Leaders in Sustainability Common Course, Winter 2010

Course number: ESE 277
(Environmental Science & Engineering; in the School of Public Health)
Instructors: Charles J. Corbett and Magali Delmas
Time: Winter quarter, 2010
Wednesdays, 4.30-6.50pm
Location: Anderson School, B301

Course objectives
This course aims above all to provide a meeting place for students participating in the Leaders in Sustainability (LiS) program, to engage in facilitated discussions around various aspects of sustainability.

Format and grading
The course will be heavily discussion-based. Where possible, students will be given (modest) advance reading assignments. Students are expected to prepare the materials for each session, and at the end of the course, students will submit a short reflective paper describing what they learned from the course, focusing on how the interaction with students from so many backgrounds has affected their outlook on sustainability.

Sessions will cover various formats, including interactive lecture, case discussion, sessions with breakout group assignments, a role simulation, and final presentations.

The course will be two units, and grading will be S/U. To earn a grade of S, regular attendance will be needed, active participation in the discussions, and completion of the assignments.

Assignments
Several of the class sessions will have assignments associated with them, to be completed either before or after that session.

- Several sessions will have some advance reading assignments. These will usually not be discussed in detail in class, you are expected to read these prior to the session.
- For the leadership session, students will be asked to complete the “SDI” (strength deployment inventory), a tool aimed at helping students to understand the motive behind individual’s behavior.
- For the last class session (week 10), all students need to submit a short (2-4 page) reflective paper describing what they learned from the course, focusing on how focusing on how the interaction with students from so many backgrounds has affected their outlook on sustainability, and on how they plan to become leaders in
sustainability during the rest of their time at UCLA and afterwards. These papers are due the day of that session.

**Final presentations**

The final session will consist of short presentations by some participating students on how they have exhibited leadership in sustainability, or how they plan to do so. More detailed guidelines will be provided in class.

**Course overview**

All sessions will be facilitated by Professor Charles Corbett and/or Professor Magali Delmas, jointly with the instructor listed below.

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**Course materials**

Materials specifically intended for each session will be distributed electronically. Some materials are available electronically through the UCLA library, use the links provided below. Note that you should be on campus or, if you are off campus, use a proxy server to access some of these materials. You can also use [www.isiknowledge.com](http://www.isiknowledge.com) to search for the materials (again, on campus or through a proxy server), and then select “UC e-links” to get the full text. The DOI (digital object identifier) can also be used to search for the document.
**Session 1: Sustainability**

Wednesday, January 6, 2010

Instructor: Stephanie Pincetl  
Director, Center for Sustainable Urban Systems  
UCLA Institute of the Environment

Sustainability is a concept that has become popular since the 1987 Brundtland Commission report, but it actually dates from conservation efforts starting in the 1950s. This session will examine how sustainability has evolved to becoming an organizing approach for governments, businesses and civil society today.

Readings:

  DOI 10.1002/sd.284

  DOI 10.1002/sd.281

**Session 2: Offshore Wind Farm Negotiation**

Wednesday, January 13, 2010

Instructor: Professor Charles Corbett  
UCLA Anderson School of Management  
Co-director, Leaders in Sustainability program

(This is a Role Simulation from the Program on Negotiation at Harvard Law School.)

In class, each of you will be assigned to the role of one of the 8 stakeholders in this exercise, and you will receive short additional instructions specifically for that stakeholder. You must read the general instructions listed below ahead of time though, there will not be enough time in class to do so.

Readings (distributed via email):

- Offshore Wind Farm Negotiation: General Instructions
- State Department Of Environmental Protection, Energy Bureau, Economic Impact Assessment: Dakota Shoals Wind Farm Proposal
These are copyrighted materials, so please do not share them with others.

Shellfish Wind Associates has submitted a proposal to develop offshore wind farms in Dakota Shoal, and the Federal Permitting Agency (FPA) is reviewing the controversial proposal. A group of relevant stakeholders has been meeting to discuss the recently submitted draft Environmental Impact Statement (EIS), and this is the third meeting convened by the FPA. Stakeholders are seeking consensus regarding the following issues:

- How much agreement is there around the developer’s EIS?
- What additional environmental, economic, and/or aesthetic considerations should be addressed in the permitting decision?
- What is preventing stakeholders from reaching agreement?
- What mode of participation should be used to ensure stakeholders an appropriate role in the final permitting decision?

