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EDUCATION

- 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

- 2010-present Professor and Holcim (US) Chair, Ross School of Business, School for Environment & 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

VISITING POSITIONS

- Fall 21/24 University of Victoria, Gustavson School of Business, Winspear Scholar, 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 2004 Senior Fellow, Meridian Institute, Washington DC
- Fall 03/04 Reykjavik University, Reykjavik, Iceland
- July 02/03 University of St. Gallen, Oikos Institute, St. Gallen, Switzerland

PROFESSIONAL EXPERIENCE

- 1993 Analyst, Pipeline Division, 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 Engineer, US Environmental Protection Agency, Boston, MA

AWARDS and HONORS

Research and Writing Awards

- 2022 *Responsible Research in Business Management Book Award Winner*, RRBM Network.
 2022 *PROSE Book Award Winner*, Association of American Publishers.
 2022 *Best Book Award Winner*, Social Issues in Management Division, Academy of Management.
 2022 *George R. Terry Book Award Finalist*, Academy of Management.
 2022 *Business & Society Best Paper Award Finalist* (with P.D. Jennings).
 2020 *Distinguished Sustainability Research Network Scholar*, Haslan School of Business, University of Tennessee.
 2019 *Best Book Award Winner*, Social Issues in Management Division, Academy of Management, (with P.D. Jennings).
 2019 *Responsible Research in Business Management Book Award Winner*, RRBM Network.
 2018 *Distinguished Faculty Award*, Organizations and Natural Environment Division, Academy of Management.
 2016 *Faculty Pioneer Award*, Aspen Institute.
 2016 *Best Book Award Honorable Mention*, Organizations and Natural Environment Division, Academy of Management.
 2016 *Best SO!apbox Essay Award Winner*, Strategic Organization.
 2014 *Best Paper Award Winner*, Organization & Environment.
 2014 *Best Book Award Honorable Mention*, Organizations and Natural Environment Division, Academy of Management, (with Rebecca Henn).
 2014 *Best Book Award Finalist*, Social Issues in Management Division, Academy of Management, (with John Ehrenfeld).
 2013 *Maggie Award Winner*, Best Feature Article in a trade journal, Western Publishing Assoc.
 2012 *Breaking the Frame Award Winner*, *Journal of Management Inquiry*, (with P.D. Jennings).
 2012 *Connecticut Book Award Winner*, best Biography/Memoir.
 2010 *IndieFab Award Finalist*, best Autobiography/Memoir.
 2009 *All-Academy Chair* for the 2009 Academy of Management Annual Meeting.
 2003 *Rising Star Award Winner*, World Resources Institute/Aspen Institute.
 2003 *Best Paper of the Year Award Finalist*, *Academy of Management Review*, (with K. Wade-Benzoni, L. Thompson, D. Moore, J. Gillespie and M. Bazerman).
 2001 *Rachel Carson Book Prize Winner*, Society for Social Studies of Science.
 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.
 1995 *Klegerman Award for Environmental Excellence*, MIT.

Teaching Awards

- 2023 *Victor L. Bernard Teaching Leadership Award*, Ross School of Business.
 2023 *Financial Times Business Case Teaching Award Winner*.
 2021 *Best Case Study Award Winner*, Case Centre.

- 2020 *ONE Teaching Award*, Organizations and Natural Environment Division, Academy of Management.
- 2020 *Page Prize for Sustainability Issues in Business Curricula*, 2019 Grand Prize Winner.
- 2019 *Page Prize for Sustainability Issues in Business Curricula*, 2018 Honorable Mention.
- 2018 *Ideas Worth Teaching Award*, Aspen Institute.
- 2014 *1st prize*, Erb Institute Sustainability Case Competition.
- 2014 *3rd prize*, Erb Institute Sustainability Case Competition.
- 2013 *2nd prize*, Erb Institute Sustainability Case Competition.
- 2012 *World's 50 Best Business School Professors, Poets and Quants*.
- 2011 *1st prize*, Oikos International Case Competition.
- 2011 *3rd prize*, Oikos International Case Competition.
- 2010 *Page Prize for Sustainability Issues in Business Curricula*, 2009 Grand Prize Winner.
- 2008 *3rd prize*, Oikos International Case Competition, (with R. Henn).
- 1998 *Top ten graduate instructors*, Boston University School of Management, *Business Week*.

