

# ANDREW J. HOFFMAN

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## EDUCATION

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1995	Ph.D., Management/Civil & Environmental Engineering (inter-departmental degree) Massachusetts Institute of Technology
1991	M.S., Civil & Environmental Engineering, Massachusetts Institute of Technology
1983	B.S., Chemical Engineering, University of Massachusetts, Amherst

## ACADEMIC EXPERIENCE

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2010-present	Professor and Holcim (US) Chair, Ross School of Business, School for Environmental & Sustainability, University of Michigan
2015-2017	Education Director, Graham Sustainability Institute
2010-2015	Faculty Director, Erb Institute for Global Sustainable Enterprise
2004-2010	Associate Director, Erb Institute for Global Sustainable Enterprise
2004-2009	Associate Professor and Holcim (US) Chair, Ross School of Business, School of Natural Resources & Environment, University of Michigan
2003-2004	Associate Professor, School of Management, Boston University
1997-2003	Assistant Professor, School of Management, Boston University
1995-1997	Post-Doctoral Fellow, Kellogg School of Management, Northwestern University

## PROFESSIONAL EXPERIENCE

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2004	Senior Fellow, Meridian Institute, Washington DC
1993	Analyst, Amoco Corporation, Chicago, IL
1987-1990	Project Superintendent, T & T Construction and Design, Inc., Ridgefield, CT
1986-1987	Project Engineer, Metcalf & Eddy, Inc., Wakefield, MA
1986	Carpentry Subcontractor, T & T Construction and Design, Inc., Nantucket, MA
1984-1986	Compliance Engineering. US Environmental Protection Agency, Boston, MA

## RESEARCH, WRITING AND TEACHING AWARDS

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2020	<i>ONE Teaching Award</i> , Organizations and Natural Environment Division, Academy of Management.
2020	<i>Page Prize for Sustainability Issues in Business Curricula</i> , 2019 Grand Prize Winner: Business in Democracy: Advocacy, Lobbying and the Public Interest
2020	<i>Public Engagement Faculty Mentor Fellowship</i> , Center for Academic Innovation, University of Michigan.
2019	<i>Best Book Award</i> , Social Issues in Management Division, Academy of Management, (with Dev Jennings), Winner: <i>Re-engaging with Sustainability in the Anthropocene Era</i> .
2019	<i>Responsible Research in Business Management Book Award</i> , RRBM Network, Winner: <i>How Culture Shapes the Climate Change Debate</i> .

- 2019 *Page Prize for Sustainability Issues in Business Curricula*, 2018 Honorable Mention: Sustainable Business in Iceland.
- 2018 *Distinguished Faculty Award*, Organizations and Natural Environment Division, Academy of Management.
- 2018 *Ideas Worth Teaching Award*, Aspen Institute: Sustainable Business in Iceland.
- 2018 *Convocation Speaker*, Loyola University Chicago.
- 2016 *Faculty Pioneer Award*, Aspen Institute.
- 2016 *Best Book Award*, Organizations and Natural Environment Division, Academy of Management, Honorable Mention: *How Culture Shapes the Climate Change Debate*.
- 2016 *National Award Winner*, American Chemical Society.
- 2016 *Best SO!apbox Essay Award*, *Strategic Organization*.
- 2014 *Best Paper Award*, *Organization & Environment*.
- 2014 *Best Book Award*, Organizations and Natural Environment Division, Academy of Management, (with Rebecca Henn), Honorable Mention: *Constructing Green*.
- 2014 *Best Book Award*, Social Issues in Management Division, Academy of Management, (with John Ehrenfeld), Finalist: *Flourishing*.
- 2014 *1<sup>st</sup> prize*, Erb Institute Sustainability Case Competition.
- 2014 *3<sup>rd</sup> prize*, Erb Institute Sustainability Case Competition.
- 2013 *2<sup>nd</sup> prize*, Erb Institute Sustainability Case Competition.
- 2013 *Maggie Award*, Best Feature Article in a trade journal, Western Publishing Association.
- 2012 *Breaking the Frame Award*, *Journal of Management Inquiry*, (with P.D. Jennings).
- 2012 *Connecticut Book Award*, best Biography/Memoir: *Builder's Apprentice*.
- 2011 *1<sup>st</sup> prize*, Oikos International Case Competition.
- 2011 *3<sup>rd</sup> prize*, Oikos International Case Competition.
- 2010 *IndieFab Award*, best Autobiography/Memoir, Finalist: *Builder's Apprentice*.
- 2010 *Page Prize for Sustainability Issues in Business Curricula*, 2009 Grand Prize Winner: Green Construction.
- 2008 *3<sup>rd</sup> prize*, Oikos International Case Competition, (with R. Henn).
- 2003 *Rising Star Award*, World Resources Institute/Aspen Institute.
- 2003 *Best Paper of the Year Award*, *Academy of Management Review*, (with K. Wade-Benzoni, L. Thompson, D. Moore, J. Gillespie and M. Bazerman), Finalist.
- 2001 *Rachel Carson Book Prize*, Society for Social Studies of Science: *From Heresy to Dogma*.
- 1998 *Ten Best Books of the Year*, *Tomorrow Magazine: From Heresy to Dogma*.
- 1998 *Broderick Prize for Excellence in Research*, Boston University School of Management.

## OTHER AWARDS AND HONORS

- 2013 *ONE Distinguished Service Award*, Organizations & Natural Environment Division, Academy of Management.
- 2012 *World's 50 Best Business School Professors*, Poets and Quants.
- 2011 *Aspen Environment Forum Scholar*, Aspen Institute.
- 2011 *Aldo Leopold Leadership Fellow*, Stanford University.
- 2009 *All-Academy Chair* for the 2009 Academy of Management Annual Meeting.
- 2009 *Aspen Environment Forum Scholar*, Aspen Institute.
- 2004 *Holcim (US) Chair in Sustainable Enterprise*, University of Michigan
- 2003 *Broderick Prize for Service*, Boston University School of Management.
- 2003 *Beta Gamma Sigma*, National Management Honor Society.
- 2002 *Scholar in Residence*, Oikos Summer Academy, St. Gallen, Switzerland.
- 1998 *Top ten graduate instructors*, Boston University School of Management, *Business Week*.
- 1997 *Citation of Excellence*, ANBAR Management Intelligence.

- 1995-1997 *Environmental Council Post-Doctoral Fellowship*, Northwestern University.  
1995 *Klegerman Award for Environmental Excellence*, MIT.  
1982 *Tau Beta Pi*, National Engineering Honor Society.

## VISITING POSITIONS

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- 2021-2024 Winspear Scholar, University of Victoria, Gustavson School of Business, Victoria, Canada  
Winter 2019 INCAE Business School, San Jose, Costa Rica  
Winter 2018 Simon Fraser University, Beedie School of Business, Vancouver, Canada  
Fall 2017 Harvard University, Center for the Environment, Cambridge, Massachusetts  
Fall 2017 University of Cambridge, Judge Business School, Cambridge, England  
Spring 2013 University of Sydney, Business School, Sydney, Australia  
Fall 2012 Simon Fraser University, Beedie School of Business, Vancouver, Canada  
Winter 2011 MIT, Sloan School of Management, Cambridge, Massachusetts  
Fall 2010 Concordia University, Molson School of Business, Montreal, Canada  
Fall 2010 Oxford University, Smith School of Enterprise & Environment, Oxford, England  
Fall 2010 University of St. Gallen, Oikos Institute, St. Gallen, Switzerland  
Fall 2010 Eidgenössische Technische Hochschule (ETH), Zurich, Switzerland  
June 2008 University of Cyprus, Nicosia, Cyprus  
Fall 03/04 Reykjavik University, Reykjavik, Iceland  
Summer 02/03 University of St. Gallen, Oikos Institute, St. Gallen, Switzerland

