

CURRICULUM VITAE [May 2013]

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EDUCATION

Ph.D. in Business Administration, The University of Michigan (1975), Major Fields: International Business and Natural Resource Policy (Tenneco National Scholar in Industrial Ecology).

M.B.A. with Distinction, The University of Michigan (1971), Major Fields: International Business and Marketing (Leo Burnett Fellow).

B.S. with Honors and Distinction in Business Administration, The University of Delaware (1970).

ACADEMIC POSITIONS

(Since Fall 1998): Max McGraw Professor of Sustainable Enterprise; Professor of Business Administration (Ross School of Business); Professor of Natural Resources and Environment (School of Natural Resources and Environment); Faculty Associate (Center for the Study of Complex Systems), Associate Director of the Erb Institute for Global Sustainable Enterprise (through 2012); Steering-Director of the Sustainable Mobility & Accessibility Research and Transformation [SMART] Project, The University of Michigan.

(1990-1998): Full Professor of Management and International Business, Stern School of Business, New York University. Also Director of the Global Environment Program and Acting Chair of the International Business Area.

(Since 1994): Core Faculty Member in the HRH The Prince of Wales's Business & Sustainability Programme with senior executive seminars held in Cambridge (U.K.), Salzburg, Cape Town, Melbourne and the U.S. each year. Faculty Director of the U.S. Seminar through 2009.

(1994): The John M. Olin Foundation Distinguished Visiting Fellow at Templeton College, Oxford University (UK).

(1976 - 1989): Assistant and Associate Professor of Management and International Business, Stern School of Business, New York University. Also Director of the

“International Environmental Conflict Project” and Director of the “International Business Negotiation Exercise Program.”

(1975 - 1976): Faculty Member and Research Associate at Centre d’Etudes Industrielles, Geneva, Switzerland (merged into the International Institute for Management & Development, Laussane). Also a Rockefeller Foundation Post-Doctoral Fellow in Environmental Affairs.

(1971 - 1974): Research Fellow and Teaching Fellow at the Graduate School of Business Administration, The University of Michigan.

COURSES TAUGHT AT MICHIGAN AND NYU

Erb Institute Seminar: Sustainable Thinking and Design for Inclusive Business*

Erb Institute Seminar: Climate Literacy and Leadership*

Introduction to International Studies*

Global Change II: The Socioeconomic Dimensions*

Systems Thinking for Sustainable Development and Enterprise*

Sustainable Development, Community and Business*

Global Industry and Sustainable Development*

Business and the Global Environment*

Global Environmental Resource Management*

Environmental Management for Industry*

Environmental Analysis for International Business*

Environmental Assessment for Organizations*

Leadership: Developing Leaders for the 21st Century*

Managing Organizational Behavior: Developing Leadership Competencies*

The Global Manager and Negotiator*

Management of Organizational Conflict*

Negotiation Skills Workshop*

Managing Conflicts in Multinational Enterprise*

International Business Negotiation Exercise

Western European Business

International Business Management

Management and Organizational Analysis

Readings Seminar in International Business

Workshop in International Business and Economics

(new courses developed and introduced into the curriculum)*

FELLOWSHIPS AND AWARDS

Northwestern University Distinguished Visiting Scholar of Sustainability (2009)

Aspen Institute Business and Society Program/General Electric Foundation – Two-year Teaching Innovation Program (2004)

World Resources Institute and Aspen Institute – Faculty Pioneer Award for Lifetime Achievement (2003)

AT&T -- Industrial Ecology Faculty Fellowship (University of Michigan Team on Life Cycle Assessment of E-Publishing and Digital Libraries) (2001-03).

World Resources Institute and Aspen Institute -- Award for Leading Programs Incorporating Environmental and Social Impact Management, to University of Michigan Business School (2001/03).

World Resources Institute and Aspen Institute -- Award for Innovation and Commitment to Social and Environmental Stewardship, to University of Michigan Ross School of Business(1999).

The Academy of Management, Organizations and the Natural Environment (ONE) Interest Group -- Distinguished Service Award for Outstanding Leadership and Dedication (1999).

The University of Michigan -- Max McGraw Professorship of Sustainable Enterprise (1998).

NYU Executive MBA Program -- Awards for Excellence in Teaching (1998, 1990 and 1988).

The Academy of Management -- Organizations and the Natural Environment Interest Group “Best Paper Award” (1996).

The John M. Olin Foundation -- Distinguished Visiting Fellowship at Oxford University, U.K. (1994).

NYU Stern School of Business -- Stern School Teaching Award (1989).

Giblin Fellowship Program in the Legal and Social Context of Business – Research Fellowship Award (1986-87).

Rockefeller Foundation -- Post Doctoral Fellowship in Environmental Affairs (1975-76).

Tenneco Foundation -- Tenneco National Scholarship in Industrial Ecology (1973-74).

University of Michigan -- International Business Fellowship (1972).

Leo Burnett Foundation -- Leo Burnett Fellowship in Advertising (1971).

Beta Gamma Sigma -- National Honorary in Business Administration (1970).

Omicron Delta Kappa -- National Leadership Honorary (1970).

RESEARCH AND ENDOWMENT FUNDING

National Science Foundation – “Integrative Technology, Design and Innovation for Sustainable Urban Mobility,” (\$ 3 million 2009 IGERT Proposal, finalist).

Institute for Social Research/Center for Advancing Research & Solutions for Society – “Institutional Support for the Sustainable Mobility & Accessibility Research and Transformation Project,” (\$300K awarded 2006-2009).

Ford Motor – “Support for SMART and Related Masters Projects,” (\$750K awarded 2006-2012).

National Science Foundation -- “Community-Based Building of Integrated, Dynamic Complex Systems Models for Sustainable Fuel Pathways” (\$125K awarded 2005-08).

Frederick A. and Barbara M. Erb --\$10 million of endowment support for the Erb Institute for Global Sustainable Enterprise (2005).

Alcoa Foundation -- “Enabling Technology for a Sustainable Energy Future Through Interdisciplinary Research and Training,” (Co-PI, 2005-10).

