

## Developing the Next Generation of Utility Leaders



The University of Idaho Utility Executive Course has trained over 2,300 managers and key leaders from more than 100 companies in 17 countries. Participating companies include:

- ALLETE
- Ameren
- Areva T&D
- Arizona Public Service Company
- Austin Energy
- Avista Corp.
- Bahamas Electricity Corporation
- Barbados Light and Power Company Ltd.
- Basin Electric Power Cooperative
- BC Hydro and Power Authority
- Bermuda Electric Light Company Ltd.
- Bermuda Gas and Utility Company Ltd.
- Black Hills Corporation
- Bonneville Power Administration
- British Columbia Power Exchange Corporation
- British Columbia Transmission Corporation
- Canadian Utilities Ltd
- CenterPoint Energy
- China Light and Power Company
- Chubu Electric Power Company, Inc.
- CISCO
- Colorado Springs Utilities
- CPS Energy
- DPL Inc
- Ecos Consulting
- Electricity Generating Authority of Thailand
- Energy Northwest
- Energy West Inc
- Entergy Corporation
- EPCOR
- Equitable Resources
- Grant County PUD
- Groton Utilities
- Hawaii Electric Light Company, Inc.
- Hawaiian Electric Company, Inc.
- Hawaiian Electric Industries, Inc.
- IBM
- Idaho Power Company
- JR Simplot
- Kansas City Power and Light
- Kootenai Electric Cooperative
- Lower Colorado River Authority
- Maine Public Service Company
- Maui Electric Company, Ltd.
- Montana-Dakota Utilities
- National Grid USA
- Northwest Territories Power Corporation
- NorthWestern Energy
- NV Energy
- NW Natural
- OGE Energy Corporation
- Otter Tail Power Company
- PacifiCorp
- Pacific Gas and Electric Company
- Pedernales Electric Cooperative
- PEPCO Holdings
- Perennial Power Holdings
- PJM Interconnection
- Platte River Power Authority
- PNM Resources
- Portland General Electric Company
- Puget Sound Energy
- Sabah Electricity Board
- Sacramento Municipal Utility District
- Salt River Project
- SaskPower
- Schweitzer Engineering Laboratories, Inc.
- Scottish Power
- Seminole Electric Cooperative, Inc.
- SEMPRA
- Southern California Edison Company
- Southern Company
- Southwest Gas Corporation
- Tacoma Water, City of Tacoma
- Tenaga Nasional Berhad
- Tucson Electric Power Company
- UniSource Energy Corporation
- Vertex Business Services
- We Energies
- Westar Energy
- Xcel Energy



*"UEC was the greatest learning experience I have ever had. The staff, instructors and my fellow classmates made for a three-week experience that has benefited me professionally more than anything I've ever participated in."*

Walter Fitzgerald, Vice President and Controller, CenterPoint Energy, Inc.

## Competency-Based Curriculum



### 2012 COURSE TOPICS

#### MANAGING ENTERPRISE VALUE

- Communication and Group Dynamics
- Strategic Leadership Skills for the Future
- Corporate Strategy
- Corporate Social Responsibility
- Enterprise Leadership
- Design Thinking
- Utility of the Future

#### FINANCE

- Utility Accounting and Financial Reporting
- Financial Management
- Current Issues Facing Utility CFOs
- Enterprise Risk Management
- Increasing Shareholder Value Through Capital Markets

#### TECHNOLOGY

- Electric Power Generation, Transmission, and Distribution
- Natural Gas Production, Transmission, and Delivery
- New Energy Technologies
- Nuclear Power
- Smart Grid
- New Energy Consumer
- Customer Experience

#### REGULATION

- Utility Regulation: Challenges and Opportunities
- FERC and NERC Reliability
- Current Issues in the Natural Gas Industry
- Wholesale Power Markets
- Regulation and Rate Making
- Tomorrow's Electric Industry



## MANAGING ENTERPRISE VALUE

### Communication and Group Dynamics

(Michael Kroth)

Learn:

- to improve decision-making skills.
- to enhance problem-solving abilities.
- to strengthen group cooperation.
- why consensus produces the best decisions.

### Strategic Leadership Skills for the Future

(Pat Vincent-Collawn)

Learn:

- what critical skills will be required for success in the utility industry.
- the key principles of good leadership.
- how current industry changes will affect future directions.

### Corporate Strategy

(Milton Lee)

Learn:

- how an industry creates a context for corporate strategy.
- the distinction between long-range corporate vision and short-term corporate strategy.
- the role and responsibility of the main decision makers in the forming and implementation of corporate strategy and the need to balance competing interests.
- about consensus-driven strategy development (the feedback loop).
- how the various UEC curriculum components tie together.

### Corporate Social Responsibility

Learn:

- how the unprecedented critical scrutiny and rising expectations from customers and other stakeholders are impacting companies.
- new ways to address the social, economic, and environmental effects of doing business.
- How to balance conflicting demands on company resources.
- how to foster successful interaction with customers, governments, nongovernmental organizations, and other key stakeholders.

### Enterprise Leadership

(Jeff Ceccarelli)

Learn:

- how a company can respond to and rebound from a crisis.
- the role of financial and strategic analysis.
- how to manage key stakeholder relationships.

### Design Thinking

(Scott Underwood, Greg Warman)

Learn:

- about human centered design.
- terms, techniques, and thought patterns of successful innovators.
- how to balance analysis with intuition.

### Utility of the Future

(Kimberly Harris)

Learn:

- how to identify and prioritize key success factors.
- how scenario planning for the future impacts today's management decisions.
- how to align corporate strategy across diverse stakeholder interests.