## PUBLICATION HISTORY

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### Books

1. Hoffman, A. (2021) *The Engaged Scholar: Expanding the Impact of Academic Research in Today's World*, (Palo Alto, CA: Stanford University Press).
2. Hoffman, A. (2021) *Management as a Calling: Leading Business, Serving Society*, (Palo Alto, CA: Stanford University Press).
3. Hoffman, A. and P.D. Jennings (2018) *Re-engaging with Sustainability in the Anthropocene Era: An Institutional Approach* (Cambridge, UK: Cambridge University Press).
  - ✓ Winner of the 2019 *Best Book Award*, Social Issues in Management Division, Academy of Management.
4. Hoffman, A. and S. Georg (2018) *Business and the Natural Environment: A Research Overview* (Oxford, UK: Routledge).
5. Hoffman, A. (2016) *Finding Purpose: Environmental Stewardship as a Personal Calling*, (Leeds, UK: Greenleaf Publishing).
  - ✓ Selected as the 2018 *required book for all new students*, Loyola University Chicago.
6. Hoffman, A., et al. (2015) *Academic Engagement in Public and Political Discourse: Proceedings of the Michigan Meeting, May 2015* (Ann Arbor, MI: Michigan Publishing).
7. Hoffman, A. (2015) *How Culture Shapes the Climate Change Debate*, (Palo Alto, CA: Stanford University Press).
  - ✓ Winner of the 2019 *Responsible Research in Business Management Award*
  - ✓ Selected as the 2019 *required book for all new students*, Smith College.
  - ✓ Honorable Mention for the 2016 *Best Book Award*, Organizations and Natural Environment Division, Academy of Management.
  - ✓ *Translated into Czech (Jak kultura utváří diskuzi o klimatické změně*, Muni Press).
8. Henn, R. and A. Hoffman (eds.) (2013) *Constructing Green: The Social Structures of Sustainability* (Cambridge, MA: MIT Press).
  - ✓ *Honorable Mention for the 2014 Best Book Award*, Organizations and Natural Environment Division, Academy of Management.
9. Ehrenfeld, J. and A. Hoffman (2013) *Flourishing: A Frank Conversation on Sustainability* (Palo

- Alto, CA: Stanford University Press).
- ✓ *Finalist for the 2014 Best Book Award*, Social Issues in Management Division, Academy of Management.
10. Georg, S. and A. Hoffman (eds.) (2013) *Business and the Environment: Critical Perspectives in Business and Management*, Volumes I-IV, (Oxford, UK: Routledge)
  11. Bansal, P. and A. Hoffman (eds.) (2012) *The Oxford Handbook on Business and the Natural Environment* (Oxford, UK: Oxford University Press).
  12. Hoffman, A. (2010) *Builder's Apprentice: A Memoir* (Ann Arbor, MI: Huron River Press).
    - ✓ *Winner of the 2011 Connecticut Book Award.*
    - ✓ *Finalist for the 2010 IndieFab Award*
  13. Hoffman, A. and J. Woody (2008) *Memo to the CEO: Climate Change, What's Your Business Strategy?* (Cambridge, MA: Harvard Business Press).
    - ✓ *Translated into: Chinese (必看! 绿色战略中的商机, China Machine Press), Danish (Klimaforandring - Hvad er din forretningsstrategi?, Gyldendal), and Portuguese (Mudanças Climáticas: Desafios e Oportunidades Empresariais, Elsevier and Alterações Climáticas, Actual Editoras).*
  14. Hoffman, A. (2007) *Carbon Strategies: How Leading Companies are Reducing their Climate Change Footprint* (Ann Arbor, MI: University of Michigan Press).
    - ✓ *Translated into: Korean (십년 후 기업의 순위를 뒤바꿀 탄소전략, Tendedero).*
  15. Hoffman, A. and M. Ventresca, (eds.) (2002) *Organizations, Policy and the Natural Environment: Institutional and Strategic Perspectives* (Stanford, CA: Stanford University Press).
  16. Hoffman, A. (2001) *From Heresy to Dogma: An Institutional History of Corporate Environmentalism - Expanded Edition*, (Stanford, CA: Stanford University Press).
    - ✓ *Winner of the 2001 Rachel Carson Prize, The Society for Social Studies of Science (4S).*
    - ✓ *Originally published in 1997 by the New Lexington Press, Jossey-Bass Publishers.*
  17. Hoffman, A. (2000) *Competitive Environmental Strategy: A Guide to the Changing Business Landscape*, (Washington DC: Island Press).
  18. Hoffman, A., (ed.) (1998) *Global Climate Change: A Senior Level Dialogue at the Intersection of Economics, Strategy, Technology, Science, Politics and International Negotiation*, (San Francisco: New Lexington Press, Jossey-Bass Publishers).

### National Academy of Sciences Projects

1. *Proceedings of the National Academy of Sciences* (2021) "Misinformation in the public sphere," 118(15), Special Issue Co-Editor with Dietram Scheufele, Liz Neeley, and Czerne Reid.
2. National Research Council (2019) *Sackler Colloquia on Science Communication IV* (Washington DC: The National Academies Press): Planning Committee Member and Panel Moderator.
3. National Research Council (2017) *Sackler Colloquia on Science Communication III* (Washington DC: The National Academies Press): Panel Moderator.
4. National Research Council (2016) *Characterizing Risk in Climate Change Assessments*, (Washington DC: The National Academies Press): Planning Committee Member.
5. National Research Council (2015) *Measuring Progress Toward Sustainability: Indicators and Metrics for Climate Change and Infrastructure Vulnerability*, (Washington DC: The National Academies Press): Keynote Speaker.
6. National Research Council (2014) *Climate Change Education: Preparing Future and Current Business Leaders*, (Washington DC: The National Academies Press): Steering Committee Member.
7. National Research Council (2010) *America's Climate Choices: Limiting the Magnitude of Future Climate Change*. (Washington DC: National Academy of Sciences): Contributing Author.
8. National Research Council (2010) *Contributions of the Social and Behavioral Sciences Towards Understanding Climate Change*, (Washington DC: The National Academies Press): Steering Committee Member and Contributing Author.

### Research Reports

1. Hoffman, A. and J. Axson (2017) *Examining Interdisciplinary Sustainability Institutes at Major Research Universities: Innovations in Cross-Campus and Cross-Disciplinary Models* (Ann Arbor, MI: University of Michigan).
2. Hoffman, A. (2014) *Director Note: Developing an Effective Climate Change Strategy*, (Washington DC: The Conference Board)
3. National Climatic Data Center (2013) *Executive Forum on Business and Climate*, (Asheville NC: NCDC), Project Co-Organizer.
4. Wolske, K. and A. Hoffman (2013) *Public Perceptions of High-Volume Hydraulic Fracking and Deep Shale Gas Development*, (Ann Arbor, MI: Graham Institute).
5. Erb Institute/Union of Concerned Scientists (2012) *Increasing Public Understanding of Climate Risks & Choices: Learning from Social Science Research and Practice*, (Ann Arbor, MI/Cambridge, MA: Erb Institute/Union of Concerned Scientists), Conference Co-Organizer and Contributing Author.
6. China Council for International Cooperation on Environment and Development/Environmental Defense Fund (2011) *Practices and Innovation of Green Supply Chains*, (Shanghai, China: CCICED/EDF), Contributing Author.
7. The Climate Group (2010) *American Innovation: Manufacturing Low Carbon Technologies in the Midwest US*, (Chicago, IL: The Climate Group), Contributing Author.
8. Lowitt, E., A. Hoffman, J. Walls and A. Caffrey (2009) *Sustainability and its Impact on the Corporate Agenda*, (Boston, MA: Accenture LLP and Geneva, Switzerland: World Business Council for Sustainable Development).
9. Berthon, B., E. Lowitt and A. Hoffman (2009) *Compatible Aims: Sustainability and High Performance*, (Boston, MA: Accenture LLP).
10. The Climate Group (2008) *Breaking the Climate Deadlock Report: A Global Deal for Our Low Carbon Future*, Report prepared for Tony Blair and submitted to the G8 Hokkaido Toyako Summit. (London, UK: The Climate Group), Contributing Author.
11. Hoffman, A. (2006) *Getting Ahead of the Curve: Corporate Strategies that Address Climate Change*, (Arlington, VA: The Pew Center on Global Climate Change).