BP – “BP Future Fuels Pathways: A Systems Dynamics Approach” (Masters Project Team, 2005).

Alcan and Ford Motor – “Encouraging Transformation and Leadership for Sustainable Plant Management,” Masters Project Team, 2005).

National Science Foundation, Ford Motor Company, Comerica, Surdna Foundation – Support for the June 2003 “Conference on Mobility, Complexity and Sustainability” (2003).

U.S. Department of Energy and National Renewable Energy Laboratory – Support for “MISO: The University of Michigan 2005 Solar Decathlon Project” (2003).

National Science Foundation, PREMISE: Product Realization and Environmental Manufacturing Innovative Systems -- Support for “Collaborative Design for the Environment for Global Products” (2002).

University of Michigan Interdisciplinary Committee on Organizational Studies -- Support for Workshop on "Panarchic Perspectives on Organizational Transformation for a Sustainable Future" (2002).

McGraw Foundation -- Gift to establish the Max McGraw Sustainable Scholarship Challenge Fund for CEMP students (2001).

Holcim -- Endowed Professorship of Sustainable Industrial Ecology (2000).

U.S. Environmental Protection Agency -- Grant to establish the Southeast Michigan Sustainable Business Forum (2000).

Dow Chemical Company – Endowed Professorship of Sustainable Science, Technology and Commerce/Sustainability Research Office Complex (2000).

Frederick A. and Barbara M. Erb -- \$5 million matching challenge grant for the Erb Institute for Global Sustainable Enterprise (1999).

Office of the Vice President for Research, University of Michigan – Award for Development of All-University Environmental Research Website and Faculty Seminar Series (1999).

Ford Scientific Laboratory and Dow Chemical – Support for “Business, Environment, Learning and Leadership” (BELL) Conference of the World Resources Institute held at the University of Michigan (1999).

University of Michigan College of Engineering; College of Literature, Science and the Arts; Office of the Vice President for Research; and Dow Chemical – Support for the Winter Term Lecture Series on Sustainable Development, Community and Business (1999).

The U.S. National Science Foundation -- “Research, Development and Testing of a Sustainability Impact Assessment System,” joint with The Princeton Environmental Institute and M.I.T. Center for Technology, Policy and Industrial Development (1994-97).

The Energy Foundation (The John D. and Catherine T. MacArthur Foundation, The Pew Charitable Trusts and The Rockefeller Foundation), The Merck Family Fund, The Winslow Foundation, AT&T, NYU Salomon Center, Center for International Business Education and Research at The University of South Carolina, and The Management Institute for Environment and Business -- “Business, Nature and Society: Towards Sustainable Enterprise” (teaching material development) (1993-98).

Citibank -- Award for Innovative Case Development for The Graduate Business Conference on Corporate Social Responsibility (1993).

Bristol Myers Squibb, AT&T, Citibank and Ruder-Finn -- “Business Briefing on the Earth Summit and Sustainable Development” (1992).

The National Wildlife Federation Corporate Conservation Council -- “Building the Sustainable Corporation: Creating Environmental Sustainability and Competitive Advantage” (1991).

Global Public Affairs Institute -- “Trends in the Management of Global Public Affairs” (1991).

European Economic Commission and United Nations Centre on Transnational Corporations -- "Transnational Corporate Strategic Adaptation to Europe 1992" (1990).

Global Public Affairs Institute -- Development of "Global Environmental Crisis Management Simulation" (1990).

Stern School of Business -- "Global Strategic Management Curriculum Development Project" (1988).

New York University Research Challenge Fund -- "Global Interdependence and Economic Organization" (1983).

Ford Foundation, National Audubon Society, Aspen Institute and RESOLVE -- "National Conference on the Management of Energy-Environmental Conflict" (1980).

Shell Companies Foundation -- "Graduate Curriculum Development in the Field of Environmental Assessment" (1980).

Environmental Protection Agency/Organization for Economic Cooperation and Development -- "Managing Energy-Environment Conflict Project" (1980).

Environmental Protection Agency/University of Maryland -- "U.S. Chlorofluorocarbon Policy Project" (1978-79).

Rockefeller Foundation -- "International Environmental Conflict Project" (1977).

PUBLICATIONS

Videos:

"Thinking for a Sustainable Future," Skillsoft Leadership Development Channel, in production, taped March 2013.

Four 1 Hour Edited Videotapes produced for University of Michigan TV drawn from Erb Institute Dec. 2004 Conference "From Mobility to Accessibility."

"Interview on Sustainable Enterprise and Management Education," Business Week Online, at <http://businessweek.feedroom.com> (Oct. 7, 2003)

Video Series on "Sustainable Development, Community and Business" (Edited distribution by The Higher Education Network for Sustainability and the Environment/Center for a Sustainable Future, 2002).

"Organizations as Superorganisms," www.si.umich.edu/ICOS/Presentations (January 2002).

Books and Monographs:

Transportation Energy Futures, Steering Committee (U.S. Department of Energy, Office of Energy Efficiency and Renewable Energy, March 2013, <http://www1.eere.energy.gov/analysis/transportationenergyfutures/>).

Expect the Unexpected: Building Business Value in a Changing World, with Tom Lyon, et. al., (Amsterdam: KPMG International, 2012).

Thinking and Design for Sustainable Business, (in preparation).

Global Megaforces, Sustainability and Human Destiny, (in preparation).

The Sustainable Economy Dialogue: Report and Reflections, with Jorgen Randers, et.al. (Cambridge: Prince of Wales Business & the Environment Programme, 2006).

Industrial Environment Performance Metrics: Challenges and Opportunities (Washington, D.C.: National Academy of Engineering, 1999; Committee Member).

Stakeholder Negotiations: Exercises in Sustainable Development, with Alan R. Beckenstein, Frederick T. Long and Matthew B. Arnold (Chicago: Richard D. Irwin, 1996), with Instructors Manual.

Patterns and Trends in the Management of Global Public Affairs, with James J. Kennelly (New York: Global Public Affairs Institute, 1995).

