

UCLA School of Public Affairs

Luskin Center

FOR INNOVATION

DIRECTOR'S REPORT 2009–2010

“Sustaining the environment is the greatest inheritance one can leave to children, and the most enduring gift to community and nation.”

— **Meyer Luskin**, benefactor, UCLA Luskin Center for Innovation

Luskin Center

Director's Report 2009–2010

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Administration

J.R. DeShazo, Director

Colleen Callahan, Deputy Director

Teresa Lara, External Relations

Ryan Matulka, Research Project Manager for Solar Policy

Juan Matute, Program Director, Climate Change Initiative

Michelle Pervaiz, Operations Manager



A Year of Collaboration, Research, and Solutions



1 **Meyer Luskin**, benefactor of the UCLA Luskin Center for Innovation, at the April 2010 advisory board meeting.

2 At the young professionals environmental policy panel event, from left to right: **J.R. DeShazo**, director, Luskin Center; **Guy Lipa**, legislative deputy, Office of Los Angeles City Council President Eric Garcetti; **Daniel Freedman**, chair, Los Angeles Sustainability Collaborative; **Michelle Garakian**, vice president of policy and program, Los Angeles Business Council; **Emily Kane**, legislative deputy, Office of Council-member Paul Koretz; **Alex Fay**, associate and Clean Tech Los Angeles liaison, economic and business policy, Office of Mayor Antonio Villaraigosa; **Damon Nagami**, staff attorney, Natural Resources Defense Council.

3 At the solar forum event, from left to right: **Mary Leslie**, president, Los Angeles Business Council; **Fran Inman**, vice president, Majestic Realty; **Steven Spears**, executive director, California Housing Finance Agency; **Jay V. Paidipati**, associate director of energy, Navigant Consulting Inc.; **Craig Lewis**, founder, FIT Coalition; **J.R. DeShazo**, director, Luskin Center; and **Janet Gagnon**, head of government relations, Solar World.

4 From the 2010 advisory board meeting: **Hrishikesh Sathawane**, MBA candidate, UCLA; and **Colleen Callahan**, deputy director, Luskin Center.

5 **Nurit Katz**, sustainability director, UCLA; **Alex Fay**, associate, economic and business policy, Office of Mayor Antonio Villaraigosa; and **Michael Swords**, executive director of strategic research initiatives, Office of the Vice Chancellor of Research, UCLA.

6 From left to right: **Meyer Luskin**, benefactor; **Joseph Rudnick**, dean, UCLA Division of Physical Sciences; **J.R. DeShazo**, director, Luskin Center; **Magali Delmas**, Luskin Scholar; **Renee Luskin**, benefactor.

7 From left to right: **William Ouchi**, professor, UCLA Anderson School of Management; and **Matthew E. Kahn**, Luskin scholar, Luskin Center at the April 2010 advisory board meeting.

8 **Fran Pavley**, CA State Senate.

9 **Hasan Ikharta**, executive director, Southern CA Association of Governments.

10 From left to right: **Gene Block**, UCLA chancellor, and **J.R. DeShazo**, director, Luskin Center at the April 2010 advisory board meeting.

11 From left to right: **Meyer Luskin**, benefactor; **J.R. DeShazo**, director, Luskin Center; and **Craig Lewis**, founder, FIT Coalition, at the solar forum.

12 From left to right: **J.R. DeShazo**, director, Luskin Center; **Franklin D. Gilliam Jr.**, dean, UCLA School of Public Affairs; and **Meyer Luskin**, benefactor, Luskin Center.

13 Panelists at the solar forum, from left to right: **Steven Spears**, executive director, California Housing Finance Agency; **Craig Lewis**, founder, FIT Coalition; **J.R. DeShazo**, director, Luskin Center; **Janet Gagnon**, head of government relations, Solar World; and **Jay Carson**, chief deputy mayor, Office of Mayor Antonio Villaraigosa.

14 **Scott Waugh**, executive vice chancellor and provost, UCLA, at the April 2010 advisory board meeting.

15 Luskin scholar **Hilary Godwin**.

16 Luskin scholar **Yoram Cohen**.



“Sustaining the environment is the greatest inheritance one can leave to children, and the most enduring gift to community and nation.”
—Meyer Luskin



The Luskin Center benefactors Renee and Meyer Luskin.

Letter from the Director and Acknowledgment



Welcome to the Luskin Center for Innovation Director's Report 2009–2010. With a generous gift from Meyer Luskin and support from UCLA, the Luskin Center has moved quickly to address its mission: uniting the intellectual capital of UCLA with forward-looking civic leaders to address the most pressing issues confronting our community, nation, and world.

The Luskin Center seeks to address those issues through a mixture of scholarship, research, and community engagement. We work closely with elected officials and nonprofit, community, and business leaders in a way that is creating a new model of problem solving — altering how scholarship impacts society.

Recently, Meyer and Renee Luskin made a remarkably generous donation of \$100 million to UCLA, to be shared among the School of Public Affairs, the new Meyer and Renee Luskin Residential Conference Center, and the College of Letters and Science. As part of their gift to the School of Public Affairs, the Luskin Center for Innovation will receive additional funding to bring its endowment up to \$10 million. We are immensely grateful for Mr. and Mrs. Luskin's confidence and commitment to this life-changing work. Our winter 2011 newsletter will provide more details about this incredibly generous gift.

I hope that you enjoy reading the Luskin Center's first annual report as much as we've enjoyed preparing it. For more stories, profiles, and information about the Luskin Center's research initiatives and the people that make it all happen, please go to our Web site at www.luskin.ucla.edu.

J.R. DeShazo

Introduction

The UCLA Luskin Center for Innovation (Luskin Center) was established in 2008 as a chancellor's initiative. Through the generosity of Meyer and Renee Luskin and support from UCLA, the 2009–2010 fiscal year was eventful and productive for the Luskin Center. During the fall of 2009, the Luskin Center became a new addition to the UCLA School of Public Affairs under the leadership of Dean Franklin D. Gilliam Jr. Establishing a base in the interdisciplinary and civically engaged School of Public Affairs was a move to enhance the quality, visibility, and coordination of UCLA research related to civic engagement as well as provide opportunities for students to participate in such research. J.R. DeShazo, associate professor of public policy, was appointed the director of the Luskin Center.

Mission

The mission of the Luskin Center is to unite the intellectual capital of UCLA with forward-looking civic leaders to address the most pressing issues confronting our community, nation, and world.

As one of the world's leading research universities, located in one of the world's most dynamic metropolitan regions, UCLA has an opportunity, indeed, a responsibility, to create a new model of "problem solving" to permanently alter how scholarship impacts society. Working closely with elected officials, government agencies, nonprofit organizations, and community and business leaders, the Luskin Center for Innovation addresses issues in Los Angeles through a mixture of scholarship, research, and community engagement.