### Projects under Review or In Development

1. Poggioli, N. and A. Hoffman (*forthcoming*) "Decarbonizing academia's flyout culture," In K. Bjørkdahl and A. Santiago Franco Duharte (eds.) *Academic Flying and the Means of Communication* (Palgrave Macmillan).
2. Hoffman, A., P.D. Jennings and N. Poggioli (*forthcoming*) "Institutional policies for shifting Anthropocene society," *Behavioral Science & Policy*.
3. Hoffman, A., and S. Roy (*in development*) "Business, climate change and the Anthropocene," In A. Kourula, A. Rasche, J. Moon, and M. Morsing (eds.) *Corporate Sustainability*, 2<sup>nd</sup> edition (Cambridge University Press).
4. Haley, U., C. Cooper, A. Hoffman, P. Tyrone, D. Greenberg and P. Hibbert (*in development*) "Learning and education strategies for scholarly impact: Influencing regulation, policy and society through research," special issue co-editors in *Academy of Management Learning and Education*.
5. Jennings, P.D., M. Cascadden and A. Hoffman (*in development*) "Sustainability science and corporate cleanup in community fields: The translation, resistance and integration process model, in G. George, M. Haas, H. Joshi, A. McGahan, and P Tracey (eds.), *Handbook on the Business of Sustainability: The Organization, Implementation, and Practice of Sustainable Growth* (Northampton, MA: Edward Elgar).

Articles: Academic

1. Scheufele, D., A. Hoffman, L. Neeley, and C. Reid (2021) "Misinformation about science in the public sphere," *Proceedings of the National Academy of Sciences*, 118(15), doi.org/10.1073/pnas.2104068118
2. Hoffman, A., and P.D. Jennings (2021) "Institutional-political scenarios for Anthropocene society," *Business & Society*, 60(1): 57-94.
3. Hoffman, A. (2020) "Business education as if people and the planet really matter," *Strategic Organization*. doi.org/10.1177/1476127020967638
4. Ergene, S., B. Banerjee and A. Hoffman (2020) "(Un)sustainability and organization studies: Towards a radical engagement," *Organization Studies*, doi.org/10.1177/0170840620937892
5. Jennings, P.D., A. Hoffman and M. Sharifian (2020) "Does a common mechanism engender common results? by Rawhouser, Cummings and Hiatt – Some 'carry forwards' for studies of the Paris Agreement," *Academy of Management Discoveries*, doi.org/10.5465/amd.2020.0016
6. Jennings, P.D. and A. Hoffman (2019) "Three paradoxes of climate truth for the Anthropocene social scientist," *Organization & Environment*, doi.org/10.1177/1086026619858857.
7. Elangovan, A.R. and A. Hoffman (2019) "The pursuit of success in academia: Plato's ghost asks 'What then?'" *Journal of Management Inquiry*, doi.org/10.1177/1056492619836729.
8. Schifeling, T. and A. Hoffman (2017) "Bill McKibben's influence on U.S. climate change discourse: Shifting field-level debates through radical flank effects" *Organization & Environment*, 32(3): 213-233.
9. Hoffman, A. (2016) "Plugging a leaky ship: Modeling the organizational obstacles to sustainable practices," *Academy of Management Discoveries*, 3(1): 93-94.
10. Hoffman, A. (2016) "Academia's emerging crisis of relevance and the consequent role of the engaged scholar," *Journal of Change Management*, 16(2): 77-96.
11. Hoffman, A. and P.D. Jennings (2015) "Institutional theory and the natural environment: Research in (and on) the Anthropocene," *Organization & Environment*, 28(1): 8-31.
12. Hoffman, A., C. Corbett, N. Joglekar and P. Wells (2014) "Industrial ecology as a source of competitive advantage," special issue co-editors in *Journal of Industrial Ecology*, 18(5): 597-602.
13. Haigh, N. and A. Hoffman (2014) "The new heretics: Hybrid organizations and the challenges they present to corporate sustainability," *Organization & Environment*, 27(3): 223-241.
14. Bertels, S., A. Hoffman, A. and R. DeJordy (2014) "The varied work of challenger movements: Identifying challenger roles in the U.S. environmental movement," *Organization Studies*, 35(8): 1171-1210.
15. Hoffman, A. (2013) "Academic engagement in public and political discourse: Establishing the rules of the game," *Michigan Journal of Sustainability*, 1(1): 5-13.
16. Walls, J. and A. Hoffman (2012) "Exceptional boards: Environmental experience and positive deviance from institutional norms," *Journal of Organizational Behavior*, 34(2): 253-271.
17. Haigh, N. and A. Hoffman (2012) "Hybrid organizations: The next chapter in sustainable business," *Organizational Dynamics*, 41(2): 126-134.
18. Hoffman, A. (2011) "The growing climate divide," *Nature Climate Change*, 1(4): 195-196.
19. Hoffman, A. (2011) "Talking past each other? Cultural framing of skeptical and convinced logics in the climate change debate." *Organization & Environment*, 24 (1): 3-33.  
✓ Winner of the 2014 *Organization & Environment* Best Paper Award.
20. Hoffman, A. and P.D. Jennings (2011) "The BP oil spill as a cultural anomaly? Institutional context, conflict and change," *Journal of Management Inquiry*. 20 (2): 100-112.  
✓ Winner of the 2011 *Journal of Management Inquiry* "Breaking the Frame" Best Paper Award.
21. Hoffman, A. (2011) "The culture and discourse of climate skepticism," *Strategic Organization*, 9(1): 77-84.  
✓ Winner of the 2016 *Best SO!apbox Essay Award*, *Strategic Organization*.  
✓ Reprinted in the *SO! Social Issue Collection*, *Strategic Organization*, December 2015
22. Hoffman, A. (2010) "Climate change as a cultural and behavioral issue: Addressing barriers

- and implementing solutions," *Organizational Dynamics*, 39 (4): 295-305.
23. Hoffman, A. and R. Henn (2008) "Overcoming the social and psychological barriers to green building," *Organization & Environment*, 21 (4): 390-419.  
 ✓ Reprinted in: Jermier, J. (ed.) (2013) *Corporate Environmentalism and the Greening of Organizations*, (Thousand Oaks, CA: Sage Publications).
  24. Sandelands, L. and A. Hoffman (2008) "Sustainability, faith and the market," *Worldviews: Global Religions, Culture and Ecology*, 12: 129-145.
  25. Barnett, M. and A. Hoffman (2008) "Beyond corporate reputation: Managing reputational interdependence," special issue co-editors in *Corporate Reputation Review*, 11 (1): 1-9.
  26. Hoffman, A. (2006) "Let's put Malcolm Gladwell out of business," *Journal of Management Inquiry*, 15 (4): 410-411.
  27. Hoffman, A. and L. Sandelands (2005) "Getting right with nature: Anthropocentrism, ecocentrism and theocentrism," *Organization & Environment*, 18 (2): 141-162.
  28. Hoffman, A. (2004) "Reconsidering the role of the practical-theorist: On (re)connecting theory to practice in organizational theory," *Strategic Organization*, 2 (2): 213-222.
  29. Howard-Grenville, J. and A. Hoffman (2003) "The importance of cultural framing to the success of social initiatives in business," *Academy of Management Executive*, 17 (2): 70-84.
  30. Hoffman, A. (2003) "Linking social systems analysis to the industrial ecology framework," *Organization & Environment*, 16 (1): 66-86.
  31. Wade-Benzoni, K., A. Hoffman, L. Thompson, D. Moore, J. Gillespie and M. Bazerman (2002) "Barriers to resolution in ideologically based negotiations: The role of values and institutions," *Academy of Management Review*, 27 (1): 41-57.  
 ✓ Finalist for the 2002 *Academy of Management Review* Best Paper of the Year Award.
  32. Hoffman, A., H. Riley, J. Troast and M. Bazerman (2002) "Cognitive and institutional barriers to new forms of cooperation on environmental protection: Insights from Project XL and Habitat Conservation Plans," *American Behavioral Scientist*, 45 (5): 820-845.
  33. Hoffman, A. and W. Ocasio (2001) "Not all events are attended equally: Toward a middle-range theory of industry attention to external events," *Organization Science*, 12 (4): 414-434.
  34. Hoffman, A. (2001) "Linking organizational and field level analyses: The diffusion of corporate environmental practice," *Organization & Environment*, 14 (2): 133-156.
  35. Hoffman, A. (1999) "Institutional evolution and change: Environmentalism and the US chemical industry," *Academy of Management Journal*, 42 (4): 351-371.  
 ✓ Reprinted in: Lyon, T., D. Diermeier and G. Dowell (eds.) (2014) *Corporate Sustainability*, (Thousand Oaks, CA: Sage Publications).
  36. Hoffman, A. and M. Ventresca (1999) "The institutional framing of policy debates: Economics versus the environment," *American Behavioral Scientist*, 42 (8): 1368-1392.
  37. Hoffman, A., J. Gillespie, D. Moore, K. Wade-Benzoni, L. Thompson and M. Bazerman (1999) "A mixed-motive perspective on the economics versus environment debate," *American Behavioral Scientist*, 42 (8): 1254-1276.
  38. Bazerman, M. and A. Hoffman (1999) "Sources of environmentally destructive behavior: Individual, organizational and institutional perspectives," *Research in Organizational Behavior*, 21: 39-79.
  39. Hoffman, A. (1996) "Trends in corporate environmentalism: The chemical and petroleum industries, 1960-1993," *Society & Natural Resources*, 9 (1): 47-64.
  40. Hoffman, A. (1996) "Technology strategy in a regulation-driven market: Lessons from the US Superfund program," *Business Strategy & the Environment*, 5 (1): 1-11.
  41. Hoffman, A. (1993) "The importance of fit between individual values and organizational culture in the greening of industry," *Business Strategy & the Environment*, 2 (4): 10-18.
  42. W. Conner, A. Lane and A. Hoffman (1984) "Measurement of the morphology of high surface area solids: Hysteresis in mercury porosimetry," *Journal of Colloid & Interface Science*, 100 (1): 185-193.