## FINANCE

### Utility Accounting and Financial Reporting

(Joel Berk)

Learn:

- basic accounting concepts.
- to calculate the return on equity.
- the utility's four sets of "books."
- about rate making and how a rate case works.

### Financial Management

(Mario Reyes)

Learn:

- how management decisions impact the financial performance and economic value of the business.
- to evaluate business performance using financial statement analysis, and understand the implications of financial decisions.
- success factors in value creation.
- the basic types of decisions—investment, operating, and financing—made continuously by the management of any ongoing business.

### Current Issues Facing Utility CFOs

(Darrel Anderson, Brian Bird, Mark Thies)

Learn:

- the role and responsibility of the CFO in implementing strategic initiatives and managing risk.
- the importance of communication in managing diverse stakeholder interests.

### Enterprise Risk Management

(Brian Bird, Mario Reyes)

Learn:

- to use option pricing methodology in capital-budgeting.
- what makes up a risk management framework.
- the challenges of implementing a risk management system.

### Increasing Shareholder Value Through Capital Markets

(Frank Russell)

Learn:

- what drives value creation.
- the effects of free capital markets on utility stakeholders.
- how finance and rate making are interrelated.
- how corporate strategy impacts shareholder value.

## TECHNOLOGY

### Electric Power Generation, Transmission, and Distribution

(Skip Collier)

Learn:

- the basics of generation, transmission, and distribution.
- basic electrical terminology, equipment construction, and equipment operating theory.
- how to communicate technical information using non-technical language.

### Natural Gas Production, Transmission, and Delivery

(Richard Moore)

Learn:

- the basics of natural gas production, transmission, and distribution including essential equipment and its operation.
- the mechanics of the gas industry so that you understand your organization better, and those you compete with.

*"UEC is an extraordinary program. In its leadership of the program, the University of Idaho demonstrates true commitment to continuous improvement through the process it employs annually to refresh the curriculum. The partner very effectively with their industry advisory committee to ensure that the program addresses the latest industry issues. It is an invaluable learning and development experience for the future leaders of this industry. There simply is nothing else like it out there."*

Doug Meyers, Vice President of IT and Chief Information Officer, Pepco Holdings

### New Energy Technologies

(Jeff Morris)

Learn:

- the fact, fiction, and cost curve of wind, solar, and nuclear power.
- what is impacting technology decisions.
- how diverse technologies are being integrated into the utility operations environment.

### Nuclear Power

(Paul Genoa)

Learn:

- the basics of nuclear power technology in electricity generation.
- how the fuel cycle is managed.
- about the economics and regulatory oversight of nuclear power.

### Smart Grid

(Rob Stewart)

Learn:

- the basics of smart grid including demand response.
- the customer side of smart grid including distributed generation and plug-in hybrids.
- current issues including cybersecurity and standards.

### The New Energy Consumer

(Gregory Guthridge)

Learn:

- how the traditional utility/consumer relationship is evolving.
- how nontraditional players are challenging the traditional utility model.
- how to manage information for competitive advantage.
- how building innovative products and services will strengthen the consumer relationship.

### Customer Experience

(Roy Barnes)

Learn:

- how customer experience design and management is evolving.
- to integrate the customer experience into product and service design.
- to identify and communicate the customer experience ROI.

## REGULATION

### Utility Regulation: Challenges and Opportunities

Learn:

- the inherent institutional difficulties of regulation.
- to think from a regulator's perspective.
- to see the regulatory process as joint, rather than adversarial.
- what you can do to achieve effective regulation.

### FERC and NERC Reliability

Learn:

- about reliability standards, compliance, and critical infrastructure protection.
- how reliability standards are driving new directions in FERC enforcement.
- how the industry can impact more effective future standards.

### Current Issues in the Natural Gas Industry

(Richard Moore)

Learn:

- how the current issues in gas supply and demand are driving the industry.
- how regulation impacts the industry, consumers, and other fuels.
- how energy policy, rising costs, and technology are impacting the industry.

### Wholesale Power Markets

(Paul Sotkiewicz)

Learn:

- what key issues are shaping electricity market design.
- RTO Market Overview.
- the fundamental design features of locational marginal pricing and financial transmission rights.
- where RTO markets are going.

### Regulation and Rate Making

(Greg Said)

Learn:

- the rate making process including revenue requirements, cost allocation, and rate design.
- how a company's integrated resource plan impacts restructuring activities and resource planning.

### Tomorrow's Electric Industry

(David Owens)

Learn:

- how industry changes are shaping the future of the electric power industry.
- the current status of energy legislation.
- how access to capital will impact reliability.
- a view forward—responding to comprehensive energy and climate legislation and a new regulatory model.

### Environmental Collaboration

(Ralph Cavanagh)

Learn:

- how state regulation affects utilities' capacity to invest in environmental solutions, and how to remove unintended barriers.
- how utilities can make energy efficiency and renewable energy a profit center.
- how utilities can plan and create diversified, environmentally responsible electric-and gas-resource portfolios that will ensure more reliable and affordable service for customers.
- how federal environmental legislation affect the utility industry.
- how utilities can revive investment in grid assets to enhance reliability and reduce congestion, despite widespread opposition to new transmission lines.

*"UEC is, without a doubt, the best in-depth training program I've attended in the past two decades. The facilities are great, the staff is professional, and the speakers are the rock stars of the industry."*

Larry Buttress, Vice President & Chief Information Officer, Bonneville Power Administration

