by collaborating with several area non-profits. The study would measure impacts in terms of academic achievement before potentially expanding to more schools and students.

After pitch night, the teams were required to provide 10-page implementation reports so decision-makers inside the City could evaluate and potentially implement some version of the proposals. As of this writing, the exact implementation remains uncertain, but the Mayor stated at pitch night, “we will take something from each of these proposals.” At the date of this writing, although still pending City Council approval, the homeless transportation solution proposal has been incorporated into the Mayor’s budget for next year, allocating \$700,000 to purchase four transit buses to innovate on homeless transportation solutions. If the cost savings from this team’s proposal are fully realized, then the City will have reaped a significant positive return on

investment from the entire program from just this one proposal. In the case of the internet access team, moreover, it was able to align partners and funding to set up a pilot project to hand out laptops with wireless access cards, paving the way for a very promising new program.

A compelling benefit of GELA will be its impact on the career trajectories and leadership roles of the fellows in the future. One fellow, for example, stated that applying for a leadership position within the City was not a goal for her, but after participating in the program, she decided to and was hired for the position. Similarly, another fellow, who was a part-time City employee, was hired on full-time due to her performance in GELA and is now a vital part of her department.

Going forward, we envision engaging the fellows as part of an alumni network that will be leveraged frequently. Alumni are in a great place to nominate or evaluate future fellows, generate problem statements, and serve as mentors to the next class. They are also expected to be GELA evangelists inside of the City, further improving GELA's reputation and reach for next year's program.

### **III. Plans for Improvement**

Overall, we believe the first iteration of GELA was a success. As many participants noted in their exit interviews and reflections, the program provided great value to them. Nonetheless, with much of the model made up on the fly (in true entrepreneurial fashion), there is significant room for improvement. These areas for improvement can be grouped into three categories: 1) fellow recruitment; 2) structure of programming; and 3) expansion plans. All three are integral to next year's version of GELA.

#### **A. GELA Fellow Recruitment**

As noted in the previous section, GELA fellow recruitment for the first iteration of the program involved the Mayor putting out the official call for nominations, department managers nominating candidates, and the City's Chief Performance Officer checking their backgrounds and interviewing them. All of this took place in a short time frame. For next year, a more rigorous evaluation process could yield even better-suited fellows who are predisposed to functioning well in teams, engaging in entrepreneurial problem solving, and using effective project management. To that end, we plan to allow for a longer time frame to interview prospective fellows for their affinity for teamwork, leadership, and entrepreneurial attitudes. Similarly, we will spend more time thinking about the composition of teams based on each candidate's interview.

Similarly, the inclusion of Colorado Law students as GELA fellows was a happy accident that paid off well. The law students were significant contributors to their teams, acquired numerous professional and entrepreneurial skills, and several have now stated they are leaning towards careers in government as opposed to corporate law. We plan to ask for applications earlier in the cycle to get a larger application pool, as many law students solidify their internship plans well in advance of the spring.

The diversity of perspectives between the two groups as they intermingled on teams was fascinating, and it made us think about how we could increase that even further to drive more innovative solutions. One idea is to have teams representing several different sectors and organizations. For example, a team could consist of one City and County of Denver employee, one State of Colorado employee, one law student, and one person from the private sector such as an attorney, management consultant, or low-to-mid-level business employee. The promise of bringing diverse perspectives and solutions could truly bring about innovative ideas that no government office alone could think of. It would also allow for a higher concentration of the

absolute best applicants in the pool. To that end, we will explore adding other governmental entities to the program and if private sector entities are willing to dedicate professionals for a 12-week pro bono opportunity.

## **B. GELA Structure and Programming**

GELA's structure worked remarkably well for a first-time program, but we have found several areas of improvement. First, we should create a longer onboarding process and transition from their jobs to the program so there is adequate time for all participants to get acclimated. This includes recruiting/evaluating potential fellows, recruiting problem statements/executive sponsors, and assigning fellows to teams/problem statements.

Second, it would be valuable to give the team members more time to get acclimated with each other, their problem, their primary mentor, and executive sponsor. Many fellows stated that they wished they had more exposure, prior to the boot camp, to their problem, the subject material around their problem, and that the boot camp concepts would have been even more valuable had they been able to get a better understanding of their assigned problem and the team they were about to be a part of to help solve it. As fellow Adele Ewan stated, "we can have a better grasp of our problem before learning about the strategies to solve it" if fellows were introduced to their assigned problem earlier and could spend more time researching it. Similarly, along the idea of spending more time up front with the problem statement and defining it, fellow Rebecca De Santis said, "once we found the right problem to address, we zipped forward on the work quickly and efficiently." Additionally, many City employees wished they had more time to transition from their normal day jobs to the program so as to not leave their offices in a lurch and handle logistics

like computer access and travel. Fellow Emily Silverman stated, “the transition to the fellowship was not smooth” due to the abrupt change.