The stakeholders are:

- Federal Permitting Agency (FPA)
- Shellfish Wind Associates (SWA)
- Residents’ Association (RA)
- State Department of Environmental Protection (SDEP)
- Fishermen’s Association (FA)
- Resource Economist
- University of Commonwealth Marine Biologist
- National Association for Green Energy (NAGE)

Process themes include techniques for creating value in spite of differences, joint fact-finding in the face of disputed scientific information, and dealing with scientific and technical uncertainty through an adaptive management approach.

**Session 3: Climate change**

Wednesday, January 20, 2010

*Climate change and water (4.30-5.30pm)*

Instructor: Professor Glen Macdonald; Geography
Director, UCLA Institute of the Environment
UC Presidential Chair

*Climate change (5.40-6.50pm)*

Instructor: Paul Bunje
Associate Researcher, UCLA Institute of the Environment
Executive Director of the Center for Climate Change Solutions
Readings:


- “Pathways to a Low-Carbon Economy: Version 2 of the Global Greenhouse Gas Abatement Cost Curve”, McKinsey & Company, 2009. Available from https://solutions.mckinsey.com/ClimateDesk/default.aspx; you will need to provide your name and email address, and will receive an email with link to the full report. Remember to uncheck the box “Please keep me informed...” if you do not wish to receive email from McKinsey afterwards. This McKinsey report is very well-known, it is well worth the (minimal) effort to download it.

Please read the Pew report, and the introduction to the McKinsey report. (No need to read the full report, but it’s worth having it for future reference.)

**Session 4: Environmental policy**

Wednesday, February 3, 2010

Instructor: Professor JR de Shazo; Public Policy
Director, Lewis Center for Regional Policy Studies
UCLA School of Public Affairs


Please read it carefully.

**Session 5: Energy**

Wednesday, January 27, 2010

Instructor: Professor Matt Kahn; Economics
UCLA Institute of the Environment


**Session 6: Leadership and Sustainability**

Wednesday, February 10, 2010

Instructor: Sara Tucker, UCLA Anderson of Management
Director, Coaching & Team Skills
A key component of leadership is self-awareness and a knowledge of how we impact others. When we can identify our own value to a team, we are better able to appreciate the strengths and contributions to a team of others different from us. In this session, I will review the theory behind the Strength Deployment Inventory and through various experiential activities, help students gain an understanding of how their results on the SDI play out in a group setting and the implications of this for future multidisciplinary teams.

Assignment: Complete SDI prior to attending session. (SDI will be distributed online in late January.)

Reading:

You can obtain this reading via the UCLA library’s online collections. Go to www.isiknowledge.com, search for “What We Know About Leadership”, click on “UC e-links”, and you will be directed to the article. Make sure you do this on campus or, if you are away from campus, that you are connected via a proxy server.

Session 7: Marine protection

Wednesday, February 17, 2010

Instructor: Professor Richard Ambrose; Environmental Health Sciences
Director, UCLA Environmental Science and Engineering Program
UCLA School of Public Health

Despite a long history of attempts to manage fisheries, that maintenance of sustainable fish stocks is becoming increasingly difficult. With recent studies demonstrating the global extent of this problem, it is clear that traditional fisheries management approaches have not been successful at maintaining sustainable fisheries. Over the past ten years, ecologists have been promoting the idea that marine reserves (areas that exclude fishing) could provide a useful fisheries management and conservation tool.

Readings: There are three papers that provide background material on marine reserves (PISCO, Murray et al., and Tetreault and Ambrose). The PISCO and Murray et al. papers provide some of the rationale behind marine reserves as well as a summary of some of the information supporting the effectiveness of marine reserves. Tetreault and Ambrose describes a detailed study of the effectiveness of five no-take reserves in southern California. Two focal papers should be read by all students. The Bergen and Carr paper describes the interplay between science and policy in the design of marine reserve networks. The Ambrose IoE Report Card article gives a general overview of the status of marine resources in Santa Monica Bay. Finally, the Hardin piece on the Tragedy of the Commons is a classic that everyone should know.