Engagement, Service and Other Awards and Honors

- 2022 *#ThinklistImpact Award*, University of Bath.
- 2020 *Public Engagement Faculty Mentor Fellowship*, Center for Academic Innovation, University of Michigan.
- 2018 *Convocation Speaker*, Loyola University Chicago.
- 2016 *National Award Winner*, American Chemical Society.
- 2013 *ONE Distinguished Service Award*, Organizations & Natural Environment Division, Academy of Management.
- 2011 *Aspen Environment Forum Scholar*, Aspen Institute.
- 2011-2012 *Aldo Leopold Leadership Fellow*, Stanford University.
- 2009 *Aspen Environment Forum Scholar*, Aspen Institute.
- 2003 *Broderick Prize for Service*, Boston University School of Management.
- 2003 *Beta Gamma Sigma*, National Management Honor Society.
- 1997 *Citation of Excellence*, ANBAR Management Intelligence.
- 1982 *Tau Beta Pi*, National Engineering Honor Society.

RESEARCH

Books

1. Hoffman, A. (2021) *The Engaged Scholar: Expanding the Impact of Academic Research in Today's World*, (Palo Alto, CA: Stanford University Press).
 - ✓ Winner of the 2022 *Responsible Research in Business Management Award*
2. Hoffman, A. (2021) *Management as a Calling: Leading Business, Serving Society*, (Palo Alto, CA: Stanford University Press).
 - ✓ Winner of the 2022 *PROSE Book Award*, Association of American Publishers
 - ✓ Winner of the 2022 *Best Book Award*, Social Issues in Management Division, Academy of Management.
 - ✓ Finalist for the 2022 *George R. Terry Book Award*, Academy of Management
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*
 - ✓ Honorable Mention for the 2016 *Best Book Award*, Organizations and Natural Environment Division, Academy of Management.
 - ✓ Selected as the 2019 *required book for all new students*, Smith College.
 - ✓ Translated into Czech (*Jak kultura utváří diskusi 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*, (Stanford, CA: Stanford University Press).
 - ✓ Winner of the 2001 *Rachel Carson Prize*, Society for Social Studies of Science (4S).
 - ✓ *Ten Best Books of the Year*, *Tomorrow Magazine*.
 - ✓ 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. Bravard, C., J. Pontillo and A. Hoffman (2021) *For Whom We Play the Game: Advice to the Next Generation of Business Leaders from Paul Polman* (Ann Arbor, MI: University of Michigan).
2. 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).
3. Hoffman, A. (2014) *Director Note: Developing an Effective Climate Change Strategy*, (Washington DC: The Conference Board)
4. National Climatic Data Center (2013) *Executive Forum on Business and Climate*, (Asheville NC: NCDC), Project Co-Organizer.
5. Wolske, K. and A. Hoffman (2013) *Public Perceptions of High-Volume Hydraulic Fracking and Deep Shale Gas Development*, (Ann Arbor, MI: Graham Institute).
6. 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.
7. 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.
8. The Climate Group (2010) *American Innovation: Manufacturing Low Carbon Technologies in the Midwest US*, (Chicago, IL: The Climate Group), Contributing Author.
9. 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: WBCSD).
10. Berthon, B., E. Lowitt and A. Hoffman (2009) *Compatible Aims: Sustainability and High Performance*, (Boston, MA: Accenture LLP).
11. 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.
12. Hoffman, A. et. al. (2006) *Getting Ahead of the Curve: Corporate Strategies that Address Climate Change*, (Arlington, VA: The Pew Center on Global Climate Change).

