

**Greg Jackson**  
**LJCPA Trustee Candidate Statement**

Appreciation for La Jolla's distinct circumstances, history, and future brought us here after decades of regular visits to my local mother and sister. I want this community's appeal to persist and expand. I'd like to help make that happen as an LJCPA Trustee.

Planning promotes, constrains, and is affected by change. Conflict is inevitable. Exceptions are a case in point: When are they simply exceptions—that is, have no further implications? When, particularly in the aggregate or as driven by outside forces, do they mean goals, plans, and requirements should be amended?

Exceptions granted in isolation can become rules unintentionally—the 50% and 300-foot rules come to mind. Or a pattern of exceptions that should drive change in rules and plans goes unrecognized, and so leaves things as they are. It's easy to lose sight of the broad planning challenge—which is to make policy for things that haven't happened yet—amidst a steady flow of approval and exception requests.

LJCPA's Trustees need to work collaboratively, informed by the past and curious about the future. At the same time, Trustees need to handle month-to-month decisions crisply, efficiently, openly, and fairly.

That I'm a recent migrant to La Jolla sets me apart from many other current Board members. So does my background: not directly within real estate or planning *per se*, but rather as a methodology, policy, and management professor at Stanford and Harvard; a leader of large technology organizations at MIT, the University of Chicago, and the San Diego Community College District; and a policy advocate at EDUCAUSE and NBCUniversal.

The large and small organizations where I've spent my career have diverse goals, many constituencies, and complex governance—much as La Jolla does. They also have brought me deep into facilities and master planning, and so given me considerable familiarity with planning principles, issues, and choices.

I would welcome the opportunity to work with others as an LJCPA Trustee in service of La Jolla's progress. I hope that the membership selects me to do so.