Articles: Professional

1. Hoffman, A. (2019) "Climate change and our emerging cultural shift," *Behavioral Scientist*, September 30.
2. Hoffman, A. (2018) "Management as a calling," *Stanford Social Innovation Review*, September 4.
3. Hoffman, A. (2018) "The next phase of business sustainability," *Stanford Social Innovation Review*, 16(2): 34-39.
4. Hoffman, A. (2017) "In praise of 'B' journals: Academic publishing is becoming more about establishing a pecking order and less about pursuing knowledge," *Inside Higher Education*, March 27.
5. Hoffman, A. (2015) "Isolated scholars: Making bricks, not shaping policy," *The Chronicle of Higher Education*, February 9.
6. Hoffman, A. (2015) "'Laudato Si' and the role of religion in shaping humanity's response to climate change," *Solutions*, 6(5): 40-47.
7. Hoffman, A. (2015) "The Pope's encyclical letter and its implications for business," *Environment* 57(6): 12-16.
8. Hoffman, A. (2015) "Sustainability: How to get from here to there," *Leadership Excellence Essentials*, March, 15-16.
9. Ehrenfeld, J. and A. Hoffman (2013) "Sustainability 2.0: Sustainability is dead, long live sustainability," *Solutions*, 4(3)(June): 1.
10. Hoffman, A. (2013) "How to fix the broken debate on climate change," *Footnote*<sup>1</sup>, May 1.
11. Hoffman, A. (2012) "Climate science as culture war," *Stanford Social Innovation Review*, 10(4): 30-37.
  - ✓ Winner of the 2013 Maggie Award, Best Feature Article in a Trade Journal.
  - ✓ Reprinted as: Hoffman, A. (2013) "Climate science as culture war," *The European Financial Review*, January: 45-49.
12. Hoffman, A. and P.D. Jennings (2012) "The social and psychological foundations of climate change," *Solutions*, 3(4)(July): 58-65.
13. Hoffman, A. (2009) "Shades of green," *Stanford Social Innovation Review*, Spring: 40-49.
14. Hoffman, A. and A. James (2009) "America's emerging energy renaissance," *Power and Energy Solutions*, June: 38-41.
15. Hoffman, A. (2007) "If you're not at the table, you're on the menu," *Harvard Business Review*, October: 34-35.
16. Hoffman, A. (2005) "Climate change strategy: The business logic behind voluntary greenhouse gas reductions," *California Management Review*, 47 (3): 21-46.
17. Hoffman, A. (2005) "The 'carbon cartel' or wise capitalists: What is going on with voluntary greenhouse gas reductions?" *American Bar Association Air Quality Newsletter*, 9 (1) (November): 3-7.
18. Hoffman, A. (2004) "Winning the greenhouse gas game," *Harvard Business Review*, April: 20-21.
19. Hoffman, A. (2002) "Examining the rhetoric: The strategic implications of climate change policy," *Corporate Environmental Strategy*, 9 (4): 329-337.
20. Hoffman, A. (2002) "Environmental strategy: Emerging market for consulting services," *Consulting to Management*, 13 (4): 15-24.
21. Hoffman, A. (2001) "Businesses might not like Kyoto Treaty, but they'll like uncertainty even less," *Boston Business Journal*, 21 (38): 38, 41.
22. Davidson, S. and A. Hoffman (2000) "Educating our future leaders: The unique needs of the health care field demand that its leaders have specialized training," *Health Forum Journal*, 43 (5): 13-17.
23. Hoffman, A. (2000) "Integrating environmental and social issues into corporate practice," *Environment*, 42 (5): 22-33.
24. Hoffman, A. (1998) "Environmental management strategy: Now it's a core business issue," and "Global climate change: The mother of all environmental business issues," *The Manager*, Fall: 37-38.



25. Hoffman, A., M. Bazerman and S. Yaffee (1997) "Balancing business interests and endangered species protection," *Sloan Management Review*, 39(1): 59-73.
26. Hoffman, A. (1996) "A strategic response to investor activism," *Sloan Management Review*, 37(2): 51-64.
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27. *Facebook: Fake News, Free Speech and an Internet Platform's Responsibility*, #8-890-047 (WDI, 2019).
28. *The Cultural Challenges of Meeting Climate Change Goals: Montreal Weighs an Emissions Ban on Iconic Wood-Fire Bagel Shops*, #7-234-668 (WDI, 2019).
29. *WeWork: Oil Money and the Challenge of Achieving Carbon Neutrality*, #9-396-089 (WDI, 2019)
30. *Negotiation with BMW Customer Relations over the Repeated Failure of Run-Flat Tires*, #1-728-781 (WDI, 2019)
31. *Dell: Upcycling Ocean Plastics Through Supply Chain Innovation*, #7-949-121 (WDI, 2018)
32. *How Do We Get There? EDF Manages a New Diversity Plan*, #1-430-503 (WDI, 2017)
33. *Ending the Woes of Short-Termism: The Long-Term Stock Exchange*, #1-430-504 (WDI, 2017)
34. *Climate Change and the Napa Valley Wine Industry*, #1-430-510 (WDI, 2017).
35. *The Challenges of Transparency: Communicating the Pebble Mine Project to the Public*, #1-430-511 (WDI, 2017)
36. *Cargill: The Risky Business of Integrating Climate Change and Corporate Strategy*, #1-430-506 (WDI, 2017).
37. *Cracking the Egg Industry: Hampton Creek Tries a Vegan Take on Classic Mayo*, #1-430-509 (WDI, 2017).
38. *Breaking Ground: Method and the Brownfield vs. Greenfield Debate*, #1-430-508 (WDI, 2017).
39. *Seventh Generation and Unilever: Would an Acquisition Affect Sustainability?* #1-430-507 (WDI, 2017).
40. *Sustainability and Post-Merger Integration: The Dow Chemical Company's 2009 Acquisition of Rohm & Haas*, #1-430-512 (WDI, 2017).
41. *The Hershey Trust: Managing Conflicts of Interest in Corporate Governance*, #1-430-505 (WDI, 2017).
42. *Recycling at Keurig Green Mountain: A Brewing Problem*, #1-430-482 (WDI, 2016).
43. *Volvo: Finding True Value in the Electric Bus Market*, #1-430-480 (WDI, 2016).
44. *Dow and the Circular Economy: Trash to Treasure?* #1-430-478 (WDI, 2016).
45. *Kaiser Permanente: Linking Renewable Energy and Healthcare*, #1-430-481 WDI, 2016)
46. *Volkswagen's Clean Diesel Dilemma*, #1-430-484, (WDI, 2016)
47. *General Mills Commits to Sourcing 100% Sustainable Cocoa*, #1-430-483, (WDI, 2016)
48. *Uber & the Sharing Economy: Global Market Expansion & Reception*, #1-430-479, (WDI, 2016).
49. *Alcoa: The Race to Light-Weighting*, #1-430-435, (WDI, 2015).
- ✓ *Translated into Spanish: Alcoa: La Carrera Hacia el Aligeramiento*, #1-430-461 (WDI, 2015).
50. *Intel: Undermining the Conflict Mineral Industry*, #1-429-411, (WDI, 2015).
51. *Firestone: Crises Across the Decades*, #1-429-412, (WDI, 2015).
52. *Tea and Sustainability at Unilever: Turning Over a New Leaf*, #1-429-413, (WDI, 2015).
53. *Theo Chocolate: How Far Should Fair Trade Go?* #1-429-414, (WDI, 2015).
54. *What Is Water Worth? Nestlé Walks a Fine Line*, #1-429-415, (WDI, 2015).
55. *Chevron and Chad: A Pipeline Dream?* #1-429-416, (WDI, 2015).