Europe 1992: Transnational Corporate Strategies and Developing Countries, with The Economists Advisory Group, Ltd. (Geneva: UNCTAD, 1995).

Building the Sustainable Corporation: Creating Environmental Sustainability and Competitive Advantage (Washington, D.C.: National Wildlife Federation, 1992).

Sustainable Development in the Pacific Rim: Toward a Strategic Approach for Multinational Corporations, with Michael A. Gruber (Washington, D.C.: National Wildlife Federation, 1991).

Environmental Aspects of the Activities of Transnational Corporations: A Survey (New York: United Nations Centre on Transnational Corporations, 1985).

Multinationals Under Fire: Lessons in the Management of Conflict, with Ingo Walter (New York: John Wiley & Sons, 1980).

Environment, Planning and the Multinational Corporation, with a forward by Maurice F. Strong (Greenwich, Conn.: JAI Press, 1977).

The Role of Ecological Considerations in the Multinational Corporate Project Planning Process: A Comparative Study of North American and Western European-Based Petroleum, Chemicals and Metals Firms (Ph.D. Dissertation, Graduate School of Business Administration, The University of Michigan, 1975).

Book Chapters:

- “The Flight to the City,” Chapter in Jorgen Randers, ed., 2052: A Global Forecast for the Next Forty Years (Chelsea Green, 2012, pp. 125-129).
- “Capitalism Critique: Systemic Limits On Business Harmony With Nature,” Chapter in Pratima Bansal and Andrew Hoffman, eds., Oxford Handbook on Business and the Natural Environment, (Oxford, U.K.:Oxford University Press, 2012, pp. 657-674).
- “Life Cycle Costs of a Hamburger,” reprinted in S. Thomas Foster, Managing Quality: Integrating the Supply Chain (Prentice Hall/Pearson, 2009).
- “Multinational Enterprise, Social Responsiveness and Pollution Control,” with Ingo Walter, reprinted in Klaus Meyer, Multinational Enterprises and Host Economies, (Edward Elgar, 2008).
- “Sustainable Economy Failings as a Complex Causal System,” in HRH the Prince of Wales’s Business and the Environment Programme, Sustainable Economy Dialogue, (University of Cambridge, U.K., 2006).
- “The Age of Insecurity,” in HRH The Prince of Wales’s Business and the Environment Programme, Facing the Future: Business, Society and the Sustainable Development Challenge, (University of Cambridge, U.K., 2005).
- “A Complex Systems Approach to Sustainable Accessibility,” in Center for Transportation Studies, Access to Destinations Conference Proceedings, (University of Minnesota, 2005).
- "Alpha-Beta Robotics," in Russell Korobkin, Negotiation Theory and Strategy (Baltimore: Aspen Law and Business, 2002).
- “Shell Oil, Human Rights and Nigerian Oil,” with William E. Newbury, in Thomas Donaldson and Patricia H. Werhane, eds., Ethical Issues in Business: A Philosophical Approach, 7th Edition (Englewood Cliffs, NJ: Prentice Hall, 2002).
- "A Call for Sustainable Development," in Tim Dickson, ed. Mastering Strategy (London: Financial Times/Prentice Hall, 2000).
- “Economic Globalization and Ecological Sustainability: Searching for Truth and Reconciliation,” in Nigel Roome, ed., Sustainability Strategies for Industry (Washington, D.C.: Island Press, 1998).
- “Why is the Northern Elite Mind Biased Against Community, The Environment and a Sustainable Future?” with William E. Newbury and Edward D. Reiskin, in Max H. Bazerman, et al., (eds.) Environment, Ethics and Behavior: The Psychology of

- Environmental Valuation and Degradation (San Francisco: The New Lexington Press, 1997).
- “Sustainable Development: A New Paradigm for Management Theory and Practice,” with James J. Kennelly, in Pratima Bansal and Elizabeth Howard, eds. Business and the Natural Environment (Oxford, UK: Butterworth-Heinemann, 1997).
- “The Usual Mind as Environmentally Unsustainable: The Unusual Mind to Sustain Our Common Future,” with William E. Newburry and Edward D. Reiskin, in J. Bernard Keys and Lloyd N. Dosier, eds. Academy of Management Best Papers Proceedings 1996 (Statesboro, GA: Georgia Southern University Office of Publications, 1996).
- “Envisioning the Sustainable Corporation,” with Tara-Shelomith Krause, in Alan R. Beckenstein, et.al. (eds.) Stakeholder Negotiations: Exercises in Sustainable Development (Chicago-Irwin, 1996).
- “The Meaning of Greening: A Plea for Organizational Theory,” in Kurt Fischer and Johan Schot, eds., Environmental Strategies for Industry (Washington, D.C.: Island Press, 1993).
- “How Multinationals Can Manage Social and Political Forces,” with Ingo Walter, in Christopher A. Bartlett and Sumantra Ghoshal, eds., Transnational Management (Homewood, Ill.: Irwin, 1992).
- “Conflict Management in International Business,” Chapter 10 in Ingo Walter and Tracy Murray, eds., Handbook of International Management (New York: John Wiley, 1988).
- “Transnational Corporations and the Environment,” Chapter 15 in United Nations Centre on Transnational Corporations, Transnational Corporations in World Development: Trends and Prospects (New York: United Nations, 1988).
- “Environmental Interdependence and Organizational Design: The Case of the Multinational Corporation,” with Nikolai Wasilewski, in Robert Lamb and Paul Shrivastava, eds., Advances in Strategic Management, 4 (Greenwich, Conn.: JAI Press, 1987).
- “A Comparative Analysis of Human Resource Management in Japan and the United States,” in Essays on the American Economy, Business and Finance for Japanese Executives (in Japanese), (Tokyo: Toyo Neizai Shinposha, 1987).
- “Environment, Development and Multinational Enterprise,” (Chapter 1) and “Bhopal: A Case Study,” (Chapter 10) in Charles Pearson, ed., Multinational Corporations and Environment in the Third World (Duke University Press, 1987).
- “Assessing the Multinational Environment for Corporate Opportunity,” in William D. Guth, ed., Handbook of Strategic Management (New York: Warren, Gorham and Lamont, 1985).
- “How Multinationals Can Manage Social Conflict,” with Ingo Walter in Walter, H. Goldberg, eds., Governments and Multinationals: The Policy of Controls vs. Autonomy (London: Oelgeschlager, Gunn and Hain, 1983).