Third, during the boot camp, we plan to provide more workshops on interpersonal and team dynamics as well as data analytics. There was a remarkable correlation between teams that were functioning well as a group and teams that had made the most progress on their solutions throughout the program. Fellow Marla Trevor said, “doing more team building exercises would greatly benefit the program.” Similarly, very few fellows were able to leverage data analytics in their solutions, despite the evidence of many government innovations elsewhere using analytics to solve problems. For next year, we plan to include workshops on data analytics.

Fourth, GELA should have a list of expectations and milestones for the fellows to use as guideposts when working on their problems from the start to the end of the program. One example would be having each team select a team member as a facilitator to lead the group when it is at an impasse. Similarly, teams should have their problem statement narrowed down and a solution proposed, among other milestones, by certain checkpoints in the program. This will help next year’s participants stay focused and accountable to GELA for being on top of their problems.

### **C. Plans for Expansion**

We believe that GELA could be a national model for promoting civic innovation and developing a new generation of public entrepreneurs. Like any startup, we think GELA can scale. There is no reason that the GELA cannot work for other governments, whether they are municipalities, quasi-governmental agencies, state agencies, or even the federal government. We should be able to recruit not only fellows from these organizations but also problem statements and invitations from these governments to develop innovative solutions to their pressing policy

issues. The cross-pollination that would result would surely cause new ideas, new strategies, and new perspectives to be shared in organizations that may be stuck on an institutional inertial path.

Next year, GELA has tentatively planned to scale to other governmental organizations in the metro Denver area that could benefit from new perspectives and have strong leadership in place. Prime candidates include Denver Public Schools, the Regional Transportation District (which provides transportation services to the greater Denver metro area), and the State of Colorado, among other governments. Colorado is a place where collaboration is the norm, and we expect to create a diverse set of fellows, problems to work on, and governments to involve in the next iteration of GELA.

Similarly, we hope that this report acts as a template for other communities with a strong record of collaboration and entrepreneurial mindsets to start their own version of GELA. We expect that, after this report is published, the story of GELA is shared, and the results from the innovative solutions proposed take effect in the City and County of Denver, other municipalities will be interested in learning more about GELA and implementing their own accelerator for entrepreneurial leadership inside of government. To that end, the next section will include a checklist for what we considered the essential factors for success for the GELA program's first year.

#### **IV. GELA Checklist for Success**

This part details a list of factors that contributed toward the success of the first iteration of GELA. It does not represent all possible factors that are necessary, but offers a framework for building another version of GELA. For starters, GELA relied on four key steps: 1) building strong mentor and leadership networks to support the fellows and the program; 2) a strong partnership

with a governmental entity invested in the program, 3) recruiting excellent fellows and problem statements for them to work on; and 4) executing on the accelerator boot camp and creating the space and structure for the fellows to apply what they've learned.

One caveat to note before moving on to the checklist is to appreciate how unique and collaborative the entrepreneurial community is in Colorado. Many leaders in the public and private sector are accessible and are inclined to donate their time to new initiatives. Similarly, Denver and Boulder enjoy a nexus of private-sector entrepreneurship, government labs, and education/non-profit density that is unparalleled in the United States. Through sheer closeness and a culture of collaborating, many programs and initiatives are launched that would be almost impossible in other areas due to a deficiency in one of the above characteristics of this area. While GELA is possible in other contexts, a community that asks “why not?” instead of “why should we do this?” will probably succeed while the latter will not.

- **Culture**

- A community culture of collaboration and entrepreneurship without partisanship across the public and private sector.
- Strong interconnected university, government, and professional networks.
- A culture with a bias toward action.

- **Founding Team & Advisory Board**

- Founding team with extensive public and private sector experience that can recruit other like-minded people in the area. They should also have entrepreneurial mindsets. Recommendations include former government and private sector executives, well-connected government officials, and elected representatives at the state or local level.

- Executive Director who can devote a significant amount of time to organizing the program and has experience and passion in government work and entrepreneurship.
- **Partnership**
  - A champion on the municipal side who is high-level enough to strike a partnership and get buy-in from the top to the bottom in order to run a program like GELA. Our program had the City Attorney and Chief Performance Officer for the City of Denver to help create a strong partnership.
  - A point-person on the governmental side who can effectively recruit and manage people involved from the organization's side to help find fellows and generate problem statements for the fellows to work on.
  - A non-profit or private sector leader who can leverage educational and professional synergies to augment the partnership with the municipality through boot camps and mentorship programs.
- **GELA Fellow Recruitment**
  - Through governmental champion and point-person efforts, identify up-and-coming government employees who are permitted to participate in leadership development programs like this.
  - A pool of talent in and out of government that is teamwork-oriented and has an interest in improving government.
- **GELA Mentor Network**
  - A pool of talented government and private sector professionals who have a give-first mentality and want to mentor the teams for significant amounts of time every week during the program. Recommendations include executives who have scaled

back their work commitments and are more interested in deep mentorship opportunities.