56. *Vodafone Egypt and the Arab Spring: When Government and Business Collide*, #1-429-417, (WDI, 2015).
57. *Perdue Farms Inc.: Antibiotic Use in Hatcheries*, #1-429-418, (of Michigan, 2015).
58. *Kellogg and Wilmar International: A Partnership Under Fire*, #1-429-378 (WDI, 2014).
59. *PG&E: Hanging on to a Ray of Hope*, #1-429-377 (WDI, 2014).
60. *Morgan Stanley: Positioning to Be the Sustainability Finance Leader*, #1-429-376 (WDI, 2014).
61. *Goldman Sachs: Determining the Potential of Social Impact Bonds*, #1-429-375 (WDI, 2014).  
 ✓ Winner of: 3<sup>rd</sup> prize in the 2014 Erb Institute Sustainability Case competition.
62. *Interface's Net-Works Program: A New Approach to Creating Social Value through Sustainable Sourcing*, #1-429-374 (WDI, 2014).
63. *H&M's Global Supply Chain Management Sustainability: Factories and Fast Fashion*, #1-429-373 (WDI, 2014).  
 ✓ Winner of: 1st prize in the 2014 Erb Institute Sustainability Case competition.  
 ✓ Excerpt published in Japanese: *Logi-Biz*, August 2015, 76-81.
64. *Taking a Bite Out of Apple: Labor Rights and the Role of Companies and Consumers in a Global Supply Chain*, #1-429-372 (WDI, 2014).  
 ✓ Translated into Spanish: *Morder la Manzana: Derechos Laborales y el Papel de las Empresas y los Consumidores en una Cadena Global de Suministros*, #1-429-406 (WDI, 2014).  
 ✓ Excerpt published in Japanese: *Logi-Biz*, July 2015, 68-72.
65. *Whole Foods Market: A Luxury Grocer in Detroit?* #1-429-371 (WDI, 2014).
66. *Travelers Insurance: Focusing on Climate Change and Natural Catastrophe Risk*, #1-429-347 (WDI, 2013).  
 ✓ Translated into Chinese: *旅行者保险：专注于气候变化和自然灾害风险*, #5-176-151 (WDI, 2018).
67. *Blueprint of Ford's Future: From Personal Automobiles to Mobility*, #1-429-303 (WDI, 2013).
68. *SC Johnson and the Greenlist Backlash*, #1-429-300 (WDI, 2013).
69. *A123 Systems Powering a Sustainable Future: Strategizing in the Advanced Battery Market*, #1-429-302 (WDI, 2013).
70. *Jamba Juice and the Foam Cup*, #1-429-298 (WDI, 2013).
71. *Strategies for Sustainable Development Course*, #1-429-257 (WDI, 2012).
72. *NextEra's EarthEra Renewable Energy Trust*, #1-429-232 (WDI, 2012).
73. *BP: Beyond Petroleum?* #1-429-229 (WDI, 2012).
74. *Google Energy Shifts to Renewables*, #1-429-226 (WDI, 2012).
75. *Patagonia: Encouraging Customers to Buy Used Clothing*, #1-429-230 (WDI, 2012).  
 ✓ Winner of: 2<sup>nd</sup> prize in the 2013 Erb Institute Sustainability Case competition.
76. *Coke in the Cross Hairs: Water, India and the University of Michigan*, #1-429-098 (WDI, 2010).  
 ✓ Winner of: 1<sup>st</sup> prize in the 2011 Oikos International Case competition.  
 ✓ Translated into Spanish: *Coca-Cola en la mira: El Agua, India, y la Universidad de Michigan* #1-429-389 (WDI, 2014).
77. *The Clorox Company Goes Green*, #1-428-989 (WDI, 2010).  
 ✓ Winner of: 3<sup>rd</sup> prize in the 2011 Oikos International Case competition.
78. *Honest Tea: Sell Up or Sell Out*, #1-428-947 (WDI, 2010).
79. *Sherwin Williams: Splashing Into the Low VOC Paint Market*, #1-428-993 (WDI, 2010).
80. *Better Place: Charging into the Future?* #1-429-946 (WDI, 2010).
81. *Molten Metal Technology*, 1-429-049 (WDI, 2010).
82. *LivingHomes*, #1-428-714 (WDI, 2008).  
 ✓ Winner of: 3<sup>rd</sup> prize in the 2008 Oikos International Case competition.
83. *Augusta Richards: Responding to Plagiarism*, #1-429-044 (WDI, 2010).
84. *Hank Thaler: Ethics of Disclosure*, #1-429-040 (WDI, 2010).
85. *Joe Stoddard: Medical Marketing vs Personal Privacy*, #1-429-047 (WDI, 2010).
86. *Harley Davidson Purchase*, #1-429-043 (WDI, 2010).

### Student Projects Advised

1. *Enacting Systems Change: Pre-Competitive Collaboration to Address Persistent Problems* (Naomi Barker, Douglas Ely, Nicholas Galvin, Anya Shapiro and Adrienne Watts, University of Michigan Ross School of Business, 2021).
2. *For Whom Do We Play the Game? Advice to Future Business Leaders from Paul Polman* (Celia Bravard and John Pontillo, University of Michigan Ross School of Business, 2021).
3. *Using Rewards to Achieve an Organization's Sustainability Objectives* (C. Barretto, C. Blau, K. Pace, and J. Tooker, University of Michigan Ross School of Business, 2020)
4. *Yellowstone National Park Facilities Energy Management Audit and Recommendations* (G. Sethi, L. Sharpe, A. Shishkovsky, T. Timmer, and M. Treanton; University of Michigan School of Natural Resources & Environment, 2012).
5. *Building a Sustainable Community in Africa* (M. Antokal, C. Ryan, N. Seeba and A. Varadharajan; University of Michigan School of Natural Resources & Environment, 2011).
6. *Holy Cross Abbey: Reinhabiting Place* (K. Buckner, C. Cammarata, C. Coultrap-Bagg, A. Linkow, J. Neafsey, and C. Stratman; University of Michigan School of Natural Resources & Environment, 2010).
7. *The Green Potential for Private Equity: How and Why Private Equity Firms Should Manage Environmental Risks and Opportunities* (A. Barton and E. Uhlhorn; University of Michigan School of Natural Resources & Environment, 2010).
8. *Organizational Culture and the Success of Corporate Sustainability Initiatives: An Empirical Analysis Using the Competing Values Framework* (E. Abbett, A. Coldham, and R. Whisnant; University of Michigan School of Natural Resources & Environment, 2010).
9. *Opportunities and Challenges in Whole Building Retrofits* (J. Koslow; University of Michigan School of Natural Resources & Environment, 2010).
10. *Hybrid Organizations: New Business Models for Environmental Leadership* (B. Boyd, N. Henning, E. Reyna, D. Wang, and M. Welch; Sheffield, UK: Greenleaf Press, 2009).
11. *Sustaining Hope: A Ten-Year Plan for the Growing Hope Center* (R. Chadderdon, L. Colangelo, J. Heeres, B. Lipinski, and R. Steel; University of Michigan School of Natural Resources & Environment, 2009).
12. *Voluntary Carbon Confusion: A Consumer's Guide to Purchasing Carbon Offsets and Renewable Energy Certificates* (M. Lemmer, Erb Institute for Global Sustainable Enterprise, 2008).
13. *High Performance Hospitality: Sustainable Hotel Case Studies* (M. Diener, A. Parekh, and J. Pitera; Lansing, MI: American Hotel & Lodging Educational Institute, 2008).
14. *Getting Ahead of the Curve: Corporate Strategies That Address Climate Change* (D. Glancy, M. Horn, S. Pryor, M. Shahinian, and G. Shopoff, University of Michigan School of Natural Resources & Environment, 2006).