Articles: Academic

1. Haley, U., C. Cooper, A. Hoffman, T. Pitsis and D. Greenberg (2022) "In search of scholarly impact," special issue co-editors in *Academy of Management Learning & Education*, 21(3): 343-349.
2. Hoffman, A., P.D. Jennings and N. Poggioli (2021) "Institutional policies for a healthy Anthropocene society," *Behavioral Science & Policy*, 7(2): 111-127.
3. 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
4. Hoffman, A., and P.D. Jennings (2021) "Institutional-political scenarios for Anthropocene society," *Business & Society*, 60(1): 57-94.
✓ Finalist for the 2022 *Business & Society* Best Paper Award.
5. Hoffman, A. (2021) "Business education as if people and the planet really matter," *Strategic Organization*, 19(3): 513-525.
6. Ergene, S., B. Banerjee and A. Hoffman (2020) "(Un)sustainability and organization studies: Towards a radical engagement," *Organization Studies*, doi.org/10.1177/0170840620937892
7. 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
8. Jennings, P.D. and A. Hoffman (2019) "Three paradoxes of climate truth for the Anthropocene social scientist," *Organization & Environment*, doi.org/10.1177/1086026619858857.
9. 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.
10. 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.
11. Hoffman, A. (2016) "Plugging a leaky ship: Modeling the organizational obstacles to sustainable practices," *Academy of Management Discoveries*, 3(1): 93-94.
12. 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.
13. 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.
14. 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.
15. 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.
16. 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.
17. Hoffman, A. (2013) "Academic engagement in public and political discourse: Establishing the rules of the game," *Michigan Journal of Sustainability*, 1(1): 5-13.
18. Walls, J. and A. Hoffman (2012) "Exceptional boards: Environmental experience and positive deviance from institutional norms," *Journal of Organizational Behavior*, 34(2): 253-271.
19. Haigh, N. and A. Hoffman (2012) "Hybrid organizations: The next chapter in sustainable business," *Organizational Dynamics*, 41(2): 126-134.
20. Hoffman, A. (2011) "The growing climate divide," *Nature Climate Change*, 1(4): 195-196.
21. 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.
22. 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.

23. 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*
24. Hoffman, A. (2010) "Climate change as a cultural and behavioral issue: Addressing barriers and implementing solutions," *Organizational Dynamics*, 39 (4): 295-305.
25. 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).
26. Sandelands, L. and A. Hoffman (2008) "Sustainability, faith and the market," *Worldviews: Global Religions, Culture and Ecology*, 12: 129-145.
27. Barnett, M. and A. Hoffman (2008) "Beyond corporate reputation: Managing reputational interdependence," special issue co-editors in *Corporate Reputation Review*, 11 (1): 1-9.
28. Hoffman, A. (2006) "Let's put Malcolm Gladwell out of business," *Journal of Management Inquiry*, 15 (4): 410-411.
29. Hoffman, A. and L. Sandelands (2005) "Getting right with nature: Anthropocentrism, ecocentrism and theocentrism," *Organization & Environment*, 18 (2): 141-162.
30. 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.
31. 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.
32. Hoffman, A. (2003) "Linking social systems analysis to the industrial ecology framework," *Organization & Environment*, 16 (1): 66-86.
33. 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.
34. 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.
35. 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.
36. Hoffman, A. (2001) "Linking organizational and field level analyses: The diffusion of corporate environmental practice," *Organization & Environment*, 14 (2): 133-156.
37. 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).
38. Hoffman, A. and M. Ventresca (1999) "The institutional framing of policy debates: Economics versus the environment," *American Behavioral Scientist*, 42 (8): 1368-1392.
39. 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.
40. Bazerman, M. and A. Hoffman (1999) "Sources of environmentally destructive behavior: Individual, organizational and institutional perspectives," *Research in Organizational Behavior*, 21: 39-79.
41. Hoffman, A. (1996) "Trends in corporate environmentalism: The chemical and petroleum industries, 1960-1993," *Society & Natural Resources*, 9 (1): 47-64.
42. Hoffman, A. (1996) "Technology strategy in a regulation-driven market: Lessons from the US Superfund program," *Business Strategy & the Environment*, 5 (1): 1-11.