- People with phenomenal subject matter expertise who are willing to contribute time from their schedules to provide occasional advice and mentorship to the teams on a specific issue or problem. Recommendations include experts and top performers in their profession who can devote some time to mentorship.

- **GELA curriculum**

- Existing or easy-to-modify programming on entrepreneurship from a local college or graduate school that fellows can access.
- A large pool of accomplished entrepreneurs (public and private sector) that can give talks or the funds to pay for well-known civic innovators to speak to the class.
- Innovation-focused programming taught in-house by the municipality, like Peak Academy within the City of Denver, which focuses on process-improvement strategies.
- A retreat that allows for fellows to get away from the day-to-day and forge teamwork skills.
- A set of milestones for fellows and teams to adhere to while working on their solutions to ensure progress and organization.
- A pitch night or culminating event where teams can present their solutions to decision-makers and potentially get them implemented by a municipality.

## **V. Conclusion**

GELA is a first-of-its-kind accelerator. We aspire not only to build a lasting program, but also to provide a roadmap to implementing similar accelerators across the country during a time where government innovators are seriously needed. Similar to tech startup-focused accelerators, which cannot justify their full impact until 5-10 years down the road, GELA's impact for each class may not be completely known until a similar amount of time has passed. The impact of the solutions pitched to the Mayor, however, will emerge in the relatively short term in terms of whether they were successfully implemented. In addition to the value of a program that saves \$700,000 a year, training 14 public entrepreneurs could contribute to innovations just like those proposed on pitch night being proposed and implemented outside of GELA. Moreover, the connections made through GELA—both within City and County of Denver government and to those outside of it—promise benefits that will only be visible down the road when the relationships facilitate collaboration on public policy solutions. Finally, as we gear up for the second iteration of GELA, we will be relentlessly focused on bringing forth innovative solutions and significantly improving the entrepreneurial training and experience these fellows receive, further catalyzing a spirit of entrepreneurial problem solving in the City and County of Denver and in Colorado.

**Contacts for GELA:**

- Phil Weiser, University of Colorado Law School
  - [Philip.Weiser@colorado.edu](mailto:Philip.Weiser@colorado.edu)
- Brad Revare, GELA Executive Director
  - [Bradley.Revare@gmail.com](mailto:Bradley.Revare@gmail.com)

## APPENDIX A

### People involved in GELA

- **GELA Management Team**
  - Phil Weiser, Hatfield Professor of Law, University of Colorado Law School; Founder and Executive Director, Silicon Flatirons Center
  - Dave Edinger, Chief Performance Officer, City and County of Denver
  - Brad Revare, Executive Director, Governmental Entrepreneurial Leadership Accelerator
- **GELA Advisory Board**
  - Scott Martinez
  - Meg Porfido
  - Nicole Glaros
  - Zach Nies
  - Stephanie Donner
  - Fiona Arnold
  - Ray Rivera
  - Gordon Bronson
  - Jessie Hunt
  - Joe Neguse
  - Ray Gifford
  - Rob Witwer
  - Sue Heilbronner
  - Dave Padrino
- **GELA Fellows**
  - Marla Trevor
  - Emily Silverman
  - Stephen Carbonneau
  - Christopher Mochulsky
  - Sylvia Luna
  - Cinque McKinney
  - Robbie Evjue
  - Daniel Carrillo
  - Pennie Billing
  - Rebecca DeSantis
  - Victoria Aguilar
  - Tyler Hayden
  - Adele Ewan
  - Matthew Bartling
- **GELA Executive Sponsors**
  - Scott Cardenas
  - Regina Huerter
  - Charlotte Pitt
  - Ashley Kilroy
- **GELA Primary Mentors**

- Meg Porfido
- Bernie Buescher
- John Scarano
- Morris Wheeler
- Zach Nies
- **GELA Secondary Mentors**
  - Stephanie Donner
  - Nicole Glaros
  - Dave Padrino
  - Steve O’Dorisio
  - Hollie Velasquez
  - Jordan Scharg
  - Billy Griffin
  - Andrew Freedman
  - Greg Boone
  - Damion Leenatali
  - Tea Parham
  - Rob Alderfer
  - Mark Walker
  - Jim Franklin
  - Ashley Carter
  - Suzanne Stoller
  - Stephen Meer
  - David Somers
  - Scott Fox
  - Erin Silver
  - Yoav Lurie
  - Ken Fellman
  - Brian Gryth
  - Dean Gouin
  - Clayton Lewis
  - Mike Johnston
  - John Howard
  - Tim Enwall
  - Hillary Hall

## **APPENDIX B – GELA Bootcamp Syllabus**

### **Government Entrepreneurial Leadership Accelerator Curriculum**

#### **Important notes to consider before the course starts:**

- Once the course starts on May 10<sup>th</sup>, the expectation will be that fellows will devote 100% of their working time towards the boot camp and working on their problem through the end of July. It is advised that fellows wind down their current work projects and ensure a smooth transition with your supervisor ahead of the program.