### Book Reviews

1. Hoffman, A. (2020) "The activist CEO." Review of *Trailblazer: The Power of Business as the Greatest Platform for Change*, by M. Benioff and M. Langley (New York, NY: Currency, 2019), *Stanford Social Innovation Review*, spring: 67-69.
2. Hoffman, A. (2014) "A climate of mind." Review of *Don't Even Think About It: Why Our Brains are Wired to Ignore Climate Change*, by G. Marshall (New York, NY: Bloomsbury Press, 2014), *Stanford Social Innovation Review*, winter: 69-70.
3. Hoffman, A. (2010) Review of *When Principles Pay: Corporate Social Responsibility and the Bottom Line*, by G. Heal (New York, NY: Columbia University Press, 2008), *Ecological Economics*, 69: 1187-1188.
4. Hoffman, A. (2010) Review of *Toward Sustainable Communities: Transition and Transformations in Environmental Policy*, by D. Mazmanian and M. Kraft (eds) (Cambridge, MA: MIT Press, 2009), *Environment and Planning B: Planning and Design*, 37(1): 189-190.

### Book Forewords

1. Hawkins, N. and A. Hoffman (2014) "Foreword," in D. Gerding, B. Kennedy, M. Lyon, J. Rego and E. Taylor, *Designing Innovative Corporate Water Risk Management Strategies from an Ecosystem Services Perspective* (Ann Arbor, MI: Erb Institute, University of Michigan).
2. Hoffman, A. and E. Plews (2013) "Foreword," in D. Cantor, C. Fay, M. Harrison, E. Levine and C. Zwicke, *Scaling Up Payments for Watershed Services* (Ann Arbor, MI: Erb Institute, University of Michigan).
3. Hoffman, A. (2011) "Foreword," in C. Laszlo and N. Zhexembayeva, *Embedded Sustainability: The Next Big Competitive Advantage* (Stanford, CA: Stanford Business Books).
4. Hoffman, A. (2009) "Foreword," in B. Boyd, N. Henning, E. Reyna, D. Wang, and M. Welch, *Hybrid Organizations: New Business Models for Environmental Leadership* (Sheffield, UK: Greenleaf Press): vii-xi.
5. Hoffman, A. (2008) "Foreword," in M. Diener, A. Parekh and J. Pitera, *High Performance Hospitality: Sustainable Hotel Case Studies* (Lansing, MI: American Hotel & Lodging Educational Institute): 5-6.

### Book Jacket Endorsements

1. Rae, A. (2020) *Lead for the Planet: Five Practices for Confronting Climate Change* (Toronto, CA: University of Toronto Press).
2. Sirianni, C. (2020) *Sustainable Cities in American Democracy* (Lawrence, Kansas: University Press of Kansas).
3. Ehrenfeld, J. (2019) *The Right Way to Flourish: Reconnecting to the Real World* (London, UK: Routledge).
4. Wirtenberg, J., L. Kelley, D. Lipsky and W. Russell (2018) *The Sustainable Enterprise Fieldbook: Building New Bridges*, Second Edition, (Oxford: Routledge).
5. Wright, C. and D. Nyberg (2015) *Climate Change, Capitalism and Corporations: Processes of Creative Self-Destruction*, (Cambridge: Cambridge University Press).
6. Tsutsui, K. and A. Kim (eds.) (2015) *Corporate Social Responsibility in a Globalized World*, (Cambridge: Cambridge University Press).
7. Hannigan, J. (2014) *Environmental Sociology*, (Oxford: Routledge).
8. Dauvergne, P. and J. Lister (2013) *Eco-Business: A Big-Brand Takeover of Sustainability*, (Cambridge, MA: MIT Press).
9. De Lange, D. (2011) *Cliques and Capitalism: A Modern Networked Theory of the Firm* (New York: Palgrave MacMillan).
10. Rivera, J. (2010) *Business and Public Policy* (Cambridge, Cambridge University Press).
11. Boons, F. (2009) *Creating Ecological Value* (Cheltenham, UK: Edward Elgar).
12. Stead, E. and J. Stead (2009) *Management for a Small Planet*, 3<sup>rd</sup> edition (Irvine, CA: M.E. Sharpe)
13. Sullivan, R. (2009) *Corporate Responses to Climate Change*, (Sheffield, UK: Greenleaf Press).
14. Ehrenfeld, J. (2008) *Sustainability by Design: A Subversive Strategy for Transforming Our Consumer Culture* (Yale University Press).
15. Howard-Grenville, J. (2008) *Corporate Culture and Environmental Practice: Making Change at a High-Tech Manufacturer*, (Northampton, MA: Edward Elgar).
16. Hamschmidt, J. (ed.) (2007) *Case Studies in Sustainability Management and Strategy* (Sheffield, UK: Greenleaf Publishing).
17. Fraidenburg, M. (2007) *Intelligent Courage: Natural Resource Careers that Make a Difference*, (Malabar, FL: Krieger Publishing Group).
18. Sandelands, L. (2005) *Man & Nature in God*, (London: Transaction Publishers).

### Documentaries

1. Public Broadcasting System (PBS) (2017) [\*Saving Grace, Saving Place\*](#).

### Music CD Liner Notes

1. Vienna Teng (2013) [Aims](#)

### Podcasts (audio)

1. "[Will future business leaders use their power differently?](#)" *Innovation Forum*, February 26, 2021.
2. "[Living with purpose](#)," *What's America's Purpose*, January 16, 2021
3. "[Shareholder primacy and COVID-19](#)," *The Conversation Lab*, May 10, 2020
4. "[Management as a calling: Yielding positive performance through positive leadership](#)," *Harvesting Happiness Talk Radio*, February 22, 2020
5. "[Without widespread cultural change, the climate crisis won't be solved, says UM expert](#)," *Stateside, Michigan Public Radio*, October 23, 2019.
6. "[Is corporate sustainability broken?](#)" *Network for Business Sustainability*, with Brad Zarnett, June 2019.
7. "[A conversation with and call to action from Andrew J. Hoffman](#)," *The World's We Want*, May, 2018.
8. "[Interview by Don Shafer](#)," *Roundhouse Radio*, March 2018.
9. "[What happens if there's an outright denial of climate science from the White House?](#)" *Environment Report, Michigan Public Radio*, November 2016.
10. "[Is the Ivory Tower's decline in relevance a symptom of a post-factual world?](#)" *Stateside, Michigan Public Radio*, October 2016.
11. "[Self-driving vehicles could change the way we relate to mobility](#)," *Stateside, Michigan Public Radio*, May 2016.
12. "[In a word? Politics of climate change](#)," *Stateside, Michigan Public Radio*, October 2014
13. "[Why aren't more university researchers engaging with the public?](#)" *Stateside, Michigan Public Radio*, July 2014.
14. "[When worldviews collide](#)," *The Communications Network*, May 2014.
15. "[Business looks to take advantage of green initiatives](#)," *Business Today, ABC TV Australia*, April 2013.
16. "[Promoting broker frames](#)," *Climate Access*, August 2012.
17. "[Conservation in the Anthropocene](#)," *Generation Anthropocene, Stanford University*, August 2012.
18. "[Building a sustainable future through business](#)," *Generation Anthropocene, Stanford University*, July 2012.
19. "[We can't solve our environmental problems without business](#)," *Grist*, July 2012.
20. "[Talking past each other? Cultural framing of skeptical and convinced logics in the climate change debate](#)," *Organization & Environment*, March 2011.
21. "[Andrew Hoffman talks about his new book, Builder's Apprentice](#)," *U of Michigan*, April 2010.
22. "[Climate change strategies in business](#)," *U of Michigan Energy Institute*, March 2008.
23. "[Is consumerism sustainable](#)," *U of Michigan*, November 2007.

### Webcasts (video)

1. International Humanistic Management Association, [Exploring Engaged Scholarship](#) (2021).
2. Supply Chain Matters, [Managing the Pace of Change from Fossil-Fuels to Clean Energy](#) (2021).
3. Supply Chain Matters, [Achieving Carbon Neutrality Requires Looking at the Entire Equation](#) (2021).
4. [Panel Discussion](#) on the documentary [Beyond Zero](#), with Erin Meezan, Chief Sustainability Officer at Interface; Nathan Havey, Writer and Director; and Diana Propper, Executive Producer (2021).
5. United Nations PRME, "[Business education as if people and the planet really matter](#)," (2020) (beginning at 28:30).