43. 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.
44. 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. (2023) "The big change coming to business school research & teaching," *Poets & Quants*, April 14.
2. Hoffman, A. (2023) "Business schools are ignoring students' changing aspirations. They must focus on management as a calling," *LSE Business Review*, February 7.
3. Hoffman, A. (2023) "Climate change: Why business schools are failing," *I by IMD*, January 10.
4. Hoffman, A. and J. Davis (2023) "Live teaching case: BP's decision to adjust its climate change targets," *Financial Times*, March 12.
5. Hoffman, A., P.D. Jennings and N. Poggioli (2022) "Policies for adapting to the 'new normal' of the Anthropocene," *Behavioral Scientist*, November 14.
6. Hoffman, A. and D. Ely (2022) "Time to put the fossil-fuel industry into hospice," *Stanford Social Innovation Review*, Fall: 28-37.
7. Pontillo, J., C. Bravard and A. Hoffman (2022) "Courageous leadership: Paul Polman's insights for the next generation of business managers," *Management and Business Review*, 2(1): 11-20.
8. Hoffman, A. and N. Poggioli (2022) "Defining systems change and sustainable business, Part 2," special issue co-editors in *Amplify*, 35(5).
9. Hoffman, A. and N. Poggioli (2022) "Defining systems change and sustainable business, Part 1," special issue co-editors in *Amplify*, 35(4).
10. Hoffman, A. (2021), "The engaged scholar," *EFMD Global Focus*, 3(15): 33-37.
11. Bravard, C., J. Pontillo and A. Hoffman (2021) "How to be a purpose-driven leader in a capitalist world," *Harvard Business Review*, June 10.
12. Hoffman, A. (2019) "Climate change and our emerging cultural shift," *Behavioral Scientist*, September 30.
13. Hoffman, A. (2018) "Management as a calling," *Stanford Social Innovation Review*, September 4.
14. Hoffman, A. (2018) "The next phase of business sustainability," *Stanford Social Innovation Review*, 16(2): 34-39.
15. 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.
16. Hoffman, A. (2015) "Isolated scholars: Making bricks, not shaping policy," *The Chronicle of Higher Education*, February 9.
17. Hoffman, A. (2015) "'Laudato Si' and the role of religion in shaping humanity's response to climate change," *Solutions*, 6(5): 40-47.
18. Hoffman, A. (2015) "The Pope's encyclical letter and its implications for business," *Environment* 57(6): 12-16.
19. Hoffman, A. (2015) "Sustainability: How to get from here to there," *Leadership Excellence Essentials*, March, 15-16.
20. Ehrenfeld, J. and A. Hoffman (2013) "Sustainability 2.0: Sustainability is dead, long live sustainability," *Solutions*, 4(3)(June): 1.
21. Hoffman, A. (2013) "How to fix the broken debate on climate change," *Footnote*², May 1.
22. 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.
23. Hoffman, A. and P.D. Jennings (2012) "The social and psychological foundations of climate change," *Solutions*, 3(4)(July): 58-65.

24. Hoffman, A. (2009) "Shades of green," *Stanford Social Innovation Review*, Spring: 40-49.
25. Hoffman, A. and A. James (2009) "America's emerging energy renaissance," *Power and Energy Solutions*, June: 38-41.
26. Hoffman, A. (2007) "If you're not at the table, you're on the menu," *Harvard Business Review*, October: 34-35.
27. Hoffman, A. (2005) "Climate change strategy: The business logic behind voluntary greenhouse gas reductions," *California Management Review*, 47 (3): 21-46.
28. 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.
29. Hoffman, A. (2004) "Winning the greenhouse gas game," *Harvard Business Review*, April: 20-21.
30. Hoffman, A. (2002) "Examining the rhetoric: The strategic implications of climate change policy," *Corporate Environmental Strategy*, 9 (4): 329-337.
31. Hoffman, A. (2002) "Environmental strategy: Emerging market for consulting services," *Consulting to Management*, 13 (4): 15-24.
32. Hoffman, A. (2001) "Businesses might not like Kyoto Treaty, but they'll like uncertainty even less," *Boston Business Journal*, 21 (38): 38, 41.
33. 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.
34. Hoffman, A. (2000) "Integrating environmental and social issues into corporate practice," *Environment*, 42 (5): 22-33.
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1. Hoffman, A. and S. Roy (2023) "Business, climate change and the Anthropocene," in A. Rasche, M. Morsing, J. Moon and A. Kourula, *Corporate Sustainability: Managing Responsible Business in a Globalised World* (Cambridge, UK: Cambridge University Press).

2. Poggioli, N. and A. Hoffman (2022) "Decarbonizing academia's flyout culture," In K. Bjørkdahl and A.S. Franco Duharte (eds.) *Academic Flying and the Means of Communication* (Singapore: Palgrave Macmillan).
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Articles and Books about Andy's Work