What We Do

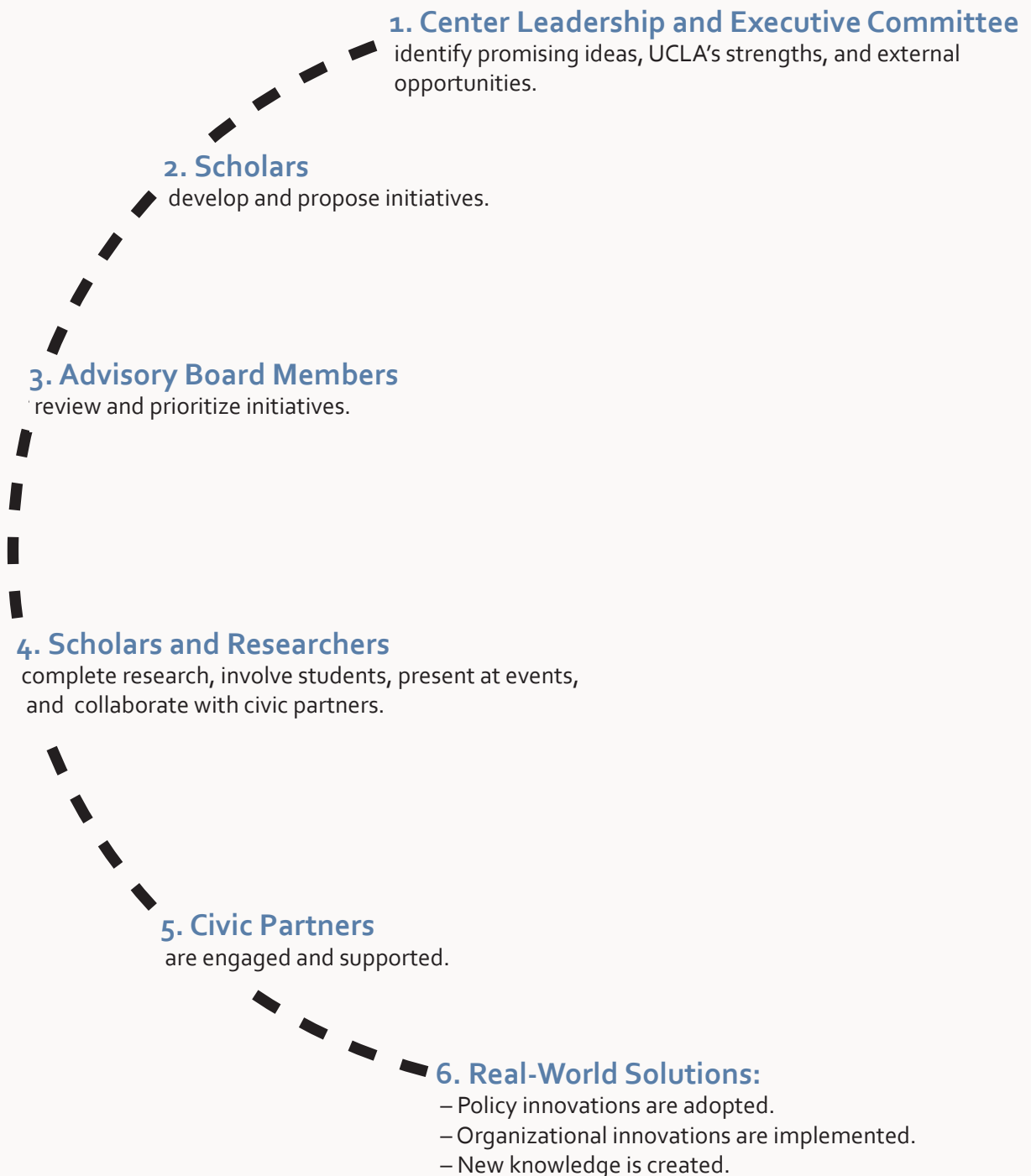
The Luskin Center is organized around initiatives that seek to translate world-class research and expertise into real-world policy solutions. Research initiatives are carefully selected to utilize UCLA's strengths and then carefully designed and reviewed to maximize the likelihood of spurring innovation.

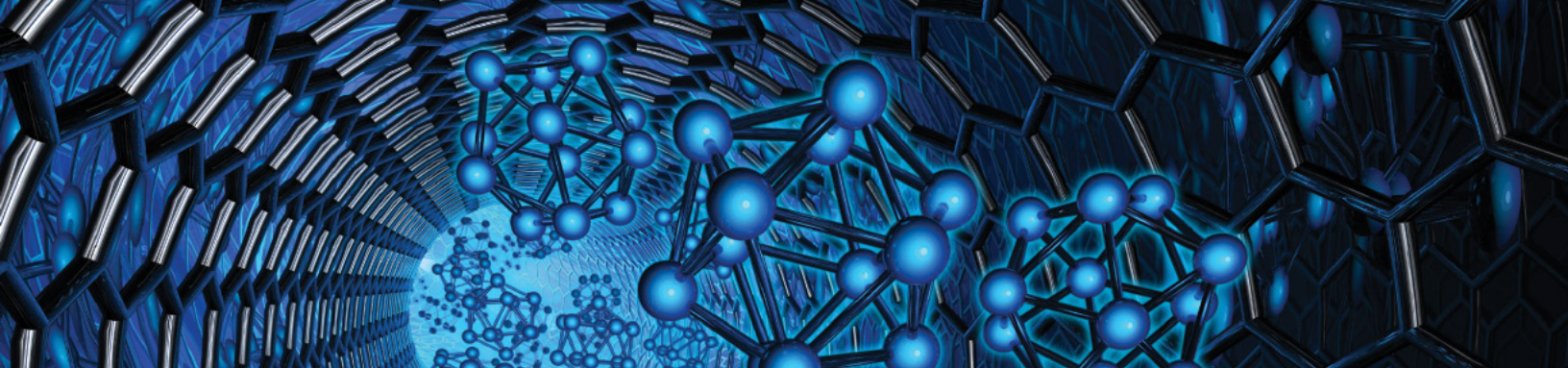
Luskin Center staff and executive committee members — intellectual and administrative leaders at UCLA — help to identify external opportunities and research needs, as well as UCLA's strengths in responding to those needs. Luskin scholars and staff then develop and propose initiatives to the Luskin Center advisory board, comprised of executives in private, public, and nonprofit organizations. The advisory board members provide critical advice on the relevance and design of the proposed initiatives and also help ensure the translation of Luskin Center research findings into innovative policy solutions.

Research initiatives are typically led by a Luskin scholar and are supported by teams of faculty and staff from a variety of academic disciplines. The Luskin Center supports these initiatives by funding original research, scholars, graduate students, conferences, community events, and solution-oriented speaker series.

See the following chart for an illustration of the aforementioned process, from research ideas to real-world solutions.