Read it, and let it sink in; or re-read it if you've seen it before. To summarize: you should all read the following carefully: * Bergen and Carr * The Ambrose IoE 2005 Report Card article (the entire report card is attached, only read the Ambrose chapter) * Hardin's
"Tragedy of the Commons" You should skim: * PISCO * Murray et al. * Tetreault and Ambrose (to be distributed later)

**Session 8: Sustainability and effective regulation**

Wednesday, February 24, 2010

Instructor: Professor Timothy Malloy, UCLA School of Law

Co-Faculty Director, UCLA Law and Environmental Health Sustainable Technology Policy Program

For this session we will examine sustainability in the context of regulation. As a practical matter, what would regulation which integrates notions of sustainability look like? The readings for the session provide a bit of background on chemical policy in California, focusing on Assembly Bill 1879—which creates a general regulatory framework for chemical reform but fills in few details—and the draft regulations issued by the Department of Toxic Substances Control under that law. In class, I will provide a brief overview of regulation in general, with specific emphasis on what I call the five elements of effective regulation:

- **Data:** Collection of existing information regarding chemical identity, volumes, uses, hazards, etc.;
- **Testing:** Provision for meaningful health and environmental testing/exposure monitoring in order to prioritize for action and to develop appropriate intervention, if any;
- **Planning function:** Encouraging/mandating effective management systems within the business firm focused on environmental and health issues;
- **Intervention:** At some points, government will have to step in using a variety of tools to constrain or guide behavior;
- **Resources:** Must develop a sustainable method of funding for all of the above functions.

Following this overview, the class will break up into smaller groups, in which you will have the opportunity to “design” your own chemical policy. A.B. 1879 directs the Department of Toxic Substances Control to develop regulations to (1) identify and prioritize chemicals of concern and (2) evaluate such chemicals and their alternatives and determine how best to limit exposure or reduce hazards associated with them. You will develop your own regulatory regime focused, to the extent practical, on incorporating relevant aspects of sustainability.

To assist you, your group will be asked to consider the following questions in sketching out your regulatory framework:

- What factors will be most important in prioritizing chemicals for evaluation and action?
- Who will be responsible for performing any necessary health and safety testing of chemicals?
• Should government establish/mandate the use of management systems incorporating sustainable practices; for example, requiring preparation and submission of best practices for chemical management in the manufacturing process?

• Under what circumstances should the agency be authorized to phase-out or ban chemicals of concern, if at all? To what extent should regulators take into account the social utility of the chemical of concern, the costs of such phase-out, and/or the availability of alternatives?

• To what extent should government intervention depend upon reducing exposure to chemicals of concern (as through management standards and practices) rather than substitution with safer alternatives?

• How would you fund your regulatory regime?

**Session 9: Sustainability and health**

Wednesday, March 3, 2010

Instructor: Professor Richard Jackson; Professor of Environmental Health Sciences

Chair of Environmental Health Sciences

UCLA School of Public Health

Discussion questions:

• Why sustainability is the critical public health issue both in terms of mitigation and adaptation.

• Why sustainability people (economic, engineering, law, social etc) need to care about the health side -- and vice versa.

Readings:


  [http://www.sciencemag.org/cgi/content/short/315/5817/1337](http://www.sciencemag.org/cgi/content/short/315/5817/1337)

  DOI: 10.1126/science.1141968


  DOI: 10.1146/annurev.publhealth.29.020907.090755

**Session 10: Presentations**

Wednesday, March 10, 2010

Instructors: Professor Charles Corbett and Professor Magali Delmas

Co-directors, Leaders in Sustainability program


**Instructors Biographies**

**Charles Corbett**

Professor Corbett's research and teaching focus on the interfaces between operations management, sustainability, and entrepreneurship. The environmental work revolves around examining links between good business practices and environmental protection. This has included studying the effects and global diffusion of ISO 9000 and ISO 14000 and of the LEED green building standards; the way in which supply contracts are changed from volume-based to service-based to align incentives between suppliers and buyers; the environmental footprint of a project-based industry such as the motion picture and television industry; and adoption of energy-efficiency practices in small and medium-sized businesses. His research in entrepreneurship focuses on how for-profit and non-profit entrepreneurs and small business owners make decisions and run their organizations on a day-to-day basis. His earlier work has focused mostly on how contracts can help improve coordination between buyers and suppliers, whether related to inventory control, service contracts or project management.

Dr. Corbett has published in his field's top academic and business journals in several countries. He holds or has held various editorial positions at Manufacturing and Service Operations Management, Operations Research, Management Science and Production and Operations Management, and is currently Editor-in-Chief of Foundations and Trends in Technology, Information and Operations Management.

He has given around 100 presentations at academic conferences and institutions around the world, including (semi-)plenary and keynote presentations in Bali, Istanbul, Lima, Mexico City, Shanghai, and Tainan.