- You will be handed your assigned teammate and problem statement on the first day. As you progress through the curriculum, think about how each component of the boot camp phase will help you hit the ground running in June when you start working on your problem statement.
- Please note that this curriculum is subject to change, especially for updated readings. Changes will be communicated to you via email.

## **Tuesday, May 10<sup>th</sup>**

### **9:30-12:00 KICKOFF AND INTRODUCTION (WOLF LAW Room 304)**

#### **Speakers:**

Brad Revare (9:30-10:00AM): Logistics and Program overview

David Edinger, Scott Martinez, Ashley Kilroy, Charlotte Pitt, Regina Herter, Scott Cardenas (Executive Sponsors) (10:00-11:30AM): Overview of problem statements

Phil Weiser (11:30-12:00PM): Conclusion

#### **Background Readings:**

Phil Weiser, *Alfred Kahn As A Case Study of A Political Entrepreneur*. JOURNAL NETWORK ECONOMICS (2009) available at SSRN: <http://ssrn.com/abstract=1263148>.

[\*Leadership Lessons From the Shackleton Expedition\*](#)

Tony McCaffrey & Jim Person, Find Where You Least Expect It, <https://hbr.org/2015/12/find-innovation-where-you-least-expect-it>

Harvard Kennedy School PolicyCast Startup Government, <http://www.stitcher.com/podcast/hks-policycast/e/startup-government-37183478>

### **12:15-1:45 GELA Fellows Lunch with Dave Edinger and Brad Revare (The Taj)**

After the morning session, fellows will go across the street for lunch with Brad Revare and Dave Edinger of GELA.

### **2:00-5 Entrepreneurial Mindset, Part I (PART OF PHILOSOPHY of ENTREPRENEURSHIP COURSE, Room 204)**

**SPEAKERS: Sue Heilbronner and Phil Weiser**

#### **Background Readings:**

REID HOFFMAN & BEN CASNOCHA, [\*THE START-UP OF YOU: ADAPT TO THE FUTURE, INVEST IN YOURSELF, AND TRANSFORM YOUR CAREER\*](#) (Crown Business 2012).

Here's The Research Behind Our Entrepreneurial Spirit Quiz,

<http://news.sciencemag.org/2015/06/heres-research-behind-our-entrepreneurial-spirit-quiz>

6 Startup Lessons the Mets and Royals Had to Learn to Make It to the World Series,  
<http://www.fastcompany.com/3052766/lessons-learned/6-startup-lessons-the-mets-and-royals-had-to-learn-to-make-it-to-the-world-s>

What Should Kodak Have Done,  
<http://www.innovationexcellence.com/blog/2015/10/15/what-should-kodak-have-done/>

**Wednesday, May 11<sup>th</sup> (WOLF LAW Room 304)**

**10-12:** Jeremy Goldberg on civic innovation  
We will focus on two specific program areas within the SF Mayor's Office of Civic Innovation

1. Civic Bridge
2. The Startup in Residence Program

*Some of the key learning objectives of the discussion will be to share our approach to developing the program:*

- Identifying and leveraging intrapreneurs within gov't
- Sourcing challenges/projects from within gov't
- Messaging opportunities to pro-bono partnerships from business, industry and startups
- The feedback loop and how we've incorporated "failure" into these two programs

**Reading:**

**Jeremy M. Goldberg: Riding the Next Wave of Civic Innovation**

<http://www.governing.com/gov-institute/voices/col-local-government-civic-innovation-best-practices.html>

**Alissa Black and Rachel Burstein: A Guide to Making Innovation Offices Work**

<http://www.businessofgovernment.org/report/guide-making-innovation-offices-work>

**Astro Teller: The Unexpected Benefit of Celebrating Failure**

[https://www.ted.com/talks/astro\\_teller\\_the\\_unexpected\\_benefit\\_of\\_celebrating\\_failure?language=en](https://www.ted.com/talks/astro_teller_the_unexpected_benefit_of_celebrating_failure?language=en)

**2:00-5:00PM,** **Bernie Buescher** on designing solutions with the citizens/customers in mind/ what I learned from business that I applied in public service; important vs urgent time management.  
**Greg Boone** on user centered design and open source solutions from his time in 18F ([18f.gsa.gov](http://18f.gsa.gov)).

**Thursday, May 12 (WOLF LAW Room 480 (Colloquium Room) – Consult the signs on the 4<sup>th</sup> floor stairs to find room)**

**9:00-12:00 Half-Day Negotiation & “Difficult Conversations” Workshop**

**SPEAKERS:** Scott Peppet  
Chapters 1-5 of [Difficult Conversations](#)

**12:15-1:45** Location: Schaden Commons (Take stairs down to second floor, take a slight right and head to the commons ahead. There will be signs guiding you.