Luskin Center: From Research Ideas to Real-World Solutions





Initiatives

THE LUSKIN CENTER ACHIEVES ITS mission through initiatives designed to translate world-class research and expertise into real-world policy solutions. The current theme of environmental sustainability connects the Luskin Center initiatives. A common objective is to help civic leaders address knowledge deficits or research needs that, once addressed, lead to policy or organizational innovations to advance sustainability. As such, the Luskin Center cultivates civic partners who 1) are positioned to lead policy or organizational changes and 2) seek specific expertise or research-driven information that UCLA can provide. Working closely with these civic partners, the Luskin Center addresses environmental sustainability in Los Angeles through a mixture of scholarship, research, and community engagement.



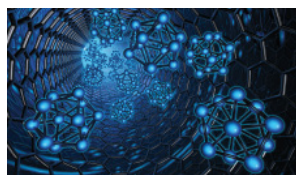
Business and the Environment



Clean Tech for Los Angeles



Climate Change Planning for Local Governments



Green Chemistry for a Healthier California



Smart Water Systems for Southern California



Sustainable Energy for California

Business and the Environment



"Corporate environmental performance is an essential element in achieving sustainability."

—Magali Delmas

THE DECISIONS THAT BUSINESS OWNERS and consumers make can have a tremendous impact on the environment. The Luskin Center's Business and Environment initiative investigates corporate environmental performance and consumer patterns in green product purchasing. The goal of the initiative is to improve the environmental performance of organizations and of products.

Magali Delmas, Luskin scholar and professor of management, is the lead researcher on this initiative. Delmas recently completed a study to better understand the motivations and barriers for pursuing sustainable practices and

certifications in the California wine industry. After studying 13,426 wines from 1,495 California wineries, she concluded that wines made with organically grown grapes rate higher and command a higher price than conventional wines, but the prices plummet when the wineries use an eco-label. Delmas found that the paradox can be explained by the fact that consumers are confused about what the organic label means and are unsure about its relationship with quality.

"Vintners and regulators need to communicate better what wine with organically grown grapes means and the potential impact on quality," Delmas said. "I don't think they've done that, and I think it's too bad. It's a real missed opportunity."

In March 2010 the prestigious journal *Business and Society* published her study entitled "Eco-Labeling Strategies and Price-Premium: the Wine Industry Puzzle." The study generated a flood of media attention, and Delmas continues to make waves by presenting her research findings to a wide audience across the country.

Another research project aims to examine how an inexpensive and quickly deployable technology can be leveraged to affect energy conservation among building residents. The project implements energy and resource monitoring technologies, information postings, and incentive programs in a sample group of 60 rooms in UCLA residence halls. The objective is to determine if, and to what extent, real-time and easily accessible information on energy usage and financial or other incentives result in significant reductions in energy consumption. The lessons learned will be generalized for much of the US market.

Clean Tech for Los Angeles

THROUGH STRATEGIC RESEARCH AND communications, the Luskin Center is supporting Mayor Villaraigosa's office and other members of the Clean Tech Los Angeles collaborative in the goal of making Los Angeles a center for the clean technology (clean tech) industry. In 2010, the Luskin Center supported two studies: "Clean Technology in Los Angeles: Improving the City's Competitiveness" and "Clean Tech Database User Guide for Los Angeles."

First, the "Clean Technology in Los Angeles: Improving the City's Competitiveness" report assesses Los Angeles' strengths in attracting and retaining the clean tech industry using seven business placement factors to compare Los Angeles to its competitor cities. The information will help the city identify strategies to most effectively support the clean tech industry.

Second, the Luskin Center's "Clean Tech Database User Guide for Los Angeles" summarizes eight of the best reports from across North America to highlight how model jurisdictions use data to analyze and grow the clean tech industry. The user guide also offers recommendations about how Los Angeles might replicate portions of these model reports to meet the information needs of strategic planners for the clean tech industry and other stakeholders considering doing business or expanding operations in the Los Angeles region.

With this user guide, which identifies the types of information most important to grow clean tech sectors, Los Angeles will have a



solid foundation for creating its own clean tech industry assessment and roadmap report.

Colleen Callahan, deputy director of the Luskin Center, oversees this initiative. The mayor's office in the City of Los Angeles is the main client. The initiative supports the work of Clean Tech Los Angeles, a multi-institutional collaboration between the City of Los Angeles, UCLA, and other academic and organizational partners, with the goal of establishing Los Angeles as a global leader in research, commercialization, and deployment of clean technologies and green jobs.

Through strategic research and communications, the Luskin Center is supporting Mayor Villaraigosa's office and other members of the Clean Tech Los Angeles collaborative in the goal of making Los Angeles a center for the clean technology industry.

Climate Change Planning for Local Governments



"Many cities want to reduce greenhouse gas emissions and adapt to climate change, but they don't know how. Our work helps advance local climate action."

— Juan Matute

WHILE CLIMATE CHANGE IS A MAJOR environmental concern, the US does not yet have a coordinated strategy to reduce greenhouse gas emissions. Instead, local and state governments are starting to take action. Yet the knowledge, resources, and support needed to effectively address climate change at the local government level are limited.

The Luskin Center's Climate Change initiative, also known as the UCLA Program on Local Government Climate Action Policies, is designed to strengthen local governments' capacity to reduce emissions and adapt to climate change. The program is generating and disseminating new knowledge to support the creation of state policies addressing local emissions, to assist local governments in meeting these new regulatory demands, and to

promote best practices in local government climate action policies. The program is currently engaged in three key research areas.

First, the program is systematically cataloging, mapping, and analyzing local climate actions to guide effective support for both climate leaders and laggards. The program has published the Southern California Climate Action Progress Report and Web site, the first broad assessment of city climate action in the region. The report and data provide valuable information to decision-makers.

Second, the program is advancing a more systematic method of modeling greenhouse gas emissions from the transportation sector, with the goal of better evaluating the effectiveness of mitigation measures. In March, the Luskin Center hosted the "Measuring Progress Towards Transportation Greenhouse Gas Goals" symposium, which brought together the nation's top thinkers to discuss how to better predict greenhouse gas emissions from transportation. Related to this effort, the program seeks to identify the efficacy and cost effectiveness of various local climate change mitigation and adaptation policies.

Third, the program seeks to develop a climate curriculum for elected officials. "Understanding the local impacts of global climate change is key to generating the political will needed to take local actions," said Juan Matute, the Luskin Center's director of the UCLA Program on Local Government Climate Action Policies and lead researcher on this initiative.

The program is one of the first research initiatives dedicated to the study of local response to climate change. "Many cities want to reduce greenhouse gas emissions and adapt to climate change, but they don't know how. Our work helps advance local climate action," said Matute. The initiative's civic partners include the California Air Resources Board and the Southern California Association of Governments.