- “International Business Bibliography,” in Ingo Walter and Tracy Murray, eds., Handbook of International Business (New York: John Wiley & Sons, 1982).
- “International Economic Dimensions of U.S. Policy on Chlorofluoromethanes,” with Ingo Walter and Judith Ugelow, in Jim Hibbs, Irving Hoch and John H. Cumberland, eds., The Economics of Managing Chlorofluorocarbons (Washington, D.C.: Resources for the Future, 1982).
- “Conflicts in the International Transfer of Technology: A U.S. Home Country View,” with Robert G. Hawkins, pp. 212-262 in Tagi Sagafi-nejad, Richard W. Moxon and Howard Perlmutter, eds., Controlling International Technology Transfer: Issues, Perspectives and Policy Implications (New York: Pergamon, 1981).
- “Approaches to International Negotiation on the Chlorofluorocarbon Problem,” with Ingo Walter and Judith L. Ugelow, in Horst Siebert, ed., Raumliche Allocation (Tuebingen: J.C.B. Mohr, 1981).
- “Introduction,” with Vern Terpstra, and “Technology and Material Culture,” Chapters 1 and 5, in Vern Terpstra, ed., The Cultural Environment of International Business (Cincinnati, Ohio: Southwestern Publishing Co., 1978).
- “The Vinyl Chloride Affair,” with Jeremiah J. O’Connell, pp. 554-569 in Charles E. Summer, Jeremiah J. O’Connell and Newman S. Perry, Jr., The Managerial Mind: Science and Theory in Policy Decisions, 4th edition (Homewood, Ill.: Richard D. Irwin, 1977).
- “Environmental Policy and Multinational Corporate Strategy,” with John G. Welles, pp. 177-224 in Ingo Walter, ed., Studies in International Environmental Economics (New York: John Wiley & Sons, 1976).

Articles:

- “MBAs Unprepared for a Morally Complex Future,” with David Berdish, The Financial Times (February 8, 2010).
- “Reporters Network: Sustainability a Core Principle,” Crains Detroit Business (October 2009).
- “Focus: Going Green: Sustainable Movement,” Crains Detroit Business (Nov. 9, 2009).
- “Doomsday Alert: Megachallenges Confronting Urban Modernity,” The Journal of the International Institute, (Fall 2008).
- “Sustainable Transportation: Twists, Turns and Potentially Huge Rewards,” with Mary Jo Frank, Dividend Magazine, (Spring 2004).

- “Sustainability Dilemmas: Making Tough Choices Between ‘Right’ Values,” HRH The Prince of Wales’s Business and the Environment Program Alumni Bulletin (Spring 2003).
- “A Call for Sustainable Development,” in “Mastering Strategy Series,” Financial Times (Dec. 13, 1999, pp. 2-4). Syndicated in Les Echos (Paris, 2000); on Fathom website: www.fathom.com (2002); in The University Record (October 29 and November 5, 2001).
- “Sustainability Metrics for the Business Enterprise,” with Deanna J. Richards, Environmental Quality Management (Spring 1999, pp. 11-24).
- “Profitability Meets the Environment,” Dividend Magazine (Fall 1999, pp. 15-20).
- “Comments on David C. Korten’s ‘Do Corporations Rule the World? And Does it Matter?’,” Organizations and Environment, II, 4, (December (1998), pp. 402-405.
- “Developing Reputations for Global Sustainability,” Stern Business, 4(2), (Fall 1997), pp. 28-31.
- “Corporate Responsibility: Head-Butting,” TOMORROW: Global Environment Business, 7 (3), (May-June 1997), pp. 26-27.
- “Sustainable Development: Is it Industry’s Business? (Interview),” Business and the Environment, (Feb. 1997), pp. 2-5.
- “Toward Eco-Moral Development of The Academy of Management (Letter),” The Academy of Management Review, 21(4), (Oct. 1996), pp. 912-914.
- “Shifting Paradigms for Sustainable Development: Implications for Management Theory and Research,” with James J. Kennelly and Tara Krause, The Academy of Management Review, 20(4), (October 1995), pp. 874-907.
- “Beyond Eco-Efficiency: Towards Socially Sustainable Business,” with Tara Krause and James J. Kennelly, Sustainable Development, 30(1), (April 1995), pp. 35-43.
- “The Challenge of the Global Environmental Crisis for Management Education,” University (Special Issue, 1994), pp. 98-99.
- “First the Bad News,” Business Ethics (Nov.-Dec., 1993), pp. 36-37.
- “B-Schools Should be Fertile Training Ground to Address Global Environmental Crisis,” The Opportunity (Nov. 1, 1993), pp. 4-5.
- “The Global Environmental Crisis and Management Education,” Total Quality Environmental Management (Autumn 1993), pp. 109-114.
- “Appraising the Business Impact of the Rio Conference,” with Richard Eidlin, Total Quality Environmental Management (Autumn 1992), pp. 85-94.
- “The Social Psychology of Crisis Bargaining: Toward a Contingency Model,” with Rajesh Kumar, Columbia Journal of World Business, 20 (Spring 1987), pp. 23-32.
- “The Bhopal Tragedy: Lessons for Management,” NYU Business, 5 (Spring-Summer 1985), pp. 17-21.