He currently serves as Department Chairman and Deputy Dean for Academic Affairs. He served as Associate Dean of the MBA program from 2004-2006, and is the founding director of the UCLA Leaders in Sustainability graduate emphasis. Before joining the faculty in 1996, Professor Corbett was a visiting scholar at the Owen Graduate School of Management at Vanderbilt University.

**Magali Delmas**

Magali Delmas is a Professor of management at the UCLA Institute of the Environment and the Anderson School of Management. She is a UCLA Luskin Scholar and the director of the UCLA Center for Corporate Environmental Performance. She is also an affiliated professor of the Donald Bren School of Environmental Science and Management at the University of California Santa Barbara.

Magali Delmas has written more than 50 articles, book chapters and case studies on business and the natural environment. Professor Delmas’ current work includes the analysis of the effectiveness of firms’ voluntary actions to mitigate climate change. Her new book "Governance for the Environment: New Perspectives," co-edited with Professor Oran Young, was just published at Cambridge University Press. Magali
Delmas' current work includes the analysis of the effectiveness of firms' voluntary actions to mitigate climate change and the investigation of the barriers and incentives to the adoption of energy efficient solutions. She is also engaged in refining current methodologies to measure and communicate firm’s and products’ environmental performance. She is particularly interested in understanding the effectiveness of eco-labeling and certification strategies. Previous to embarking on an academic career she worked at the European Commission as the economic advisor of the Director for Industry.

Richard Ambrose

Dr. Ambrose is a Professor in the Department of Environmental Health Sciences and Director of the Environmental Science and Engineering Program at UCLA. Dr. Ambrose's research focuses on ways to protect and maintain the ecology of coastal areas; much of his work is conducted at the interface between environmental biology and resource management policy. Current research focuses on (1) restoration of degraded habitats, especially for coastal marine environments, and (2) assessment of the health of coastal ecosystems. He is current working on several tidal wetland restoration projects in California. At Mugu Lagoon, he is assessing the efficacy of using sewage sludge as a soil amendment in a wetland restoration project using controlled, large-scale field experiments in an adaptive management framework. He and his students have studied the cumulative effects of impacts to riparian systems and the success of wetland/riparian mitigation required under Sections 404 and 401 of the Clean Water Act. Dr. Ambrose's research on ecosystem health includes a program to monitor rocky intertidal habitats (with a particular focus on being able to detect short-term effects, such as caused by oil spills, as well as long-term effects of global climate change) using a network of sites throughout southern California. In a related project, he is assessing the nature of human activities in rocky intertidal habitats and determining ways to restore degraded intertidal communities in Santa Monica Bay. Dr. Ambrose's research in coastal watersheds focuses on establishing a link between land use and aquatic community health. Additional research projects focus on assessing the impacts of contaminants on coastal wetland species, developing performance standards for determining the success of habitat restoration projects, and evaluating how coastal wetlands influence the delivery of fecal indicator bacteria to the ocean. All of these projects provide information on the status of important coastal ecological communities, including the nature and extent of anthropogenic impacts to them, which serves as the foundation for their management and protection. http://www.ph.ucla.edu/ehs/ambrose.htm

Paul Bunje

Bunje is an Associate Researcher and the Executive Director of the UCLA Center for Climate Change Solutions as well as the Managing Director of the Los Angeles Regional Collaborative for Climate Action and Sustainability. In both roles, he works to bridge the gap between research science and decision makers to help society respond and adapt to the challenges of climate change.
J.R. DeShazo

J.R. DeShazo is the Director of the UCLA Luskin Center for Innovation and the Lewis Center for Regional Studies at the University of California at Los Angeles. He is an Associate Professor and Co-Chair of the Department of Public Policy in the School of Public Affairs at UCLA (B.A., College of William and Mary, M.Sc., Oxford University, Rhodes Scholar; Ph.D., Harvard University). He was a faculty associate at the Harvard Institute for International Development (1997-2000). Over a dozen media publications have recently referenced Luskin Scholar J.R. DeShazo and his solar policy study. For example, Dr. DeShazo made several appearances on KCRW radio and the Los Angeles Times covered the release of the Luskin Center report “Designing an Effective Feed-in Tariff for Greater Los Angeles.” Aware of the energy and excitement surrounding the solar policy study and the Luskin Center more generally, UCLA Today published several stories. Dr. DeShazo advises the Los Angeles City Council, the Los Angeles Department of Water and Power, the Metropolitan Water District and the Los Angeles Planning Department, among key agencies. His work also supports the California Air Resources Board and the Southern California Association in their effort to implement AB 32, the Global Warming Solutions Act, and its complementary SB 375, transportation and land use bill. Dr. Shazo has previously advised the United Nations, UNEP, the World Bank, the European Union, the Central American Bank for Development and Integration, the Inter-American Development Bank, the Asian Development Bank, the Tinker Foundation, the McArthur Foundation, and the Ford Foundation, National Wildlife Federation, The Nature Conservancy, RARE, Catholic Relief Service, Environmental Protection Agency, Department of Interior, National Oceanic and Atmospheric Administration, National Science Foundation, United States Agency for International Development, United States Geological Survey.