1. Brancaccio, D., E. Soderstrom, and A. Schroeder (2023) "Reshaping business school with 'management as a calling,'" *NPR Marketplace Morning Report*, February 23.
2. Karoub, J. (2022) "Embracing a new ethos in business," *Michigan Today*, November 18.
3. Xander, P. (2022) "Climate action: How values – and disasters – influence progress," *The Christian Science Monitor*, August 18.
4. Ethier, M. (2022) "Michigan prof's new program: Helping students decide whether business is their 'calling'," *Poets & Quants*, May 19.
5. Burton, H. (ed.) (2021) *Conversations About the Environment* (Canada: Ideas Roadshow, Open Agenda Publishing).
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7. Buisson, A. (2021) "Les entreprises américaines «ne peuvent plus regarder vers le passé»," *Stratégies*, March 25: 43.
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16. Waddock, S. (2015) *Intellectual Shamans: Management Academics Making a Difference* (Cambridge, UK: Cambridge University Press).
17. Kline, M. (2014) "Why systems thinking is the next step in sustainability," *Inc.com*, October 23.
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19. Wallsgrave, R. (2013) "What can the abolition of slavery teach us about climate change? Local action in the liquefied natural gas controversy," *University of Hawai'i Law Review*, 35: 687-714.
20. Resnick, B. (2011) "A conversation with Andrew J. Hoffman, Professor of Sustainable Enterprise," *The Atlantic*, December 15.
21. Diez, D. (2011) "The culture cure," *Interbrand IQ*, 2: 14-15.
22. Bunch, R. (2011) "From status quo to new world order: The lessons BP didn't teach us and Japan's resilient energy future," *Triple Pundit*, April 28.
23. Barringer, F. (2011) "Q&A: Taking on climate skepticism as a field of study," *New York Times*, April 9.
24. Walsh, B. (2011) "Why dismissing climate skeptics – even when they're wrong – is a bad idea," *Time Magazine*, March 8.
25. Lehman, E. (2011) "Snubbing skeptics threatens to intensify climate war, study says," *New York Times*, March 8.
26. _____ (2011) "Changing how we do climate change," *MIT Sloan Experts: Commentary on Today's Business Issues*, February 23.
27. Halbert, J. (2011) "Incremental? Yes. But a growing role for social sciences in climate change dialog," *Yale University Forum on Climate Change and the Media*, February 16.
28. Lehman, E. (2010) "Can social scientists ease the nation's rift over climate change?" *Scientific American*, November 15.

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30. Fischer, D. (2010) "Climate change requires shift similar to smoking, slavery - professor," *Daily Climate*, October 28.
31. Broder, J. (2010) "A cultural barrier to action on climate change," *New York Times*, October 27.

Research Grants

- 2022 Arthur Vining Davis Foundations, *Management as a Calling*. (\$250,000, Role: PI).
- 2016 Mitchell Foundation, *Examining Interdisciplinary Sustainability Models at Major Research Universities*. (\$50,000, Role: PI).
- 2015 Rackham Graduate School, University of Michigan, *Michigan Meeting on Academic Engagement in Public and Political Discourse*. (\$25,000, Role: Co-PI).
- 2013 National Renewable Energy Laboratory, *Understanding Customer Motivations and Adoption Barriers to Residential Photo-voltaics Markets*. (\$50,000, Role: Co-PI).
- 2005 Pew Center on Climate Change, *Corporate Strategies that Address Climate Change*. (\$50,000, Role: PI).
- 2003 Environmental Defense Fund, *Climate Change Strategy: The Business Logic behind Voluntary Greenhouse Gas Reductions*. (\$10,000, Role: PI).
- 2002 Boston University Junior Faculty Research Grant, *Cultural and Organizational Diffusion of Environmental Affairs*. (\$5,000, Role: PI).
- 2000 Human Resources Policy Institute, *Linking Organizational & Field Level Analyses*. (\$5,000, Role: PI).
- 1996 National Fish and Wildlife Federation, *The Endangered Species Act and the US Economy* (with Max Bazerman and Steven Yaffee). (\$10,000, Role: Co-PI).

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. Hoffman, A. (2021) "Foreword," in S. Gilbertz and D. Hall, *Bringing Sustainability to the Ground Level: Competing Demands in the Yellowstone River Valley*. (New York, NY: Business Expert Press).
2. 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).
3. 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).
4. Hoffman, A. (2011) "Foreword," in C. Laszlo and N. Zhexembayeva, *Embedded Sustainability: The Next Big Competitive Advantage* (Stanford, CA: Stanford Business Books).
5. 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).

6. 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).