- “Bhopal and the Multinational,” with Ingo Walter, The Wall Street Journal (Jan. 16, 1985), p. 28.
- “Review of Geert Hofstede, *Culture’s Consequences: International Differences in Work-Related Values* (Beverly Hills: SAGE Publications, 1980)” The Academy of Management Review, 6 (Oct. 1981), pp. 681-683.
- “Patterns of Environmental Conflict over Industrial Facilities in the United States, 1970-78,” Natural Resources Journal, 20 (April 1980), pp. 243-274 [reprinted in Robert W. Lake, ed., Resolving Locational Conflict (New Brunswick, N.J.: Center for Urban Policy Research, 1987), pp. 14-44].
- “How Multinationals Can Manage Social and Political Forces,” with Ingo Walter, Journal of Business Strategy, 1 (Summer 1980), pp. 54-68 [reprinted in Milton Leontiades, ed., Policy, Strategy and Implementation: Readings and Cases, pp. 405-428 (New York: Random House, 1983) and Henry W. Lane and Joseph J. DiStefano, International Management Behavior: From Policy to Practice, pp. 210-235 (Scarborough: Nelson Canada, 1988)].
- “Terrorism and the Multinational Corporation,” with Ingo Walter, Equitable Life Basis Point (Summer 1980), pp. 17-18.
- “Trends in Industrial Environmental Conflict,” Environmental Consensus (September 1979), pp. 1ff.
- “Dimensions of U.S. Chlorofluorocarbons Policy,” with Ingo Walter and Judith L. Ugelow, Toxic Substances Journal, 1 (Autumn 1979), pp. 126-160.
- “Environmental Conflict,” Environmental Impact Assessment Review (October 1978), pp. 48-49.
- “Environmental Policy Trends Facing Multinationals,” California Management Review, 20 (Winter 1977), pp. 81-93 [reprinted in William B. Allen and Louis K. Bragaw, Jr., Social Forces and the Manager (New York: John Wiley, 1981), pp. 192-205].
- “The Shadowy Underside of International Trade,” with Ingo Walter, Saturday Review (9 July 1977), pp. 16ff.
- “Multinational Enterprise, Social Responsiveness and Pollution Control,” with Ingo Walter, Journal of International Business Studies, 7 (Fall-Winter 1976), pp. 57-74 [reprinted in William A. Dymysz and Robert G. Vambery, eds., International Business Knowledge: Managing International Functions in the 1990s (New York: Praeger, 1987), pp. 405-422].
- “Multinational Corporations and Environmental Protection: Patterns of Organizational Adaptation,” with John G. Welles, International Studies of Management and Organization, 9 (Spring-Summer 1976), pp. 160-184.
- “An Environmentally-Oriented Mode of Industrial Project Planning,” with Michael G. Royston, Environmental Conservation, 2 (Autumn 1975), pp. 189-198.

Official Reports:

- "I Foro Empresa y Desarrollo Sostenible: Conclusiones" (Phamplet version of March 2000 Keynote Address at IESE, Barcelona, Spain, 2000).
- "Transnational Corporations and Issues Relating to the Environment," Consultant Co-Author (New York: United Nations Centre on Transnational Corporations, Feb. 1991).
- "Toward Environmentally-Sustainable Enterprise: Emergent Principles and Innovative Examples" (prepared for the Corporate Conservation Council of the National Wildlife Federation, Jan. 1991).
- "Criteria for Sustainable Development Management," Consultant Co-Author (United Nations Centre on Transnational Corporations, 1990).
- "Relationships Between Transnational Corporations and Sustainable Development," Discussion Paper (New York: United Nations Centre on Transnational Corporations, December 1988).
- "Environmental, Health and Safety Issues Involving Transnational Corporations;" "Survey of International Approaches Aimed at Ensuring Safe Technology Transfer Involving Transnational Corporations;" "Issues Regarding the Allocation of Responsibilities and Liabilities for Industrial Process Safety and Hazards Involving Transnational Corporations;" and "Responses of Transnational Corporations to Industrial Accidents in the mid-1980s" (New York: United Nations Centre on Transnational Corporations, Summer 1987).
- "Proposal for a Possible Chapter on Environment to be Included in the OECD Guidelines on Multinational Enterprises," ENV/ECO/85.1, Group of Economic Experts, Environment Committee (Paris: OECD Feb. 1, 1985).
- "Draft Workplan: Industry and Sustainable Development" (Geneva: World Commission on Environment and Development, March 1985).
- "Lessons of Bhopal: Cycles of Corporate and Governmental Failure" (Geneva: World Commission on Environment and Development, March 1985).
- "Multinational Enterprise and Environmental Responsibility: A Case for OECD Guidelines" (Paris: OECD Environment Directorate, October 1983).
- "Conflict Management and Nuclear Waste Repository Siting," report submitted to Brookhaven National Laboratory (1981).
- "Report on the National Conference on the Management of Energy -- Environment Conflict," submitted to the Ford Foundation (1981).
- "Report on Curriculum Development at G.B.A. in the Field of Environment Assessment," submitted to the Shell Companies Foundation (1981).
- "Patterns of Energy-Environment Conflict Within OECD Nations, 1970-1978: A Pilot Study" (ENV/EN/80.4) and "Energy-Environment Conflict Data Base" (ENV/EN/80.5), reports prepared for the Group on Energy and Environment, Organization for Economic Cooperation and Development, Paris, France (March 1980).

- “Approaches to International Negotiations on the Chlorofluorocarbon Problem,” with Rudiger Pethig, Silvia Sagari, Judith L. Ugelow and Ingo Walter; report prepared for the U.S. Environmental Protection Agency (September 1979).
- “Constructive Corporate Management of Environmental Conflict,” report prepared for the Environmental Services Group of AMAX Inc. (August 1977).
- “The Causes, Course, and Consequences of Environmental Conflict: Final Report,” report prepared for Rockefeller Foundation Fellowship Program in Environmental Affairs (July 1976).
- “The Development of a Computer-Based Information System for the M.B.A. Program at the University of Delaware,” Senior Thesis for Degree With Distinction Program (May 1970).