Glen MacDonald

Dr. MacDonald is a professor of both Geography and Ecology and Evolutionary Biology at UCLA and the director of the Institute of the Environment and Sustainability. He was the former Chair of Geography. Prior to coming to UCLA, Dr. MacDonald was Professor and Vice Chair of Geography at McMaster University in Canada. His research centers on climate change, its causes and its impacts on the environment and society. He uses a number of different approaches to reconstruct and analyze historic and pre-historic changes in climate and environment including meteorological records, historical documents, tree-rings and the analysis of cores from lake sediments and soils. A recent focus of his work is on the threat of perfect droughts in California and throughout the arid subtropics due to climate warming. Dr. MacDonald has published over 120 peer-reviewed articles in a wide variety of journals including Science and Nature and an award-winning book on biogeography. His research has been supported by the National Science Foundation, The Environmental Protection Agency, The Natural Sciences and Engineering Research Council of Canada and the Royal Society of Canada.

Amongst his honors, Dr. MacDonald has been elected a Visiting Fellow and Life Member of Clare Hall, Cambridge, awarded the University of Helsinki Medal, twice
awarded the Cowles Award for Excellence in Publication by the American Association of Geographers, awarded a Guggenheim Fellowship and has just returned from a term as a Christensen Visiting Fellow at Saint Catherines College, Oxford. In 2006 Glen MacDonald was elected a Fellow of the American Association for the Advancement of Science.

Richard Jackson

Richard Jackson is Professor and Chair of Environmental Health Sciences, and Professor at the Institute of the Environment and Urban Planning. Richard J. Jackson has done extensive work in the impact of the environment on health, particularly relating to children. Dr. Jackson chaired the American Academy of Pediatrics Committee on Environmental Health. He did extensive work on pesticides in California, and has also focused on epidemiology, infectious diseases and toxicology. Over the past decade much of his work has focused on how the ‘built environment’ including how architecture and urban planning affect health. He recently served on the Board of Directors of the American Institute of Architects and has written and spoken extensively in the above areas. Currently, Dr. Jackson has been working on policy analyses of environmental impacts on health ranging from toxicology, chemical body burdens, terrorism, sustainability, climate change, urban design and architecture. In addition, he is developing policy analyses in related areas, such as how farm, education, housing, and transportation policies affect health.

In California his work led to the establishment of the California Birth Defects Monitoring Program and state and national laws. These helped reduce risk from dangerous pesticides, especially for farm workers and children. He served in the highest California Public Health position where he advanced the state's disease preparedness efforts and public health effort to reverse the obesity epidemic. He was instrumental in the re-creation of the California Department of Public Health, separated from the insurance functions from the former Department of Health Services. He served 15 years at the CDC where he established the National Asthma Epidemiology and Control Program and advanced the childhood lead poisoning prevention program. He instituted the current federal effort to “biomoniter” chemical levels in the US population. He was the US lead under several US government efforts around health and environment in Russia, including radiation threats. In the late 1990s he was the CDC leader in establishing the US National Pharmaceutical Stockpile to prepare for terrorism and other disasters—which was activated on September 11, 2001. In 2006 he received the Breast Cancer Fund’s Hero Award and at the UC Berkeley 2007 Commencement, the School of Public Health graduate students recognized him as the Distinguished Teacher and Mentor of the Year. Dr. Jackson co-authored Urban Sprawl and Public Health, a 2004 book from Island Press. He has also served on many environmental and health committees. He was the 2005 UCLA SPH commencement speaker: http://www.ph.ucla.edu/staging/finalsitestarke keynote.html