Green Chemistry for a Healthier California

“The Luskin Center is providing critical support to allow us to translate scientific research into tangible and validated guidance that will be of direct use to a broad range of stakeholders.”

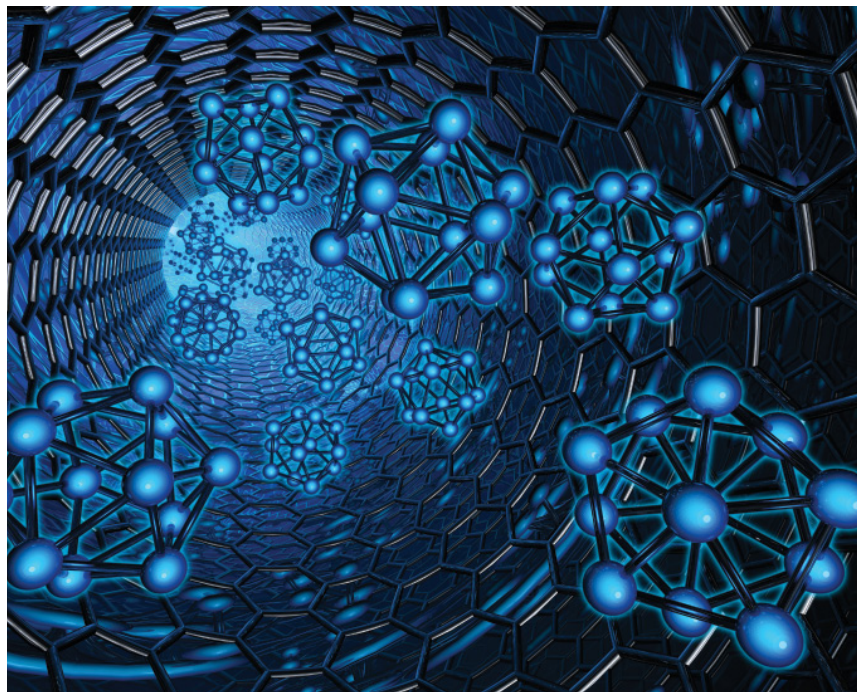
— Hilary Godwin

NANOMATERIALS HAVE THE POTENTIAL to provide radically new approaches to challenges such as producing cheap solar energy or removing contaminants from water. However, the rosy future of nanotechnology is clouded by uncertainty concerning the possible risks of nanomaterials to human health and the environment. Questions remain about the best practices for safe handling of nanomaterials.

A key objective of the Luskin Center’s Green Chemistry initiative is to present a path for moving forward in this climate of uncertainty and to provide guidance for capitalizing on the opportunities of nanotechnology without compromising the health and safety of employees, the public, and future generations.

The initiative is advancing health and environmental protections in the field of engineered nanomaterials (ENMs). In collaboration with academic partners and state and federal agencies, researchers on this initiative investigate the possible risks to human health and the environment posed by the booming nanotechnology industry.

The current project will result in a user manual of best practices designed to protect workers and the public. The initiative will 1) provide an up-to-date understanding of how industry is currently managing its workplace and environmental concerns regarding ENMs and best practices in doing so, 2) provide a critical analysis of guidance documents in light of



current toxicological assessments, and 3) provide an understanding of the investment needed to adopt recommended policies.

Hilary Godwin, Luskin scholar and professor in the School of Public Health, directs the initiative. The initiative depends on interdisciplinary collaborations, with Khadeeja Abdullah, MPH, a doctoral student in the environmental science and engineering program at UCLA, coordinating the effort. Civic partners include the California Department of Toxic Substance Control, the National Institute of Occupational Safety and Health, and other academic institutions.

“The Luskin Center is providing critical support to allow us to translate scientific research into tangible and validated guidance that will be of direct use to a broad range of stakeholders,” states Godwin.

Smart Water Systems for Southern California



“[W]e have had to accelerate efforts to develop and improve technologies for water reclamation and recycling, while exploring the utilization of water sources that are not currently used for potable water.”

—Yoram Cohen

severe drought by tapping into unused or under utilized water sources.

Researchers are investigating the feasibility of water reclamation, upgrading brackish water, and desalting seawater as options for meeting California’s future water demand. Specifically, researchers are exploring the policy, regulatory, and technical impediments, as well as potential incentives to adopt point-of-source water sustainability approaches with respect to urban infrastructure issues, cost, and environmental quality considerations.

Yoram Cohen, Luskin scholar and professor in the School of Engineering and Applied Sciences, is the lead researcher on this initiative. Cohen also directs the UCLA Water Technology Research Center and is a member of the Metropolitan Water District’s Blue Ribbon Committee. The Blue Ribbon Committee is tasked with recommending new business models and strategies to meet the water needs of the Southern California region.

“Given the severe water shortage problems we face in this state, we have had to accelerate our efforts to develop and improve technologies for water reclamation and recycling, while exploring the utilization of water sources that are not currently used for potable water,” states Cohen. His work is advancing sustainability for current and future generations of Southern Californians.

CALIFORNIA IS FACING A SERIOUS DROUGHT. In addition, the expected increased demand for water supplies associated with population growth, aging water infrastructure, shrinking water resources, increased water salinity, increased security concerns, and diminishing fossil fuel resources has created multiple threats to the sustainability of water sources.

Transporting water to Southern California from other parts of the state and country involves a tremendous amount of energy, along with the corresponding environmental impacts. Better matching point-of-availability with point-of-use water needs requires a smart water systems (SWS) approach to provide new water sources, upgrade impaired water, and increase the portfolio of recycled and reclaimed water.

The Luskin Center’s Smart Water Systems initiative seeks to inform solutions for more sustainable water systems. The initiative explores options for addressing the region’s

Sustainable Energy for California

THE LUSKIN CENTER'S SUSTAINABLE Energy initiative analyzes and recommends strategies to effectively advance renewable energy and energy efficiency in California. During 2010, the Luskin Center focused on two ongoing research projects.

First, J.R. DeShazo, Luskin scholar and Center director, and Ryan Matulka, project manager, led a high-profile solar policy study commissioned by the Los Angeles Business Council and supported by a Solar Working Group consisting of leaders in the private, environmental, and education sectors. Providing data on the potential impact that regional solar power policies can have on Los Angeles' renewable power sources, Luskin Center researchers mapped out an incentive plan to radically increase the use of solar energy in the L.A. basin.

The Luskin Center released two reports in the spring and summer of 2010: "Designing an Effective Feed-In Tariff for Greater Los Angeles" and "Bringing Solar Energy to Los Angeles: An Assessment of the Feasibility and Impacts of an In-Basin Solar Feed-In Tariff Program." Based on these studies, a coalition of business, environmental, and nonprofit organizations launched a campaign to create a 600-megawatt solar feed-in tariff program in Los Angeles. The Luskin Center-designed program would increase the generation of solar energy in the L.A. basin, decreasing the city's dependence on fossil fuels and creating about 11,000 new local jobs.