Book Jacket Endorsements

1. Nyberg, D., C. Wright and V. Bowden (2023) *Organizing Responses to Climate Change: The Politics of Mitigation, Adaptation and Suffering* (Cambridge, UK: University of Cambridge Press).
2. Barnett, M., I. Henriques and B. Husted (2022) *Salvaging Corporate Sustainability*, (Northampton, MA: Edward Elgar)
3. Mirvis, P. and B. Googins (2022) *Sustainability to Social Change*, (New York, NY: Kogan Page).
4. Ivanova, E. and I. Rimanoczy (2022) *Revolutionizing Sustainability Education* (London, UK: Routledge).
5. Bartunek, J. (ed.) (2022) *Social Scientists Confronting Global Crises*, (London, UK: Routledge).
6. Ganapathy, D. (2022) *Media and Climate Change* (London, UK: Routledge).
7. Rae, A. (2020) *Lead for the Planet: Five Practices for Confronting Climate Change*, (Toronto, CA: University of Toronto Press).
8. Sirianni, C. (2020) *Sustainable Cities in American Democracy*, (Lawrence, KS: University Press of Kansas).
9. Ehrenfeld, J. (2019) *The Right Way to Flourish*, (London, UK: Routledge).
10. Wirtenberg, J., L. Kelley, D. Lipsky and W. Russell (2018) *The Sustainable Enterprise Fieldbook: Building New Bridges*, Second Edition, (Oxford: Routledge).
11. Wright, C. and D. Nyberg (2015) *Climate Change, Capitalism and Corporations: Processes of Creative Self-Destruction*, (Cambridge, UK: Cambridge University Press).
12. Tsutsui, K. and A. Kim (eds.) (2015) *Corporate Social Responsibility in a Globalized World*, (Cambridge: Cambridge University Press).
13. Hannigan, J. (2014) *Environmental Sociology*, (Oxford: Routledge).
14. Dauvergne, P. and J. Lister (2013) *Eco-Business*, (Cambridge, MA: MIT Press).
15. De Lange, D. (2011) *Cliques and Capitalism: A Modern Networked Theory of the Firm* (New York: Palgrave MacMillan).
16. Rivera, J. (2010) *Business and Public Policy* (Cambridge, Cambridge University Press).
17. Boons, F. (2009) *Creating Ecological Value* (Cheltenham, UK: Edward Elgar).
18. Stead, E. and J. Stead (2009) *Management for a Small Planet*, 3rd ed. (Irvine, CA: M.E. Sharpe)
19. Sullivan, R. (2009) *Corporate Responses to Climate Change*, (Sheffield, UK: Greenleaf Press).
20. Ehrenfeld, J. (2008) *Sustainability by Design: A Subversive Strategy for Transforming Our Consumer Culture* (Yale University Press).
21. Howard-Grenville, J. (2008) *Corporate Culture and Environmental Practice: Making Change at a High-Tech Manufacturer*, (Northampton, MA: Edward Elgar).
22. Hamschmidt, J. (ed.) (2007) *Case Studies in Sustainability Management and Strategy* (Sheffield, UK: Greenleaf Publishing).
23. Fraidenburg, M. (2007) *Intelligent Courage: Natural Resource Careers that Make a Difference*, (Malabar, FL: Krieger Publishing Group).
24. Sandelands, L. (2005) *Man & Nature in God*, (London: Transaction Publishers).

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; Central Michigan University; City University London; Colby College; Colorado State University;

Concordia University, Copenhagen Business School; Dong Hua University; Duke University; Florida International University; Franklin W. Olin College of Engineering; Harvard University; HEC Lausanne; Henry Ford College; Imperial College, UK; INCAE; Indian Institute of Management; INSEAD; Interdisciplinary Committee on Organizational Studies (U of Michigan); Johns Hopkins University; Kennedy School of Government; Loyola University; Luiss University, Rome; Masarykova University, Czech Republic; McGill University; Michigan State University; MIT; Newcastle Business School; Northwestern University; Oxford University; Pontificia Universidad Catolica, Chile; Presidio School of Management; Princeton University; Queen Mary University of London; Seattle University; Shariff University of Technology, Iran; Simon Fraser University; Stanford University; Swiss Federal Institute of Technology/ETH; Temple University; Thomas Jefferson University; University College Dublin; University of Alberta; University of Bath; 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 Colorado; University of Concepcion, Chile; University of Detroit, Mercy; University of Hamburg, Germany; University of Geneva; University of Glasgow, UK; University of Illinois; University of Kansas; University of Massachusetts, Amherst; University of Massachusetts, Dartmouth; University of Michigan, Ann Arbor; University of Michigan, Dearborn; University of Nebraska; University of North Carolina; University of Nottingham; University of Oregon; University of Rotterdam; University of Sydney; University of St. Gallen; University of Tennessee; 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; Wake Forest University; Western Michigan University; Yale University.