**Interest-based Problem Solving**

**SPEAKERS:** Meg Porfido, Jon Numair

**Background readings/requests:**

Please, as a team, provide answers to the following questions ahead of the session to Meg ([megporfido@gmail.com](mailto:megporfido@gmail.com)) and Jon ([jnumair@verizon.net](mailto:jnumair@verizon.net)):

- Who are the players you anticipate interacting with on your project?
- What are the issues you see at the start that may create conflict among the players?

**2:00-5:00 Entrepreneurial Mindset, Part II (PART OF PHILOSOPHY of ENTRPRENEURSHIP COURSE, Room 204)**

**SPEAKERS:** Sue Heilbronner and Phil Weiser

**BACKGROUND READING:**

BRAD FELD, STARTUP COMMUNITIES: BUILDING AN ENTREPRENEURIAL ECOSYSTEM IN YOUR CITY (Wiley 2012).

How Mentor Updates Saved My Company,

<https://medium.com/hardware-startups/how-mentor-updates-saved-my-company-b434cc8a140d>

Making Dumb Groups Smarter,

[https://hbr.org/2014/12/making-dumb-groups-smarter?utm\\_campaign=Socialflow&utm\\_source=Socialflow&utm\\_medium=Tweet](https://hbr.org/2014/12/making-dumb-groups-smarter?utm_campaign=Socialflow&utm_source=Socialflow&utm_medium=Tweet)

Review/Excerpt from Adam Grant’s Give and Take

**CONCEPTS:**

- Network (vs. hierarchy)
- Mentor and a mentee--embrace mentorship
- Understand true collaboration (and avoid group think)
- Formal and informal governance structures (discuss mentor motivation, the aversion to NDAs, the informal governance of a community),
- “give and take”, and #givefirst,
- Intersection between values, contracts, and social constructs, intrinsic vs. extrinsic motivations.

**Friday, May 13<sup>th</sup> (WOLF LAW Room 303)**

10-12: Scott Martinez, Entrepreneurship in Local Government

**BACKGROUND READING:** [TBD]

2:00-5:00 **Entrepreneurial Toolkit: Part II--Design Centered Thinking (PART OF PHILOSOPHY of ENTRPRENEURSHIP COURSE, Room 204)**

**SPEAKERS:** Sue Heilbronner and Phil Weiser (Guest Speaker—Dave DuPont)

**BACKGROUND READING:** TIM BROWN, CHANGE BY DESIGN: HOW DESIGN THINKING TRANSFORMS ORGANIZATIONS AND INSPIRES INNOVATION (HarperBusiness 2009).

Tim Brown, Design Thinking

[http://www.ideo.com/images/uploads/thoughts/IDEO\\_HBR\\_Design\\_Thinking.pdf](http://www.ideo.com/images/uploads/thoughts/IDEO_HBR_Design_Thinking.pdf)

Empathetic Product Design, Harvard Business Review, <https://hbr.org/2015/04/a-process-for-empathetic-product-design>

**Monday, May 16<sup>th</sup>**

**Peak Academy Problem Workshop Day – in Denver (Wellington Webb Building 201 West Colfax Denver, Colorado 80202)**

**8am-noon –**

All fellows learn tools to ID waste with Peak (A3 planning tool, process mapping, fishbone diagram, communication circle, gemba walking, and spaghetti diagram) taught by Melissa and Brandon (Webb 4.I.2)

**12pm-1pm-Lunch**

**1pm-5pm**

Fellows break off into project teams with assigned facilitator to develop boxes 1-4 of the A3 planning tool. Breakouts facilitated by Melissa (MJ team in Webb 10.G.5), Brandon (Composting team in Webb 10.C.3), Faustino (Internet team 4.I.2) and Jesse (Homeless Transportation team in Webb 10.F.4)

**Tuesday, May 17 (WOLF LAW Room 304)**

10:00-12 **Communications Workshop with CU Global Entrepreneurs in Residence**

Julien Denaes leads a 30 minute introductory lecture to killer pitching / presentations. Hector Rodriguez and Nigel Sharp will lead a 45 minute reverse pitching workshop where teams will present each others issues by generating 5-10 slides and 5 minute presentation.

Teams will have 5 minutes to present their ideas, with Nigel, Julien and Hector acting as judges, and giving feedback for 5-10 minutes per team.