Cases and Simulations:

- “China Futures and Systems Thinking Exercise,” with Jonathon Porritt (HRH the Prince of Wales’s Business and the Environment Programme, Revised Edition, 2012).
- Cases developed for Business, Nature and Society teaching materials project: 1) RU486: The Abortion Pill, 2) Full Cost Pricing of a Burger, 3) Trade and the Environment, 4) Human Rights and Sneaker Production, 5) Hydro Quebec and The Great Whale Project, 6) Greening of Bank of America, 7) Merck and Biodiversity in Costa Rica, 8) Sustainable Corporate Philanthropy, 9) Industrial Symbiosis in Denmark, 10) Global Climate Change and the Reinsurance Industry.
- “A Toxic International Partnership,” in Beckenstein, Long, Arnold and Gladwin, Stakeholder Negotiations (Chicago: Richard D. Irwin, 1996), pp. 125-136.
- “The World Commercial Aircraft Industry,” in Harvey A. Poniachek, ed., Cases in International Finance (New York: John Wiley & Sons, 1993), pp. 612-640.
- “Alpha-Beta Robotics Case,” with Stephen Weiss, in Stephen Goldberg, Frank Sander and Nancy Rogers, eds., Dispute Resolution (Little Brown, 1992).
- Simulations for use in the NYU International Business Negotiation Exercise (1980-1985): GM-Toyota Case, IBM-Mexico Case, Mexico Debt Rescheduling Case.
- Case Studies in Industry-Environment Conflict (1975-1977): Dow Chemical-California; Hoogovens-Holland; Alcan-Ireland; BASF-South Carolina; Dow Chemical-France; Oljekonsumeternas Forbund-Sweden; Rio Tinto Zinc-North Wales; Shell Oil-Delaware: Fluorocarbons-Ozone Depletion; Vinyl Chloride-Angiosarcoma.

Conference and Working Papers:

- “Organizational Resilience Survey,” The Prince of Wales’s Business & Sustainability Programme (2012).

- “World Bank Pathways to Sustainability Leadership: Cohort Survey Results,” (2010-2012).
- “New Mobility Delegate Survey Results: SMART Moving Minds Conference,” Nov. 2009).
- “Abrupt Change and Adaptive Capacity Building: Teaching Note and Executive Survey,” Prince of Wales’s Business & the Environment Programme, (May 2007).
- “Nonpoint Source Pollution: Air and Land Dimensions,” with Jerry Keeler, Perry Sampson, Bruce Rudy and Michael Sadowski (presented at the University of Michigan Great Lakes Symposium, November 2002).
- “Harnessing the Science of Complexity on Behalf of Sustainable and Attainable Mobility,” Working Paper for the University of Michigan Center for the Study of Complex Systems, (November 2002).
- “Survey of U.S. Corporate Voluntary Responses to Global Climate Change,” with Mazmanian, Brackfeld and Phipps, (presented at New Directions in National and International Energy and Climate Change Policies, Free University of Berlin, June 2000).
- “Worldviews and Coastal Zones,” a play/debate produced for the Coastal Society of America Annual Meeting (San Diego, 1999).
- “Reinhabiting Human Organization (and Organizational Theorists) in the More-Than-Human-World,” with William E. Newburry (presented at the 6th International Conference of the Greening of Industry Network, held at the University of California, Santa Barbara, Nov. 1997)
- “Corporate Environmental Management in the 1990s: A Topical Agenda for Business School Research” (prepared for conference on “Environmental Resource Management: Educating the Business Leaders of Tomorrow,” INSEAD, Oct. 1990).
- “Transnational Corporations and Patterns of Global Integration” (prepared for the Wingspread Conference on “Internationalizing Business Education” sponsored by the National Advisory Council on Business Education and the Johnson Foundation, May 1989).
- “Global Strategic Partnerships as Love Affairs,” NYU Working Paper, 1988.
- “Cross-Cultural Dimensions of Negotiating Mergers and Acquisitions: The Norwegian-American Case” (prepared for the Acquisitions Seminar of the Norwegian Chamber of Commerce, Washington, D.C., May 1985).
- “Transactions Cost Economics and International Economic Organization,” with Clas Wihlborg (January 1985).

- “Strategic Management Across Cultures: Some American, European and Japanese Comparisons” (prepared for Annual Meeting of the North American Society for Corporate Planning, May 1983).
- “The Nature of Mineral and Energy Development Conflicts and Permitting: An Overview” (prepared for the National Conference on Coordinated Permitting Review for Energy and Mineral Resource Development, July 1982).
- “The Concept of Interdependence,” with Nikolai Wasilewski (G.B.A. Working Paper, February, 1982).
- “Environmental Mediation and A Contingency Theory of Preferred Third Party Intervention” (G.B.A. Working Paper #81-13, Jan. 1981).
- “Managing Multinational Corporate Conflicts,” with Ingo Walter (paper for presentation at the International Institute of Management Conference on MNC-Government Relations,” Berlin, West Germany, October 1980).
- “Multinationals: Perceptions of Risk, Management of Conflict and Middle East Peace,” with Ingo Walter (paper presented at an international conference “Toward Peace in the Middle East and Beyond,” Tel Aviv University, Israel, June 1979).
- Graduate School of Business Administration, New York University, Working Papers in Multinational Corporate Conflict (1977-1979): “Ownership; Extraterritoriality; Environment; Marketing; Management; Conflict Model; Human Resources; Human Rights; International Control; National Control; Economics and Finance; Technology; Terrorism; Questionable Payments.”
- “The Management of Environmental Conflict: A Survey of Research Approaches and Priorities,” Working Paper #78-09, Graduate School of Business Administration, New York University (January 1978).
- “Multinational Corporate Project Planning and the Human Environment” (paper prepared for Annual Meeting of the Academy of International Business, Dallas, Texas, December 1975).
- “A Survey of Foreign Direct Investment Theory,” with Ian Giddy, Working Paper No. 86, Division of Research, Graduate School of Business Administration, The University of Michigan (November 1973).