Matthew Kahn
Matthew Kahn is a Professor at the UCLA Institute of the Environment, the Department of Economics, and the Department of Public Policy. He is a research associate at the National Bureau of Economic Research. Before joining the UCLA faculty in January 2007, he taught at Columbia and the Fletcher School at Tufts University. He has served as a Visiting Professor at Harvard and Stanford. He holds a Ph.D. in Economics from the University of Chicago. He is the author of Green Cities: Urban Growth and the Environment (Brookings Institution Press 2006) and the co-author of Heroes and Cowards: The Social Face of War (Princeton University Press 2009). In September 2010, Basic Books published his book titled Climatopolis. This book examines the future of cities as climate change unfolds. Unlike any previous book about climate change adaptation, it uses the logic of microeconomics to discuss how diverse self interested urban households and firms will respond to changing climate conditions.

Timothy Malloy

Timothy Malloy is a professor of Law at the UCLA law school and teaches Environmental Aspects of Business Transactions, Regulatory Lawyering, Regulation of the Business Firm, and Contracts. With Dr. John Froines of the School of Public Health, Malloy is a Faculty Director of the interdisciplinary UCLA Sustainable Technology and Policy Program. After receiving his law degree, Professor Malloy clerked for Judge Donald W. VanArtsdalen of the U.S. District Court for the Eastern District of Pennsylvania. He joined the UCLA faculty in 1998, after spending a combined 11 years in practice at private firms and at the United States Environmental Protection Agency, Region III. Professor Malloy's research interests focus on environmental, chemical and nanotechnology policy, regulatory policy, and organizational theory, with particular emphasis on the relationship between regulatory design and implementation and the structure of business organizations. In addition, he has worked and written extensively in the area of risk governance and pollution prevention, melding together his academic interests with his work in the Sustainable Technology Policy Program.

Stephanie Pincetl

Stephanie Pincetl is the director of the UCLA Center for Sustainable Urban Systems. She is a Researcher at the Institute of the Environment and Sustainability at UCLA and a Social Science Researcher at the US Forest Service Pacific Southwest Research Station. She has published extensively on issues of environmental policies and regulation. The content of her research is land use, land use change, with a focus on urban environments and the transformation of their natural environments. The theoretical core of her research is environmental politics, policies and governance and specifically, the ways that rules and rulemaking impact the participants in decision-making and the content of decisions. Rules can be formal or informal, hard or soft, but they form the boundaries of what is perceived of as possible. Dr. Pincetl has studied land use, infrastructure, and environmental preservation or services.

Sarah Tucker
Sarah Tucker is the director of the Anderson School Coaching and Team Skills Program, designed to formally develop students' teamwork skills. Sara Tucker has also directed the Applied Management Research Program (AMR) from 2002 to 2007, overseeing 400 teams and served as interim executive director of the Entertainment and Media Management Institute. Before that, Ms. Tucker was associate director of Anderson’s Center for International Business Education and Research (CIBER). Previously, she was Special Projects Coordinator at the Getty Conservation Institute, a unit of the J. Paul Getty Trust. As such, Ms. Tucker developed and monitored a number of important conservation projects in the US, Africa, China, Latin America and Eastern Europe. Prior to her work with the Getty, she founded her own consulting company specializing in helping U.S. companies enter the Korean and Asian markets. She also helped start the International Management Fellows (IMF) program at The Anderson School by serving as its first Internship Coordinator, assisting in developing corporate internships in Asia, Europe and Latin America for IMF Students. Sara Tucker speaks Mandarin Chinese, and Spanish. She is also proficient in Russian, Korean, French, and Japanese. She has a BA from Yale University in East Asian Studies and an MBA from The Anderson School.

Tucker has honed her own communication skills in a variety of ways. As a Yale undergraduate, Tucker studied Chinese and Russian while dabbling in other languages. Later, while working for the Getty Conservation Institute in Africa, Asia and Latin America, she says she learned cross-cultural communication skills the hard way: by making mistakes and learning from them, many of them the same errors she would later see in the students she works with at Anderson -- except there was no one there to put her straight. Her experience dealing with various cultures, as well as observing the errors in the way people approached teamwork made her realize how crucial effective communication is, especially in a global business environment.

After her time spent in the private sector, Tucker returned to Anderson to run the Center for International Business Education and Research (CIBER), largely inspired by Professor Jose de la Torre, with whom she studied during business school. She later directed the Applied Management Research Program (AMR) from 2002 to 2007, overseeing 400 teams and served as interim executive director of the Entertainment and Media Management Institute.