15 minute Conclusion **with the Global EIRs presenting their services for the GELA participants**

*All teams need at least one computer, and ability to generate some presentation slides.*

2:00-5:00 **Entrepreneurial Toolkit: Part I--Lean Startup (PART OF PHILOSOPHY of ENTREPRENEURSHIP COURSE, Room 204)**

**SPEAKERS: Sue Heilbronner and Phil Weiser**

**BACKGROUND READING:** ERIC RIES, THE LEAN STARTUP: HOW TODAY'S ENTREPRENEURS USE CONTINUOUS INNOVATION TO CREATE RADICALLY SUCCESSFUL BUSINESSES (Crown Business 2011).

Creative Problem Solving In the Face of Extreme Limits,

[http://www.ted.com/talks/navi\\_radjou\\_creative\\_problem\\_solving\\_in\\_the\\_face\\_of\\_extreme\\_limits?language=en](http://www.ted.com/talks/navi_radjou_creative_problem_solving_in_the_face_of_extreme_limits?language=en)

**Wednesday, May 18<sup>th</sup>**

**Peak Academy Problem Workshop Day– in Denver (Wellington Webb Building 201 West Colfax Denver, Colorado 80202**

**8am-10am-**

Teams present out their plan for identifying and analyzing the problem statement (boxes 1-4 of the A3) to Melissa, Cassie, Jesse, and Brandon (Webb 4.I.2)

**10am-Noon**

All fellows learn tools to eliminate waste with Peak (Standard Work, Visual Management, Mistake Proofing) taught by Melissa and Brandon (Webb 4.I.2)

**12pm-5pm**

Fellows break up into project teams to develop experiments and solutions (boxes 5-9) of the A3. Breakouts facilitated by Melissa (MJ team in Webb 10.G.5), Brandon (Composting team in Webb 10.C.3), Faustino (Internet team 4.I.2) and Jesse (Homeless Transportation team in Webb 10.F.4)

**Thursday, May 19 (WOLF LAW Room 305)**

10-1:00 Zach Nies,  
Readings TBD

2:00-5:00 **Entrepreneurial Leadership in Government, Room 204**  
**SPEAKERS: Sue Heilbronner and Phil Weiser**

**CORE READING:** Phil Weiser, *Alfred Kahn As A Case Study of A Political Entrepreneur*. JOURNAL NETWORK ECONOMICS (2009) available at SSRN:  
<http://ssrn.com/abstract=1263148> (skim again).

The Anti-Poverty Experiment,  
<http://www.wsj.com/articles/the-anti-poverty-experiment-1433517539>

Inside Obama's Stealth Startup,  
<HTTP://WWW.FASTCOMPANY.COM/3046756/OBAMA-AND-HIS-GEEKS>

**Friday, May 20<sup>th</sup>—OFF DAY**

### **IRLE Program in Aspen Logistics**

- Fellows are expected to provide their own transportation up to Aspen on Saturday. Carpooling is encouraged.
- Programming for fellows concludes Monday afternoon. Fellows can stay in Aspen Monday evening and leave Tuesday morning, but please notify Brad Revare (Bradley.revare@gmail.com) and Anna Noschese ([Anna.Noschese@colorado.edu](mailto:Anna.Noschese@colorado.edu)) by May 2 if you plan to do so.
- Please read below for reading assignments for Saturday, Sunday, and Monday.

### **Saturday, May 21- Welcome to Aspen; Introduction to Modern Economic Analysis**

<b>Time</b>	<b>Session</b>	<b>Instructor(s)</b>	<b>Location</b>
11:00 – 2:00 p.m.	Resort check in		
2:15 – 2:30 p.m.	Seminar Registration & Refreshments		IRLE Seminar Room
2:30 – 2:45 p.m.	Welcome and Orientation	Ray Gifford	IRLE Seminar Room
2:45 – 3:45 p.m.	The Five Prisms: Economic Analysis of Regulation	Ray Gifford	IRLE Seminar Room
3:45 – 4:00 p.m.	Break		
4:00 – 6:15 p.m.	The Double Oral Icebreaker	Lynne Kiesling	IRLE Seminar Room

6:15 – 7:00 p.m.	Optional Happy Hour	Hefner Lounge
7:00 – 8:45 p.m.	Dinner & Talk: Antitrust Economics, Market Power and Merger Analysis	Phil Weiser Meadows Restaurant

**Reading Before Seminar:**

- Thomas McCraw, *Prophets of Regulation*, chapters 2, 7, and 8 (1984).
- Ronald H. Coase, [Nobel Prize Lecture](#) (1991).
- Douglass North, [Nobel Prize Lecture](#) (1993).
- Don Boudreaux and Russ Roberts, [Boudreaux on Coase](#), Library of Economics and Liberty EconTalk (Oct. 2013) (podcast).
- Ronald Coase and Russ Roberts, [Coase on Externalities, the Firm, and the State of Economics](#), Library of Economics and Liberty EconTalk (Oct. 2013) (podcast).
- Planet Money, [From Harvard Economist to Casino CEO](#), National Public Radio (Nov. 2011) (podcast).
- Planet Money, [Why Buying a Car is so Awful](#), National Public Radio (Feb. 2013) (podcast).
- Don Boudreaux and Russ Roberts, [Boudreaux on Public Debt](#), Library of Economics and Liberty EconTalk (March 2012) (podcast).
- Thomas McCraw and Russ Roberts, [McCraw on Schumpeter, Innovation, and Creative Destruction](#), Library of Economics and Liberty EconTalk (March 2012) (podcast).