Matthew Kahn, Luskin scholar and professor in the Department of Public Policy, is working with a utility's technical statistics staff on a range of empirical projects. The common theme across these projects is to reduce the greenhouse gas emissions from electricity consumption. Projects include 1) the determinants of household electricity consumption as a function of household demographics, envi-



A coalition of business, environmental, and nonprofit organizations led by the Los Angeles Business Council have launched a campaign to create a 600-megawatt solar feed-in tariff program in Los Angeles based on the Luskin Center's research findings.

ronmental ideology, and the home's physical attributes; 2) the determinants of commercial building electricity consumption as a function of building characteristics, the tenants who occupy the building, and the attributes of the building manager; 3) the economic returns to installing solar panels on residential homes; 4) the electricity reduction impacts of home energy reports that show households their electricity consumption compared to their neighbors' electricity consumption. The lessons learned will help determine the most effective ways to reduce greenhouse gas emissions from electricity consumption.

Luskin Center: Communications and Impact

Scholars Featured and Quoted

LUSKIN SCHOLARS WROTE OR WERE FEATURED AND QUOTED IN APPROXIMATELY 200 articles and publications during the 2009–2010 year. Media coverage of Luskin scholars can be found in the media report on our Web site. This report illustrates the range of influence that the Luskin Center and our scholars have had on how important issues are understood by the public and decision makers. The Web site also provides links to the latest Luskin Center news.

The Luskin scholars provided expertise in areas such as clean energy, environmental policy, green transportation, climate change, and smart water systems to a myriad of media outlets, including *The New Yorker*, *The Wall Street Journal*, *Los Angeles Times* and *US News & World Report*, among many others. The following contains examples of this media exposure and public recognition during the 2009–2010 year:

Luskin scholar **Yoram Cohen**'s expertise on breakthrough advances in smart water systems was called upon in interviews with *The Wall Street Journal*, *Popular Science*, and *Los Angeles Times*. *Enhanced Online News* mentioned his appointment to the high profile Metropolitan Water District's Blue Ribbon Committee. In addition, the UCLA Office of Intellectual Property profiled Professor Cohen in an excellent report.

"Given the severe water shortage problems we face in this state," stated Cohen, "we have had to accelerate our efforts to develop and improve technologies for water reclamation and improve technologies for water reclamation and recycling."

Luskin scholar **Magali Delmas** generated a flood of media coverage with her study "Eco-Labeling Strategies and Price-Premium: the Wine Industry Puzzle." Media outlets covering her study included *The New Yorker*, *US News & World Report*, *Science Daily*, and *Wine Spectator*. Professor Delmas has also received significant attention and praise at UCLA for her instrumental role in founding and implementing the Leaders in Sustainability graduate certificate program and working with undergraduate students as part of the new corporate partners program.

"We can learn from the companies' sustainability initiatives, and they can learn from us," says Delmas.

As a measure of the impact of the Luskin Center, our scholars wrote or were featured and quoted in approximately 200 articles and publications during the 2009–2010 year.



Over a dozen media publications have recently referenced Luskin scholar **J.R. DeShazo** and his solar policy study. For example, DeShazo made several appearances on KCRW radio, and *Los Angeles Times* covered the release of the Luskin Center report “Designing an Effective Feed-In Tariff for Greater Los Angeles.”

Luskin scholar **Hilary Godwin** received many publicized accolades during the 2009–2010 year.

The prolific writer and Luskin scholar **Matthew Kahn** regularly contributed to *Christian Science Monitor*, *Huffington Post* and *Los Angeles Times* on topics including the nonorganic Egg McMuffin and a cost/benefit of California’s Assembly Bill 32, the Global Warming Solutions Act. In addition, his studies—on topics ranging from energy conservation to household carbon emissions in Chinese cities compared to US cities—were highlighted in *The New York Times*, *The Economist* and *American Public Radio*, among other media.

“The stakes are huge when it comes to regulating the use of fossil fuels in California. We need serious, credible analyses in order to understand the economic effects of new laws and proposed legislation.” — Matthew Kahn, *Los Angeles Times*

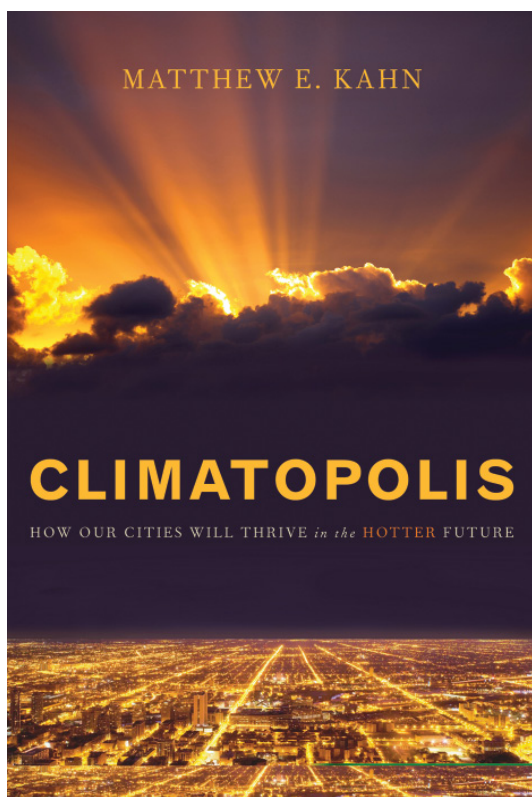
Outreach and Accolades

DURING THE INAUGURAL YEAR IN THE SCHOOL OF PUBLIC AFFAIRS, LUSKIN CENTER staff developed a multipronged strategy to communicate the opportunities and accomplishments of the Luskin Center. Starting off, the staff identified the individuals and groups with whom the Luskin Center would initiate regular communication and determined how best to reach out to those leaders. From there, the staff recruited the advisory board and the executive committee, holding the inaugural executive committee meeting on April 7th and the inaugural advisory board meeting on April 22nd. The Luskin Center launched several communication vehicles in the summer of 2010, including the Luskin Center Web site and a quarterly newsletter. Moreover, throughout the year, the Luskin Center published and presented research findings via reports, conferences, media interviews, and briefings with elected officials. Luskin Scholars received numerous awards and distinctions and also served on influential committees.