6. Supply Chain Matters, [New Approaches to Achieving Sustainability Commitments](#) (2020).
7. Osher Lifelong Learning Institute, [The Business Challenge of Climate Change](#) (2020).
8. Osher Lifelong Learning Institute, [The Personhood of the Corporation](#) (2020).
9. Citizens' Climate Lobby, [Webinar and Lecture](#). (2019).
10. Citizens' Climate Lobby, Climate University, [Extended Q&A](#). (2019).
11. West Michigan USGBC Keynote Address, "[The next phase of business sustainability.](#)" (2018).
12. Loyola University Chicago, [2018 Convocation Address](#), (2018).
13. McGill University, Sustainability Sciences and Technologies Initiative, "[Academia's crisis of relevance and the emergent role of the engaged scholar.](#)" (2018).
14. College of St. Scholastica, Alworth Center for Peace and Justice, "[Finding purpose: The Anthropocene and the next age of enlightenment.](#)" (2018).
15. U of Michigan/Dow Chemical Co., "[The next phase of business sustainability.](#)" (2018).
16. U of Michigan, "[Finding purpose: Environmental stewardship as a personal calling.](#)" (2016).
17. Sustainable Brands, "[From enterprise integration to market transformation: The future of corporate sustainability.](#)" (2016).
18. Aspen Institute Faculty Pioneer Award, "[Strategies for sustainable development.](#)" (2016).
19. U. of Michigan, "[Finding purpose: Environmental stewardship as a personal calling.](#)" (2016).
20. Greentopia - Further with Ford, [Business and the Environment](#) (2013).
21. Sydney Ideas, [The Social Sciences and Climate Change: Structuring the Sources of Distrust](#) (2013).
22. Ideas Roadshow, [Saving the World at Business School](#) (2013).
23. Skillsoft, [Erb Thought Leadership](#) (2013).
24. Skillsoft, Career as a Calling (2013).
25. Skillsoft, Connecting Sustainability to the Company Culture (2013).
26. Skillsoft, Corporate Responsibility for Social and Environmental Problems (2013).
27. Skillsoft, Examples of the Future of Energy (2013).
28. Skillsoft, Global Warming: What to Do (2013).
29. Skillsoft, Hope for Sustainability Problems (2013).
30. Skillsoft, Hybrid Corporations (2013).
31. Skillsoft, Reactions to Energy Change through History (2013).
32. Skillsoft, Social Acceptance of Climate Change (2013).
33. U. of Michigan, [Teaching Sustainability in a Business School](#) (2013).
34. U. of Michigan, [Windex Maker Gets Sued, What Went Wrong? – A Case Study](#) (2013).
35. Skillsoft, A Manager's Guide to Thinking About Environmental Issues (2008).
36. Skillsoft, Carbon Exposure: What It Is and What You Can Do About It (2008).
37. Skillsoft, Climate Change: What's Your Business Strategy? (2008).
38. Skillsoft, Influencing Policy Development in a Carbon-Constrained World (2008).
39. U. of Michigan, [Faith meets Science: Religious Views on Climate Change](#), (2007).

### Research Grants

- |      |   |
|------|---|
| 2016 | Mitchell Foundation, <i>Examining Interdisciplinary Sustainability Models at Major Research Universities</i>                                |
| 2015 | Rackham Graduate School, University of Michigan, <i>Michigan Meeting on Academic Engagement in Public and Political Discourse</i>           |
| 2013 | National Renewable Energy Laboratory, <i>Understanding Customer Motivations and Adoption Barriers to Residential Photo-voltaics Markets</i> |
| 2005 | Pew Center on Climate Change, <i>Corporate Strategies that Address Climate Change.</i>  |
| 2003 | Environmental Defense Fund, <i>Climate Change Strategy: The Business Logic behind Voluntary Greenhouse Gas Reductions.</i>                  |

- 2002 Boston University Junior Faculty Research Grant, *Cultural and Organizational Diffusion of Environmental Affairs*.
- 2000 Human Resources Policy Institute, *Linking Organizational & Field Level Analyses*.
- 1996 National Fish and Wildlife Federation, *The Endangered Species Act and the US Economy* (with Max Bazerman and Steven Yaffee).

## **ENGAGEMENT HISTORY**

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### **Selected Conference Papers Presented**

Academy of Management; American Chemical Society; American Sociological Association; Behavior, Energy and Climate; Critical Management Studies; European Group on Organizational Studies; Group on Organizations and the Natural Environment (GRONEN); Greening of Industry Network; Oikos Winter Academy; Oikos PhD Summer Academy; Social Science History Association; World Resources Institute BELL Conference.

### **Selected University Seminars Presented**

Adolfo Ibáñez University, Chile; Arizona State University; Bainbridge Graduate Institute; Boston College; Boston University; Brown University; Cambridge University; Carnegie Mellon University; Cass Business School; Colby College; Concordia University, Copenhagen Business School; Dong Hua University; Duke University; Florida International University; Franklin W. Olin College of Engineering; Harvard University; HEC Lausanne; INCAE; INSEAD; Interdisciplinary Committee on Organizational Studies (U of Michigan); Johns Hopkins University; Kennedy School of Government; Loyola University; Masarykova University, Czech Republic; McGill University; Michigan State University; MIT; Northwestern University; Oxford University; Pontificia Universidad Católica, Chile; Presidio School of Management; Princeton University; Queen Mary University of London; Seattle University; Simon Fraser University; Stanford University; Swiss Federal Institute of Technology/ETH; University of Alberta; University of Bologna; University of British Columbia; University of California Berkeley; University of California Merced; University of California Santa Barbara; University of California Los Angeles; University of Concepcion, Chile; University of Geneva; University of Massachusetts at Amherst; University of Michigan; University of North Carolina; University of Oregon; University of Sydney; University of St. Gallen; University of Texas, Austin; University of Toledo; University of Toronto; University of Victoria; University of Virginia Law School; University of Warwick; University of Washington; University of Western Ontario (Ivey School of Business); Virginia Tech; Western Michigan University; Yale University.

### **Selected Invited Speeches and Panels**

Air & Waste Management Association; American Chemical Society; Behavior Energy and Climate Conference; Bloomberg Energy Futures Conference; Business, Energy and Climate Change; CERES; Conference Board, Corporate Climate Response Conference; Council on Competitiveness; Council on Foundations; Delta Environmental Consultants; Holcim (US) Corporation; League of Conservation Voters; Materials Research Society; Michigan Bar Association; Michigan Manufacturers Association; Ministry of Foreign Affairs, Chile; National Press Club; Ropes & Gray Law Firm; The American Bar Association; The Conference Board; The Corporate Environmental, Health & Safety Management Roundtable; The Exxon-Mobil Corporation; The Forest Products Research Council; The Global Environmental Management Initiative (GEMI); Mid-America Regulatory Conference; State of Michigan Natural Resources and Environmental Affairs Committee; Michigan Council on Foundations; The Minnesota Pollution Control Agency; The Murie Center; The National Academy of Sciences; The National Association of Environmental Management; The Novartis Corporation; Responsible Research in Business & Management Network; Skadden Annual Energy Conference; The Society for Behavioral Medicine; The Southern Company; Sustainable Brands; The Sustainable Governance Forum on Climate Risk; US Dept of Commerce, National Oceanic and Atmospheric Administration; World Business Council for Sustainable Development; World Forum on Enterprise and Environment

### Conferences Organized

- 2015 *Academic Engagement in Public and Political Discourse*, with the Graham, Energy and Risk Science Centers at the University of Michigan.
- 2014 *Engaging with the Private Sector for Long Term Impact*, with the Leopold Leadership Fellowship, Stanford University.
- 2013 *Executive Forum on Business and Climate*, with the National Climatic Data Center, Washington DC.
- 2013 *Climate Change Education: Preparing Current and Future Business Leaders*, with the National Academies of Science, Washington DC.
- 2012 *Social Science Perspectives on the Climate Change Debate*, with the Union of Concerned Scientists, Ann Arbor, MI.
- 2010 *Constructing Green*, with Rebecca Henn, Ann Arbor, MI.
- 2009 *Addressing the Challenges of Climate Change through the Behavioral and Social Sciences*, with the National Academies of Science, Washington DC.
- 2009 *Sustainable Energy Fellowship*, with researchers from Arizona State University, Cornell University, and Duke University, Ann Arbor, MI.
- 2007 *Religious Perspectives on Climate Change*, Ann Arbor, MI.
- 2006 *Corporate Strategies that Address Climate Change*, with the Pew Center on Global Climate Change, Ann Arbor, MI.
- 2005 *Reframing the Climate Change Debate*, Ann Arbor, MI.
- 2000 *Organizations, Policy and the Natural Environment: Institutional and Strategic Perspectives*, with Marc Ventresca, Evanston, IL.
- 1998 *Senior Level Dialogue on Climate Change Policy II*, Evanston, IL.
- 1997 *Senior Level Dialogue on Climate Change Policy I*, Evanston, IL.