**Optional Reading Before Seminar:**

- Richard A. Posner, [Taxation by Regulation](#), 3 Bell J. Econ. 22 (1971).
- Joseph A. Schumpeter, [Capitalism, Socialism & Democracy](#) (1942), Chapter 7 and 8.
- F.A. Hayek, [The Use of Knowledge in Society](#), The American Economic Review (1945).
- Oliver Williamson, [Why Law Economics and Organization?](#), Annual Review of Law and Social Science (Dec. 2005), Vol. 1, Pages 369-396.

**Assigned Reading for Saturday:**

- J. Bradford DeLong, [Creative Destruction's Reconstruction: Schumpeter Revisited, Chronicle of Higher Edn.](#)
- Timothy Muris, [Improving the Economic Foundations of Competition Policy.](#)

**Sunday, May 22- Economic Tools, Corporate Finance, and Political Entrepreneurship**

Time	Session	Instructor(s)	Location
7:00 – 8:15 a.m.	Hot Breakfast Buffet available in the Meadows Restaurant		
8:15 – 8:30 a.m.	Light Breakfast Buffet available outside the IRLE Seminar Room in the Koch Lobby		
8:30 – 9:30 a.m.	Introduction to Regulation: the Neoclassical Imperative and Institutional Reality	Ray Gifford and Lynne Kiesling	IRLE Seminar Room
9:30 – 10:45 a.m.	Introduction to New Institutional Economics, Price Discrimination, and Vertical	Phil Weiser	IRLE Seminar Room

	Integration		
10:45 – 11:00 a.m.	Break		
11:00 a.m. – 12:00 p.m.	Public Choice & Political Entrepreneurship	Phil Weiser	IRLE Seminar Room
12:00 – 1:00 p.m.	Lunch		Meadows Restaurant
1:00 – 2:45 p.m. <i>GELA Fellows will do a breakout session from 1:30-3:30.</i>			
2:45 – 3:00 pm	Break		
3:00 – 4:30 p.m.	Applications of Corporate Finance To Regulated Industries	Eric Talley	IRLE Seminar Room
4:30 – 6:00 p.m.	Break		
6:00 – 8:00 p.m.	Dinner & Talk: Coase, Spectrum, and Fracking	Phil Weiser	Meadows Restaurant
8:00 – 9:00 p.m.	Evening Seminar (Optional): Lessons from the Financial Meltdown	Eric Talley	Hefner Lounge

**Assigned Reading for Sunday:**

- Phil Weiser, [Alfred Kahn as a Case Study of a Political Entrepreneur: An Essay in Honor of His 90th Birthday](#) (2008).
- Pierre Lemieux, [The Public Choice Revolution](#), Regulation (Fall 2004), pp. 22-29.
- Arnold Kling, [The Institutions-Intensive Economy](#), Library of Economics and Liberty (Feb. 25, 2013).
- Coakley et al. v Bangor et al., 149 FERC ¶ 61,032 UNITED STATES OF AMERICA FEDERAL ENERGY REGULATORY COMMISSION, OPINION NO. 531 (June 19, 2014), Available at <http://www.ferc.gov/whats-new/comm-meet/2014/061914/E-7.pdf> Coakley et al. v Bangor et al., 149 FERC ¶ 61,032 UNITED STATES OF AMERICA
- FEDERAL ENERGY REGULATORY COMMISSION, OPINION NO. 531-A (October 16, 2014), available at <https://www.ferc.gov/whats-new/comm-meet/2014/101614/E-10.pdf>

**Optional Reading for Sunday:**

- Joseph Farrell & Philip J. Weiser, [Modularity, Vertical Integration, And Open Access Policies: Towards A Convergence Of Antitrust And Regulation In The Internet Age](#) (2003) pp. 86-90 and 97-127.
- Timothy A. Luehrman, [Investment Opportunities as Real Options](#) (1998).
- [Public Utilities Fortnightly, 2009 ROE Survey](#) (Sept. 2009).