Luskin Center: Communications and Impact

Publications

THE LUSKIN CENTER AND ITS SCHOLARS RELEASED SEVERAL MAJOR REPORTS and books during the 2009–2010 year. For example, “Designing an Effective Feed-In Tariff for Greater Los Angeles” debuted on April 7th at the Los Angeles Business Council’s high profile Sustainability Summit. A few months later, the Luskin Center issued the second part of its solar study, “Bringing Solar Energy to Los Angeles: An Assessment of the Feasibility and Impacts of an In-Basin Solar Feed-In Tariff Program,” at the Los Angeles Business Council’s solar forum. To view these and other Luskin Center publications, visit www.luskin.ucla.edu. Examples of publications by Luskin scholars include:



- “Graywater: A Potential Source of Water” in the *Southern California Environmental Report Card* by **Yoram Cohen**.
- “The University of California Center for the Environmental Implications of Nanotechnology” in *Environmental Science and Technology* by **Hilary Godwin et al.**
- “Energy Conservation ‘Nudges’ and Environmental Ideology” for the National Bureau of Economic Research by **Matthew Kahn** and **Dora Costa**.
- “Eco-Labeling Strategies and Price-Premium: the Wine Industry Puzzle,” in *Business and Society* by **Magali Delmas** and **Laura Grant**.
- **Magali Delmas’** *Governance for the Environment: New Perspectives* (Cambridge University Press, 2009).
- **Matthew Kahn’s** *Climatopolis* (Basic Books, 2010)

Public Appearances and Impact

LUSKIN SCHOLARS ADVISED, BRIEFED, and met with nearly 100 civic leaders and their staff during the 2009–2010 year, including every Los Angeles City Council member, Los Angeles City Controller Wendy Gruel, Los Angeles County Supervisors, California Senators and Assembly members, and leaders in the nonprofit and private sectors.

For example, Luskin Center Director J.R. DeShazo presented findings from his solar energy study. Los Angeles Mayor Antonio Villaraigosa recently announced an ambitious program to expand the amount of renewable energy in the Department of Water and Power's energy portfolio. Included in the plan is a provision for a "feed-in tariff," which would encourage residents to install solar energy systems. Now a coalition of business, environmental, and nonprofit organizations led by the Los Angeles Business Council has launched a campaign to create a 600-megawatt solar feed-in tariff program in Los Angeles, based on the Luskin Center's research findings.

Luskin scholars and researchers have also served on influential boards and committees, including the Metropolitan Water District's Blue Ribbon Committee and the Board of the Los Angeles Sustainability Collaborative.



J.R. DeShazo, Luskin scholar and Center director, presents his research findings at the Los Angeles Convention Center during the Los Angeles Solar Forum hosted by the Los Angeles Business Council and the Luskin Center.

Luskin scholars have advised policy makers and held briefings with nearly 100 civic leaders and their staff.

Luskin Center Events: The Luskin Center organized several events in early 2010. Below are highlights from three of those events.

Measuring Progress Towards Transportation Greenhouse Gas Goals



ON MARCH 5TH, 2010, THE LUSKIN CENTER CONVENED A GROUP OF CALIFORNIA'S top thinkers to discuss how the state can predict greenhouse gas emissions from transportation. The goal was to better inform decisions about combating climate change and improving the sustainability of California communities.

The symposium occurred during a critical time. As California moves forward to reduce the state's greenhouse gas emissions, research plays a key role in informing which policies should be implemented. California's Senate Bill 375, a regional planning and smart-growth initiative, requires many of the state's regions to meet a target for reducing greenhouse gas emissions from transportation. An important but very difficult part of this process is planners' ability to predict how people will respond to the new development and transportation infrastructure, and resulting greenhouse gas emissions.

Symposium participants included top faculty from the University of California system, influential policy makers and stakeholders, and some of the nation's leading technical experts. Improving travel and greenhouse gas modeling will require researchers and those in the policy community to work together to develop new methods that improve our understanding of the effects that specific transportation policies have on greenhouse gas emissions. The symposium jump-started this coordination to help California move toward a more sustainable future.

*From left to right:
Dan Sperling, director of
Transportation Studies, UC Davis;
Kurt Karperos, planning branch
chief, California Air Resources
Board; Hasan Ikhata, executive
director, Southern California
Association of Governments; and
Amanda Eaken, policy analyst,
Natural Resources Defense Council.*





TOP: Daniel Freedman, chair of the Los Angeles Sustainability Collaborative, told a full room of students, alumni, faculty, and community leaders about his career trajectory in the environmental policy field. **RIGHT:** J.R. DeShazo, Lusk Center director, addresses a question to Guy Lipa, legislative deputy for Los Angeles City Council President Eric Garcetti. **BOTTOM:** Meyer and Renee Lusk (center) with the young professionals environmental policy panelists and Lusk Center director J.R. DeShazo.



Young Professionals Environmental Policy Panel

ON MAY 20TH, 2010, THE LUSKIN CENTER convened the Young Professional Environmental Policy Panel. This event brought together a distinguished group of professionals who are impacting environmental policy in the Los Angeles area. The panel discussion highlighted the career trajectories of these young environmental leaders and underscored the critical environmental challenges facing Los Angeles. Speakers included:

- **Alex Fay**, associate in Mayor Antonio Villaraigosa's Office for Economic and Business Policy and liaison to Clean Tech Los Angeles;
- **Daniel Freedman**, founding executive board member, chair of the Los Angeles Sustainability Collaborative (LASC), and principal of Strategy Green;
- **Michelle Garakian**, vice president of policy and programs for the Los Angeles Business Council;
- **Emily Kane**, legislative deputy for Los Angeles City Council Member Paul Koretz;
- **Guy Lipa**, legislative deputy for Los Angeles City Council President Eric Garcetti;
- **Damon Nagami**, staff attorney at the Natural Resources Defense Council.

Luskin Center Events

Solar Forum

ON JULY 8TH, THE LOS ANGELES BUSINESS COUNCIL (LABC) AND THE LUSKIN CENTER held the Solar Forum, part of LABC's Sustainability Series. Speakers discussed the solar generation potential for greater Los Angeles, the creation of high-wage jobs, and the affordable fulfillment of L.A.'s renewable energy goals, all at a reasonable price for ratepayers. The forum also honored Meyer Luskin, the benefactor of the Luskin Center, and featured the release of the LABC/Luskin Center study "Bringing Solar Energy to Los Angeles: An Assessment of the Feasibility and Impacts of an In-Basin Solar Feed-In Tariff Program."



Speakers at the event included:

- Honorable Councilwoman **Jan Perry**;
- **Jay Carson**, chief deputy mayor, Office of Mayor Antonio Villaraigosa;
- **J.R. DeShazo**, director, UCLA Luskin Center for Innovation;
- **Janet Gagnon**, head of government relations, Solar World;
- **Fran Inman**, vice president, Majestic Realty;
- **Mary Leslie**, president, Los Angeles Business Council;
- **Craig Lewis**, founder, FIT Coalition;
- **Jay V. Paidipati**, associate director of Energy, Navigant Consulting Inc.;
- **Steven Spears**, executive director, California Housing Finance Agency.

Accompanying the event and debut of the report, a coalition of business, environmental, and nonprofit organizations led by the LABC launched a campaign to create a 600-mega-watt solar feed-in tariff (FIT) program. This proposal was developed based on the Luskin Center's research. The FIT would facilitate private investment to meet Los Angeles' renewable energy goals.