### Professional Activities

- 2017 Juror, 43<sup>rd</sup> International Environmental Film Festival, Czech Republic, October 5-7.
- 2012-2103 Co-organizer, National Climatic Data Center Executive Forums on Business and Climate I & II, Asheville, NC and Washington DC; NOAA, NCDC.
- 2011-2012 Private workgroup on Sustainable Consumption, The Johnson Foundation.
- 2011-2012 Design charette advisor on The Greening of Yellowstone National Park, Wyoming.
- 2010 Reporter advisor, American Innovation: Manufacturing Low Carbon Technologies in the Midwest US, The Climate Group.
- 2008 Expert Committee/Contributing author, A Global Deal for Our Low Carbon Future, Report commissioned by Tony Blair for the Lake Toya G8 Summit, The Climate Group
- 2007 Climate Strategy Summit, Dow Chemical Co., Midland MI.
- 2006 Stakeholder Dialogue moderator, Holcim (US) Corporation, Washington DC.
- 2006 Advisor, University of Michigan General Counsel, Vendor Dispute Review committee.
- 2005 Jury Member, Holcim Awards for Sustainable Construction, Cambridge, Mass.
- 2004 Instructor, Operational Strategy Group of the International Finance Corporation, World Bank, Warrenton, Va.
- 2004 National Science Foundation committee, Societal Dimensions of Nanoscale Science and Engineering grant review panel, Arlington, Va.
- 2003 Consultant, the World Business Council on Sustainable Development, Switzerland.
- 2000 Negotiations Instructor, Environment Defense Fund, Boston, MA. (with Max Bazerman and Leonard Greenhalgh).
- 1996 Negotiations Instructor, The Nature Conservancy, Alexandria, Virginia. (with Max Bazerman).
- 1998-present Reviewer: *Administrative Science Quarterly*, *Journal of Management Education*; *Academy of Management Journal*; *Academy of Management Review*; *Strategic*



*Management Journal; Journal of Industrial Ecology; Organization Science; California Management Review; Journal of Management Studies; Journal of Management Inquiry; Organization & Environment; California Management Review; Human Relations; Harvard Business School Press; MIT Press; Cambridge University Press; Island Press; Pearson Publishing; Prentice Hall; McGraw-Hill; National Science Foundation.*

### **Selected Media Citations**

*The Atlantic; Boston Business Journal; Boston Phoenix; Business and the Environment; Business Week; Chemical Marketing Reporter; Chemical Week; Chicago Tribune; Chief Executive; Christian Science Monitor; CNNfn; Columbus Dispatch; Corporate Board Member; Crain's Detroit Business; Daily Environment Report; Detroit Free Press; E&E News; Electric Power Daily; Energy Trader; Environment Health & Safety Management; HazMat Magazine; Monday Morning (Danish); National Geographic; New England's Environment; New York Times; Newswire; Petroleum Economist; Physics Today; Point Carbon; PRWeb; Reuters; San Francisco Chronicle; Strategy+Business; Taipei Times; The Daily Free Press; The Detroit News; The Multinational Monitor; Scientific American; Time; US News & World Report; US States News; Wall Street Journal; Waste News; Wired News.*

### **Selected Radio and TV Appearances**

*National Public Radio (On-Point, Talk of the Nation, All Things Considered, Living on Earth, Marketplace; Public Radio International); BYU Radio; Michigan Public Radio; Minnesota Public Radio; Seattle Public Radio; Utah Public Radio; Wyoming Public Radio; Bloomberg Radio; Progressive Radio Network; Canadian Broadcasting Company; ABC TV Australia.*

### **Selected Service Positions**

*2020-present* Executive Committee, Ross School of Business  
*2018-present* Advisory Committee, Organizational Studies Program  
*2009-present* Executive Committee, Graham Sustainability Institute  
*2015-2017* Education Director, Graham Sustainability Institute  
*2005-2017* Net Impact Advisor, Ross School of Business  
*2011-2015* Faculty Director, Erb Institute for Global Sustainable Enterprise  
*2012-2015* Promotion and Tenure Committee, School of Natural Resources & Environment  
*2012-2015* Internal Advisory Board, Risk Science Center  
*2011-2012* Faculty Search Committee, Organizational Studies/Program in the Environment  
*2004-2011* Associate Director, Erb Institute for Global Sustainable Enterprise  
*2009-2010* Faculty Search Chair, Sustainable Built Environment, School of Natural Resources & Environment  
*2004-2010* Alcoa Sustainability Cabinet, School of Natural Resources & Environment  
*2008-2009* Faculty Search Committee, Water/Energy Nexus, School of Natural Resources & Environment  
*2007-2009* Executive Committee, School of Natural Resources & Environment  
*2007-2009* Advisory Board, Graham Environmental Sustainability Institute  
*2007-2008* Advisor to the General Counsel's Office on Coca Cola Issues in India and Colombia  
*2005-2008* University of Michigan Energy Research Council  
*2005-2006* Research Advisory Committee, School of Natural Resources & Environment  
*2004-2006* Vendor Dispute Review Board, University of Michigan  
  
*2012-2013* Chair, ONE Division, Academy of Management  
*2011-2012* Chair-Elect, ONE Division, Academy of Management  
*2010-2011* Chair, Conference Program, ONE Division, Academy of Management  
*2007-2011* Chair, Practice Committee, OMT Division, Academy of Management  
*2009-2010* Chair, Professional Development Workshops, ONE Division, Academy of Management  
*2009-2010* Committee Member, Practice Theme, Academy of Management

- 2008-2009 Chair, All Academy Division, Academy of Management  
2006-2007 Chair, Best Dissertation Award, ONE Division, Academy of Management

### Academic Review Boards

- 2016-present Advisory Board, *Management and Business Review*  
2015-present Associate Editor, *Elementa: Science of the Anthropocene*  
2012-present Academic Advisory Board, *Stanford Social Innovation Review*  
1999-2012 Editorial Review Board, *Organization & Environment*

### Boards of Directors and Advisors

- 2018-present Board of Directors, *Wildlife Habitat Council*  
2017-present Advisory Board, *The Embedding Project*  
2016-present Advisory Board, *The Conversation (US)*  
2014-present Advisory Board, *Corporate Eco-Forum*  
2013-present Research Council, *MomentUs*  
2012-present Marketing Advisory Board, *ecoAmerica*  
2008-present Board Member, *Michigan League of Conservation Voters.*  
2004-2020 Board Member, *Center for Environmental Innovation.*  
2015-2018 Sustainability Steering Board, *Graham Partners*  
2010-2018 Council Member, *SustainAbility Ltd*  
2015-2017 Advisory Committee, *Leopold Leaders Program, Stanford University*  
2010-2012 Advisory Board, *NextEra Renewable Energy Trust*  
2009-2011 Advisory Board, *TRIRIGA Software Solutions*  
2005-2010 International Advisory Board, *The Earth Portal, Environmental Information Coalition.*  
2001-2009 Principal Consultant, *The Canopy Partnership and Canopy Institute.*  
2007-2008 Friends Board, *University of Michigan Museum of Art, Ann Arbor, Michigan*  
2006-2008 Board of Trustees, *Oakwood Healthcare System, Dearborn, Michigan*  
2002-2003 Advisor, *Catholic Charities, Boston, Massachusetts*  
1997-2001 Board Member, *Kellogg Environmental Research Center.*  
1993-1994 Board Member, *Young International People Protecting the Environments of Earth.*