**Monday, May 23- Technology for Regulators, Market Design, Auctions and Experimental Economics**

Time	Session	Instructor(s)	Location
7:00 – 8:15 a.m.	Hot Breakfast Buffet available in the Meadows Restaurant		
8:15 – 8:30 a.m.	Light Breakfast Buffet available outside the IRLE Seminar Room in the Koch Lobby		
8:30 – 10:00 a.m.	GELA Breakout Sessions	Phil Weiser	Location TBD
10:00 – 10:15 a.m.	Break		
10:15 a.m. – 12:00 p.m.	GELA Breakout Sessions	Phil Weiser & Dave Edinger	Location TBD
12:00 – 1:00 p.m.	Lunch		Meadows Restaurant
1:00 – 2:30 p.m.	Electric Power Auctions	Rim Baltaduonis	IRLE Seminar Room
2:30 - 2:45 p.m.	Break		
2:45 – 4:30 p.m.	Experimental Economics 101	Rim Baltaduonis	IRLE Seminar Room
4:30 – 6:00 p.m.	Break ( <i>GELA sessions conclude</i> )		
6:00 – 8:00 p.m.	Dinner & Talk: Experiments in Transactive Energy	Lynne Kiesling	Bernhard Room
8:00 – 9:00 p.m.	Evening Seminar (Optional): The Clean Power Plan, Trading and Institutional Design	Ray Gifford	Hefner Lounge

**Assigned Reading for Monday:**

- Paul Joskow, [Incentive Regulation and Its Application to Electricity Networks](#) (RNE 2008).
- Paul Joskow, [Natural Gas: From Shortages to Abundance in the U.S.](#), American Economic Review (May 2013).
- Stephen Rassenti, Vernon Smith & Bart Wilson, [Using Experiments to Inform the Privatization/Deregulation Movement in Electricity](#), Cato Journal (Winter 2002).
- Rimvydas Baltaduonis, [Simple-Offer Versus Complex-Offer Auctions in Deregulated Electricity Markets](#), Working Paper (2009).

- [Stephen Rassenti, Vernon Smith & Bart Wilson, Controlling Market Power and Price Spikes in Electricity Networks: Demand-Side Bidding, PNAS vol.100 \(no.5\) \(March 4, 2003\).](#)
- Katrina Jesoe & David Rapson, [Knowledge is \(Less\) Power: Experimental Evidence from Residential Energy Use](#), (Feb. 29, 2013).
- Clifford Krauss and Diane Kardwell [A Texas Utility Offers a Nighttime Special: Free Electricity](#), (Nov. 8, 2015).

**Optional Reading for Monday:**

- Lynne Kiesling, [Alternatives to Net Metering: A pathway to decentralized electricity markets](#), R Street (2016).

**Tuesday, May 24<sup>th</sup> (afternoon in Boulder, Wolf Law, Room 204)**

**2:00-5:00PM**      Knowing Yourself, and Building a Complementary and High Functioning Team

**SPEAKERS:**      **Sue Heilbronner and Phil Weiser**

**Background Reading:**

Susan Cain, *Quiet: The Power of Introverts in a World That Can't Stop Talking* (Broadway 2013).

What Google Learned From Its Quest to Build the Perfect Team,

[http://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html?\\_r=1](http://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html?_r=1)

Susan Cain TED Talk:

[http://www.ted.com/talks/susan\\_cain\\_the\\_power\\_of\\_introverts?language=en](http://www.ted.com/talks/susan_cain_the_power_of_introverts?language=en)

Jim Holt, “Two Brains

Running,” [http://www.nytimes.com/2011/11/27/books/review/thinking-fast-and-slow-by-daniel-kahneman-book-review.html?pagewanted=all&\\_r=0](http://www.nytimes.com/2011/11/27/books/review/thinking-fast-and-slow-by-daniel-kahneman-book-review.html?pagewanted=all&_r=0)

Sue Heilbronner on the Growth Show,

<https://soundcloud.com/the-growth-show/sue-heilbronner-ceo-mergelane>

**CONCEPTS:**

- Typing systems, benefits and risks
- Awareness of your own core skills – self-awareness -- competencies and personality inventory
- Identifying complementary skill sets --partner identification

**Wednesday, May 25<sup>th</sup>**

**Peak Academy Problem Workshop Day – in Denver (Wellington Webb Building 201 West Colfax Denver, Colorado 80202)**

8am-10am-Teams present out solutions (boxes 5-9) with **Brandon, Melissa, and Jesse (Webb 4.J.I)**

10am-2pm-Group breaks up into project teams to further refine plan based on feedback and have lunch together (**no booked rooms, no facilitators**)

**Thursday, May 26th**

**Peak Academy Problem Workshop Day – in Denver (Wellington Webb Building 201 West Colfax Denver, Colorado 80202)**

**8am-5pm (lunch break included)**—All fellows learn behavioral insights and data analysis with Greg and Kate (**Webb 4.F.2**)

**Friday, May 27<sup>th</sup> in AM** (meetings with primary mentors/panel discussion with entrepreneurial leaders in government, **WOLF LAW Room 304**)

**FRIDAY, MAY 27<sup>TH</sup> FROM 2-5 (PRESENTATIONS FROM PHILO OF ENTREPRENEURSHIP CLASS, Room 204)**