*TOP: Luskin Center Director J.R. DeShazo presents at the solar forum.
BOTTOM: Mary Leslie, LABC president (L) with J.R. DeShazo, director, Luskin Center; Meyer Luskin, benefactor, Luskin Center; and Jan Perry, Los Angeles City Council member.*

Luskin Center Board Meeting

ON APRIL 22ND, THE LUSKIN CENTER held its first advisory board meeting. The event brought together elected officials, community leaders, advocates, and business leaders who are strategically positioned to influence policy and public opinion. Luskin Scholars and researchers presented their proposed initiatives, and board members reviewed and evaluated the proposals. Board members provided critical advice on the relevance and design of the proposed initiatives. Feedback from the advisory board is being used to set priorities of the Luskin Center moving forward.



From left to right: Benefactor Meyer Luskin with advisory board members William Ouchi, professor at the UCLA School of Management, John Mack, president of the Los Angeles Police Commission, and Luskin Center Director J.R. DeShazo.



UCLA Chancellor Gene Block emphasizes the importance of UCLA's commitment to improving Los Angeles at the Luskin Center's first advisory board meeting.



Senator Fran Pavley recommends how the Luskin Center can maximize its policy-oriented impact in California.



Franklin D. Gilliam Jr., dean of the UCLA School of Public Affairs, shares his vision of the Luskin Center as an interdisciplinary think tank.

Profile of Meyer Luskin



"I live and work in the community and wanted to give back in a creative way that had not been done before."

—Meyer Luskin

MEYER LUSKIN IS NO STRANGER TO breaking down barriers and building bridges. His experience as a UCLA student and lifelong Angeleno served as inspiration for establishing a world-class research center, one that would create a new model of problem solving by uniting the intellectual capital of UCLA with forward-looking civic leaders to address the most pressing issues confronting our community, nation, and world. "I live and work in the community and wanted to give back in a creative way that had not been done before," says Mr. Luskin.

As a UCLA undergraduate, Luskin was not a traditional student. He was a student athlete—on the boxing team—who commuted to campus, often with five other students, from the working class community of Boyle Heights. After beginning his studies at UCLA,

he left to serve in World War II. Despite the barriers, Luskin persevered, eager to return to UCLA to complete his degree in economics. "The education was wonderful, and the stimulation was great," states Luskin. In particular, Luskin "valued the interdisciplinary education" that he received.

While not every economics major also has a strong background in history and philosophy, Luskin found these subjects not only fascinating but ultimately influential in his career as a businessman. In particular, Luskin credits the philosophy of inductive logic and probability for helping him problem-solve, think rationally about business decisions, and know what can and cannot be controlled. This philosophy has also helped him to remain notably humble and grateful for all he has achieved. According to

“New knowledge and solutions have to come from a comprehensive viewpoint...and at UCLA there is such great brain power across a wide variety of fields.”

Luskin, “persistence is important, but there is also an element of luck [to success in business]. One has to be thankful that situations beyond one’s control work out. Ultimately, success is doing something that you enjoy doing.”

As the longtime president and CEO of Scope Industries, Luskin values and exemplifies environmental sustainability. His company, which converts food waste products into animal food, certainly embodies the slogan *reduce, reuse, and recycle*. Yet Luskin also realizes that “no one company has so much knowledge in so many disciplines as is needed to comprehensively address complex issues like environmental sustainability.”

He and his wife Renee thought of UCLA as a place uniquely able to harness knowledge across fields. “New knowledge and solutions have to come from a comprehensive viewpoint...and at UCLA there is such great brain power across a wide variety of fields.”

Renee and Meyer Luskin established the UCLA Luskin Center for Innovation in 2008 with support from UCLA. Since then, the Center has set an ambitious goal to produce cross-disciplinary research that advances in-

novation, improves the welfare of Angelenos, and provides a model for other regions across the country.

The Luskin Center’s current emphasis is environmental sustainability. Luskin notes that “Sustaining the environment is the greatest inheritance one can leave to children and the most enduring gift to community and nation.”

Currently, five Luskin Scholars are conducting world-class research to translate into real-world policy solutions. The current six initiatives include: Green Power and Energy Efficiency for California, Solar Energy Incentives for Los Angeles, Smart Water Systems for Southern California, Effective Climate Change Planning for Local Governments, Nanomaterials: Minimizing the Risks of Toxic Emissions and Exposures, and Clean Tech for Los Angeles.

“I want the Center to make a significant impact on the lives of the people around us. The Center is already achieving this and is headed exactly where it should be headed. I am very excited about the future of the Center.” And the future is looking brighter thanks to the Luskins’ ability to build bridges between scholarship and society.

“I want the Center to make a significant impact on the lives of the people around us. The Center is already achieving this and is headed exactly where it should be headed. I am very excited about the future of the Center.”

Luskin Center Organizational Structure:

The governance of the Luskin Center involves scholars, an advisory board, an executive committee, and staff.

Luskin Scholars

During the 2009–2010 year the Luskin Center revitalized and reorganized the Luskin scholars program by redefining the responsibilities of three original Luskin scholars and bringing on board two new scholars. The scholars represent some of UCLA's most intellectually talented and civic-minded faculty who are selected to lead Luskin Center research initiatives.



Yoram Cohen



Magali Delmas



J.R. DeShazo



Hilary Godwin



Matthew E. Kahn

Yoram Cohen is a professor of chemical and biomolecular engineering in the UCLA Henry Samueli School of Engineering and Applied Science. Cohen is also founder and director of the Water Technology Research Center and the Center for Environmental Risk Reduction. He is an expert in environmental engineering and water technology.

Magali Delmas is a professor of management in the UCLA Institute of the Environment and the Anderson School of Management. Delmas is also director of the UCLA Center for Corporate Environmental Performance. Her research focuses on interactions between environmental policy and business strategy.

J.R. DeShazo is an associate professor of public policy in the UCLA School of Public Affairs. DeShazo is director of the Luskin Center for Innovation. His research includes environmental economics and policy with applications to urban infrastructure and protected areas.

Hilary Godwin is a professor in the Environmental Health Sciences Department and associate dean for academic programs in the UCLA School of Public Health. Godwin's expertise lies in molecular toxicology of heavy metals, environmental chemistry, and environmental health.

Matthew E. Kahn is a professor in the UCLA Institute of the Environment, the Department of Economics, and the Department of Public Policy. He examines how environmental quality is affected by economic growth. Kahn is studying climate change mitigation as well as measuring household demand for environmental quality.

Luskin Center Advisory Board

Advisory board members are critical to enhancing the Luskin Center's presence externally because they are able to influence policy adoption and public opinion at local, regional, and statewide levels. Board members provide advice on the relevance and design of proposed initiatives and support in the translation of the research initiatives into real-world solutions.