[Selected Invited Speeches and Panels](#)

AACSB; Air & Waste Management Association; American Chemical Society; Arthur D. Little; 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; International Humanistic Management Association; Michigan 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; Stanford Research Park; Sustainable Brands; The Sustainable Governance Forum on Climate Risk; United Nations PRME; 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 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.

ENGAGEMENT

Print Essays and Editorials

1. Hoffman, A. (2012) "Warm spring weather and global warming: If scientists could only be so persuasive," *The Christian Science Monitor*, March 21.
2. Hoffman, A. and P. Frumhoff (2012) "On climate change, society trails science," *Philadelphia Inquirer*, February 27.
3. Hoffman, A. and P. Frumhoff (2012) "Toward one America on climate change," The McClatchy Group: *Miami Herald, Olympian, Sacramento Bee, Kansas City Star, San Luis Obispo Tribune, Idaho Statesman, Sun Herald, and Bradenton Herald*, February 23.
4. Hoffman, A. (2011) "Don't ignore climate skeptics. Talk to them differently," *The Christian Science Monitor*, June 24.
5. Hoffman, A. (2010) "A new era of climate change consciousness," *Fast Company*, February 17.
6. Hoffman, A. (2009) "The limits of carbon pricing: Can high prices alone cut emissions?" *Business Week*, November 18.
7. Hoffman, A. (2009) "Not 'green' jobs. Just jobs," *Corporate Responsibility Officer*, Summer: 46-47.
8. Hoffman, A. (2009) "Deconstructing the ivory tower: Business schools' reliance on theory-driven research ignores the pressing needs of real-world managers" *Corporate Responsibility Officer*, January/February: 44-46.
9. Hoffman, A. (2008) "Climate change: Calling the fossil fuel abolitionists," *Ethical Business*, May 28.
10. Hoffman, A. (2008) "Climate change: Triggering an early strike on CO₂," *Corporate Responsibility Officer*, March/April: 48-49.
11. Hoffman, A. (2008) "The optimistic environmentalist," *Carbon Business*, Spring: 14-16.
12. Hoffman, A. (2007) "Down in Front: Business is already acting on the climate threat -- and waiting for Washington to catch up," *Grist*, February 1.
13. Hoffman, A. (2007) "Consensus builds to create limits on carbon emissions. Urgency on climate change stirs firms to demand change," *Detroit News*, November 14: 11A.
14. Hoffman, A. (2007) "Bean counters, Not tree huggers," *Dividend*, Spring: 32-33.
15. Hoffman, A. (2006) "The real thing: Coca-Cola learns a tough lesson about corporate sustainability," *Grist*, September 5.
16. Hoffman, A. and T. Lyon (2005) "Fighting global warming helps MI. Jobs: If Bush won't take action on climate change, business, labor and other groups will do it for him," *Detroit News*, July 15: 11A.
17. Hoffman, A. (1999) "Environmental education in business school," *Environment*, 41 (1): 4-5.
18. Hoffman, A. (1993) "The US hazardous waste legacy," *Environment*, 35(1): 4-5.

Web Essays (text)