EXTERNAL PROFESSIONAL ACTIVITIES (Past and Current)

Board and Advisory Positions:

Board member of Octillion Corporation, Trillium Asset Management Corporation; Southeast Michigan Sustainable Business Forum; Sustainable Energy Institute; INVISTA SustainAbility Ltd. Advisory Council; Ford Motor Sustainability Report Committee; Nike Corporate Citizenship Committee; Environics International Sustainability Sherpa Team; Committee on Sustainability and Environmental Leadership of the National Parks Advisory Board; Sustainable Business Practices Program of the Delta Institute;

SustainAbility Ltd.; The Greening of Industry Network; International Management Division (past chair) and Organizations and the Natural Environment Interest Group (past chair) of The Academy of Management; Environment Weekly; Society for International Development (NYC Chapter); International Professional Association of Environmental Affairs.

Adviser to The University of Michigan Transportation Research Institute; U.S. Department of Energy Transportation Energy Futures Study; The Beldon Fund Corporate Power and Environment Program; The Management Institute for Environment and Business; Second Nature Foundation; The State of Green Business; The HRH The Prince of Wales's Business and the Environment Programme; The Environment and Finance Research Group; The Ford Foundation; Corporate Conservation Council; National Science Foundation, Scientific Committee of the International Conference on Globalization and National Environmental Policy; and Conference Board 2003 Business and Sustainability Conference.

Panel member of The Educational Task Force of President Clinton's Council on Sustainable Development; U.S. Congress Office of Technology Assessment; The Council on Economic Priorities Campaign for Cleaner Corporations and America's Corporate Conscience Awards; National Wildlife Federation Annual Corporate Environmental Achievement Awards Committee; Corporate Environmental Performance Metrics Committee of The National Academy of Engineering; The Council on the Next Economy.

Consultant to World Bank, Chem Trends, Shell Upstream Americas, Nokia, Mountain Coop, Ford Motor, Engen, PricewaterhouseCoopers, Holcim, ADL, PA Consulting, Nestle, ICI, Shell, AMAX; British Telecom; The Natural Step (U.K.); Environics International; Brookhaven National Laboratory; Business Council for Sustainable Development; Center for Public Resources; Chase Manhattan; Conference Board of Canada; Corporate Conservation Council of the National Wildlife Federation; Dow Chemical; The Global Public Affairs Institute; IBM; Environment Directorate of the O.E.C.D.; Ramapo College; Siemens; Time-Life; Transnational Economic Consultants; United Nations Center on Transnational Corporations; U.S. Environmental Protection Agency; World Commission on Environment and Development; World Resources Institute.

Editorial Positions:

Member of the Island Press Environmental Policy Advisory Board.

Editorial Board member of Social and Environmental Accountability Journal, Environmental Quality Management; Greener Management International; Corporate Reputation Review; Journal of Industrial Ecology; Environmental Impact Assessment Review; and Sustainable Development (North American Editor).

Reviewer for The National Science Foundation, Journal of Management Education, Organization and Environment, The Journal of Business Venturing, The Academy of

Management Review, Strategic Management Journal, Journal of International Business Studies, Greener Management International, Journal of Comparative Economics, Japan and the World Economy, Ecological Economics, Corporate Reputation Review, Organization Science and a dozen book publishers.

Conference and Program Direction:

University of Michigan SMART Project: “Transforming Transportation Economies and Communities” (Detroit, April 2011).

University of Michigan SMART Project: “Moving Minds: The Next Transportation Infrastructure”(Ann Arbor, November 2009).

University of Michigan SMART Project: “New Mobility: The Emerging Transportation Economy” (Ann Arbor, June 2008).

Statewide Sustainable Business Forum Conference: “Revitalizing Michigan through Sustainable Business Innovation” (Lansing, April 2007).

University of Michigan Sustainable Mobility Visiting Speakers Series (18 speakers during 2006-08).

SMART Summer Conferences: 1) with the Indian Confederation of Industry, Bangalore, July 18, 2007; 2) with the South African Sustainable Mobility Coalition, Cape Town, August, 2007).

Organizational Transformation for a Sustainable Future Conference, HRH The Prince of Wales’s Business and the Environment Programme (Ann Arbor, April 2004).

Michigan Sustainable Business Conference and Expo, Michigan Sustainable Business Forum Network (Ann Arbor, February 2004).

Senior Executive Seminar on Sustainable Enterprise, HRH The Prince of Wales’s Business and the Environment Programme (Wye River, Aspen Institute, October 2003).

Mobility in a Sustainable World: A Complex Systems Approach Workshop, Ford Motor, Center for the Study of Complex Systems, National Science Foundation (Ann Arbor, June 2003).

Rio Plus Ten Preparatory Meeting, International Council for Local Environmental Initiatives and Ann Arbor Mayor's Office (Ann Arbor, 2001).

Business, Environment, Learning and Leadership (BELL) Conference, World Resources Institute (Ann Arbor, 1999).

Winter Term Lecture Series on Sustainable Development, Community and Business, University of Michigan (Ann Arbor, 1999).

Organizations and Natural Environment Interest Group Program Chair, The Academy of Management (Boston, 1997)

Co-Director of Conference on Global Environment Change: Responsibilities of Multinationals (Seabrook Island, S.C., 1994).

Global Environmental Investment Conference (New York, 1992).

Director of Business Briefing on the Earth Summit and Sustainable Development (Stern School, 1992).

Synergy 92 CEO Conference on Sustainable Enterprise (California, 1992).

Greening of Industry Conference (The Netherlands, 1991).

International Management Division Program Chair, The Academy of Management (San Francisco, 1990).

Conference on Environmental Resource Management: Educating the Business Leaders of Tomorrow (INSEAD, 1990).

Director of the Advanced Management Program for the Federation of Korean Industries (Stern School, 1987).

Director of National Conference on the Management of Energy-Environment Conflict (Maryland, 1980).

Executive Program Teaching:

Within University programs: Columbia; Hartford Graduate Center; Hawaii; IESE (Barcelona); International Management Institute; Michigan; Michigan State; McGill, NYU; Oxford (U.K.); Pennsylvania; South Carolina; Yale.