Timothy Brick is the chairman of the board for the Metropolitan Water District of Southern California. He served 14 years on the Pasadena Utility Advisory Commission, which directs the municipal water and power department.



Timothy Brick



Geoffrey Cowan



Mike Feuer

Geoffrey Cowan is the president of the Annenberg Foundation Trust at Sunnylands and a professor at USC, where he holds the Annenberg Family Chair in Communication Leadership and directs the Center on Communication Leadership and Policy. Prior to becoming dean, Cowan served the nation as director of the Voice of America, appointed by President Clinton.



Eric Garcetti



Wendy Greuel



Hasan Ikhata

Mike Feuer is the California State Assembly member for the 42nd district. He is a member of the Environmental Safety and Toxic Materials Committee, and a legislative participant in the Santa Monica Mountain Conservancy.

Eric Garcetti is Los Angeles City Council president and councilmember representing the 13th district. Garcetti has served as vice chair of the Energy and the Environment Committee and chair of the Housing, Community, and Economic Development Committee.

Wendy Greuel is the Los Angeles City Controller. Prior to the position, Greuel served as president pro tempore of the Los Angeles City Council, representing the 2nd district in the northeast San Fernando Valley.

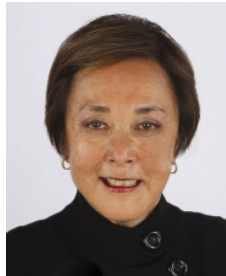
Hasan Ikhata is the executive director of the Southern California Association of Governments (SCAG). Ikhata has over 25 years of public and private sector experience in transportation planning in the Southern California region.

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Luskin Center Advisory Board



Mary Leslie



Carol Liu



John Mack



Brett S. Messing



Mary D. Nichols

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Mary Leslie is president of the Los Angeles Business Council (LABC), and also president of Leslie & Associates, a private consulting firm that specializes in nonprofit management, strategic planning, and government affairs. Leslie has served as a commissioner of the Los Angeles Department of Water and Power Board.

Carol Liu is a state senator representing the 21st district. She sits on the senate's Select Committee on Climate Change and AB 32 Implementation.

John Mack is president of the Los Angeles Police Commission. He previously served as president of the Los Angeles Urban League from August 1969 until his retirement in 2005.

Brett S. Messing is a senior advisor to Mayor Antonio Villaraigosa and chief operating officer of the Office of Business and Economic Policy. He was previously managing partner of GPS Partners, an energy-focused hedge fund.

Mary D. Nichols is chairman of the California Air Resources Board. She has held a number of positions, including assistant administrator for the US Environmental Protection Agency's air and radiation program under the Clinton administration, secretary of California's Resources Agency from 1999 to 2003, and director of the UCLA Institute of the Environment and Sustainability.



William Ouchi



Romel Pascual



Fran Pavley



Lawrence Ramer



Erin Rogers

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William Ouchi is a professor at the UCLA Anderson School of Management. Ouchi took leave from UCLA from 1993 to 1995 to serve as advisor and chief of staff to then Los Angeles Mayor Richard Riordan.

Romel Pascual serves as the associate director for environment for Los Angeles Mayor Antonio Villaraigosa. Prior to joining the mayor's office, Pascual managed the environmental justice program for the US Environmental Protection Agency, Region 9.

Fran Pavley is the California state senator for the 23rd district. She is the author of AB 32, the California Global Warming Solutions Act of 2006, and chairs the senate's Natural Resources and Water Committee and the Select Committee on Global Warming.

Lawrence Ramer is the president and CEO of Ramer Equities, a family-owned investment and management company that focuses on manufacturing companies.

Erin Rogers is manager of the Union of Concerned Scientists' Climate and Energy program in the western US. She has focused on climate, energy, and vehicle policies throughout her five-year tenure at the Union of Concerned Scientists.

Luskin Center Executive Committee

The executive committee members are essential to guiding the Luskin Center in identifying current and emerging areas of intellectual strength on campus and in forging productive partnerships with a variety of departments, institutes, centers, and programs at UCLA.

Paul Bunje is the executive director of the UCLA Center for Climate Change Solutions. Until August 2008, Bunje was an AAAS Science & Technology Policy Fellow in the US Environmental Protection Agency.

Ann Carlson is a professor of law and the inaugural faculty director of the Emmett Center on Climate Change and the Environment at the UCLA School of Law.

Charles Corbett is codirector of UCLA Leaders in Sustainability as well as a professor of operations management and environmental management at the UCLA Anderson School of Management.

Vijay K. Dhir is dean of the UCLA Henry Samueli School of Engineering and Applied Science. In 2006, Dhir was elected to the National Academy of Engineering.

Cara Horowitz is the first Andrew Sabin Family Foundation executive director of the Emmett Center on Climate Change and the Environment. Prior to joining the faculty, she worked on oceans and wildlife issues as a staff attorney at the Natural Resources Defense Council.

Diana Huffaker is an associate professor in the UCLA Electrical Engineering Department, principal investigator/director of Clean Energy for Green Industry at UCLA, and administrator and director of the Integrated NanoMaterials Core Lab at the California NanoSystems Institute.

Richard J. Jackson is the chair of Environmental Health Sciences in the UCLA School of Public Health. Jackson has conducted extensive research on the impact of the environment on health, particularly child health. He has chaired the American Academy of Pediatrics Committee on Environmental Health. Jackson has also served as California's State Public Health Officer, the highest public health position in the state.

Nurit Katz is the UCLA sustainability coordinator. In this position, she is working to foster partnerships among academic, research, and operational departments to further the goals and initiatives of the campus sustainability program.

Glen MacDonald is a UC Presidential Chair, director of UCLA's Institute of the Environment, and interim director of the La Kretz Center for California Conservation Science. He researches climate change and its impacts on ecosystems and societies.

Stephanie Pincetl is director of the Center on People and the Environment. She is an adjunct professor at the Institute of the Environment at UCLA. She has published extensively on issues of environmental policy and regulation.

Linda Rosenstock is dean of the UCLA School of Public Health. She is a professor of medicine and environmental health sciences and a recognized authority in occupational and environmental health and broad areas of public health and science policy.

Joseph Rudnick is dean of the UCLA Division of Physical Sciences. His recent research has ranged from the purely physical — critical phenomena and exotic forms of magnetism — to the interface with biology in studies of the structure of viruses and the mechanical properties of DNA.

Michael Swords serves as the executive director of strategic research initiatives at UCLA in the Office of the Vice Chancellor of Research. Swords is one of UCLA's designated representatives to Clean Tech Los Angeles (CTLA), serving as cochair of this collaborative.

Paul Weiss is the director of the California NanoSystems Institute. Currently, he is also a professor of chemistry and biochemistry at UCLA and the Fred Kavli Chair in NanoSystems Sciences.

UCLA Luskin Center for Innovation

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