Within corporate programs: AMAX; American Can International; American Express; Anheuser Busch; Ashland, AT&T; Chase Manhattan; Catho Progressio Professional (Brazil); Chem Trends; Combustion Engineering; Comerica; Credit Research Foundation; Dansk Management Center (Denmark); Dow Chemical; Eaton; ENGEN; European Center for Public Affairs (U.K.); General Electric; Global Public Affairs Institute; Gould; Gulf International Bank (Bahrain); Holcim; HRH The Prince of Wales' Business and the Environment Programme; ICI; IBM; Merck; New England Telephone; Nestle; Novo Nordisk; P&O Group; Peat Marwick Main; PricewaterhouseCoopers; Restaurant Associates; Shell; Sonoco Products; United Nations Institute for Training; United Technologies; U.S. Healthcare, World Bank.

EXTERNAL PRESENTATIONS

Academic Seminars:

Aarhus (Denmark); Cambridge (U.K.); Centre d'Etudes Industrielles (Switzerland); Clark; Columbia; Free University of Berlin; George Washington; Hawaii; INCAE (Costa Rica); INSEAD (France); ITESM Monterrey; International University of Japan; Kean; Malone; Manhattanville; McGill; MIT; Michigan; Michigan State; North Carolina; Northwestern; NYU; Oberlin; Ohio State; Oxford (U.K.); Pace; Pennsylvania; Princeton; Ramapo; Rochester Institute of Technology; Rutgers; Texas; Tufts; Tulane; Washington; Windsor; Yale; York.

Academic Meetings:

Academy of Management; Academy of International Business; International Congress on Social and Environmental Accounting; National Academy of Engineering; Coastal Society; Net Impact; Strategic Management Society; AACSB Deans Meeting; Greening of Industry Network; Society for the Advancement of Socio-Economics; Beta Gamma Sigma; Danish Social Research Institute; BELL Conferences; Ohio Academy of Sciences; World Resources Institute., Western Academy of Management.

Broadcast Media:

Interview appearances on BBC News; Business Week Online; Cable News Network; CBS Morning Business News; Financial News Network; MacNeill-Lehrer News Hour; National Public Radio; Nightly Business News Report; Wisconsin Public Radio; Michigan Business Radio; U of M Radio.

Nonacademic Speeches:

At meetings and conferences of The American Forum; American Institute of Architects; American Institute of Chemical Engineers; Aspen Institute for Humanistic Studies; The Atlantic Council; Bailie Club; Business Council for Sustainable Development; Business for Social Responsibility; Carnegie Council on Ethics and International Affairs; Center for Public Resources; Commercial Development Association; Common Cause; Conference Board; Conservation Foundation; Corporate Conservation Council; Corporate Environmental, Health & Safety Management Roundtable; Council on International Educational Exchange; Environment Roundtable; Dutch National Ministry of Physical Planning and Environment; Fundacion Ecos (Uruguay); Ford Foundation; Global Environmental Management Initiative; Global Environmental Investment Conference; Global Public Affairs Institute; Golden Workshop in Public Relations; Harvard Club; Hawaii Chamber of Commerce; Hawaii Society of Corporate Planners; Interfaith Power and Light, Institute for Energy Analysis; Leadership Ann Arbor; Lessons from Nature; Muskegon Chamber of Commerce and Community Foundation; McGraw Foundation; MidAtlantic Environmental Conference; National Association of Environmental Management; National Association of Environmental Professionals; National Audubon Society; Natural Resources Defense Council; Natural Step; North American Society for Corporate Planning; Nordic Business Environmental Management Network; Norwegian Chamber of Commerce; Ohio Academy of Sciences; O.E.C.D.; Peter Drucker Symposia; President's Council on Sustainable Development; Regional Plan Association; ReNew

America; RESOLVE; Rockefeller Foundation; Second Nature; Sierra Club Foundation; S.I.D.O.; Society for International Development; Society of Automotive Engineers; Southeast Michigan Sustainable Business Forum; Sustainability Forum; Trinity Church; U.N.D.P.; U.S. Environmental Protection Agency; U.S. Information Agency, Western Michigan Sustainable Business Forum.

UNIVERSITY/SCHOOL ACTIVITIES *(Michigan)*

University:

Steering Committee, SMART at UM

External Advisory Committee, UMTRI

Biocomplexity and Biotechnology Subcommittee of the Undergraduate Life Sciences Initiative

Provost's Symposium: "Dialogues on Teaching Sustainability"

Provost Working Group on Advancing Collaborative, Integrative and Interdisciplinary Research, Teaching and Learning

Faculty Steering Committee for Environmental Issues and Research on Campus (Chair)

Advisor to U of M Government Relations Conference on Land Use in Michigan

Advisor to U of M Housing Task Force on Environmental Sustainability

Joint SNRE-Business School:

Faculty Director of Corporate Environmental Management Program (1998-2001)

A Director of the Erb Institute for Global Sustainable Enterprise (1998-2012)

Business School:

BBA Sustainability Program Committee

21st Century MBA Committee

Community Values Committee

Commencement Faculty Marshall

Member of Green Team

Member of Professional Degree Program Review Committee

Faculty Advisor to Net Impact

Faculty Advisor to the Energy Club

Holcim Chair Search Committee

Leadership Award Advisory Committee

Nonprofit Public Service Group

School of Natural Resources Environment:

Executive Committee for Certificate Program in Industrial Ecology

Dean Search Committee

Commencement Faculty Marshall

Promotion and Tenure Committee Admissions and Scholarship Committee
Greening of Industry Search Committee
Member of SNRE Properties Committee
Faculty Advisor: The Transformers Student Club
Member of Sustainable Systems Concentration Committee

AFFILIATIONS

Academy of International Business, Academy of Management, Society of Professionals in Dispute Resolution, Association of Environmental and Resource Economists, Beta Gamma Sigma, European International Business Association, International Professional Association for Environmental Affairs, Omicron Delta Kappa, Society for the Advancement of Socio-Economics, The International Society for Ecological Economics, Strategic Management Society, Greening of Industry Network, and The Environment Roundtable.

PERSONAL

Birth: 2 December 1948 (Abington, Pennsylvania)
Citizenship: United States