1. "Business management doesn't always have to be about capitalism – this course shows how it can also be a calling," *The Conversation*, November 9 (2022).
2. "The best books on understanding the future in a climate changed world," *Sheperd.com*, October 18 (2021).
3. "Management as a calling," *Corporate Eco-Forum Spotlight*, March 7 (2021).
4. "A better way for billionaires who want to make massive donations to benefit society," *The Conversation*, December 2 (2020).
5. "The cultural shift that is underway," *Foresight Climate & Energy*, April 14 (2020).
6. "How we respond to COVID-19 foreshadows future life in the Anthropocene," *Organizations and the Natural Environment*, March 29 (2020) (with Dev Jennings).
7. "Forecast 2020 - Sustainability: Action on climate change, big changes in transportation and agriculture," *Ross Thought in Action*, December 10 (2019).
8. "It's time for business to transform the market to address our critical challenges: Here's how," *Center for Climate and Energy Solutions (C2ES)*, October 21 (2019).
9. "Standing on top of the wrong wall," *Business and Management Ink*, May 6 (2019) (with A.R. Elangovan).
10. "Democracy is giving way to the market, and ultimately to the mob. James Madison would be appalled," *Michigan Journal of Public Affairs*, April 15 (2019).
11. "The role of business in the Anthropocene," *Corporate Eco Forum CEF Spotlight*, March 4 (2019).
12. "Shutdown's economic impact is a forceful reminder of why government matters," *The Conversation*, January 22 (2019) (with Ellen Hughes-Cromwick).
13. "Institutional-political scenarios for Anthropocene society," *Business and Management Ink*, December 20 (2018) (with Dev Jennings).
14. "Rising insurance costs may convince Americans that climate change risks are real," *The Conversation*, October 22 (2018).
15. "Nobel award recognizes how economic forces can fight climate change," *The Conversation*, October 9 (2018) (with Ellen Hughes-Cromwick).
16. "Repurposing management education to serve society," *Aspen Institute Blog*, May 9 (2018).
17. "The next phase of business sustainability," *Corporate Eco Forum Ecolnnovator*, March 12 (2018).
18. "Why the web has challenged scientists' authority – and why they need to adapt," *The Conversation*, March 1 (2018).
19. "How Bill McKibben's radical idea of fossil-fuel divestment transformed the climate debate," *The Conversation*, December 11 (2017) (with Todd Schifeling).
20. "Dow, University of Michigan on driving sustainability education," *Greenbiz*, December 1 (2017) (with Neil Hawkins).
✓ Also posted in *The Corporate Eco-Forum Ecolnnovator*, December 4.
21. "When politicians cherry-pick data and disregard facts, what should we academics do?" *The Conversation*, June 12 (2017).
22. "Trump, carbon neutrality and the next phase of business sustainability," *The Conversation*, December 11 (2016).
23. "How to bridge the political divide at the holiday dinner table," *The Conversation*, November 22 (2016).
24. "What is your theory of change?" *Huffington Post*, November 22 (2016).
25. "Climate change and the presidential race: Lessons from the Reagan years," *The Conversation*, September 27 (2016).
26. "What is your model of leadership?" *Huffington Post*, September 19 (2016).
27. "Why academics are losing relevance in society – and how to stop it," *The Conversation*, September 5 (2016).
28. "The 'Great Work' of business sustainability," *Corporate Eco Forum Ecolnnovator*, June 27 (2016).

29. "Science communicators or science mediators?" *Leopold Leadership 3.0*, June 22 (2016).
30. "The limits of intellectual reason in our understanding of the natural world," *The Conversation*, June 1 (2016)
31. "Finding purpose: The solution-driven business," *Greenbiz*, May 28 (2016)
32. "Pursuing a life of meaning," *The Huffington Post (Great Work Cultures)*, May 24 (2016)
33. "Sustainability: How do we get from here to there (Part 2)," *Mitchell Foundation Blog*, May 24 (2016)
34. "Finding purpose: Environmental stewardship as a personal calling," *The Huffington Post (ARCS)*, May 18 (2016)
35. "Sustainability: How do we get from here to there (Part 1)," *Mitchell Foundation Blog*, May 17 (2016)
36. "Finding your purpose," *Vistage*, May 13 (2016)
37. "Eco-authenticity: Advocating for a low carbon world while living a high carbon lifestyle," *The Conversation*, March 31 (2016)
38. "How driverless vehicles will redefine mobility and change car culture," *The Conversation*, February 24 (2016.)
39. "Seven market signals that business needs before it embraces the Paris Climate Agreement," *The Conversation*, December 16 (2015).
40. "Breaking the link between a conservative worldview and climate skepticism," *The Conversation*, October 29 (2015).
41. "Pope Francis goes to Washington – but speaks past the politicians," *The Conversation*, September 25 (2015).
42. "Capitalism must evolve to solve the climate crisis," *The Conversation*, September 16 (2015).
43. "Where did all the conservative environmentalists go?" *The Conversation*, August 7 (2015).
44. "The pope, climate change and the cultural dimensions of the Anthropocene," *The Conversation*, July 17 (2015).
45. "Pope's encyclical on 'ecological crisis' asks us to examine our deepest values and beliefs," *The Conversation*, June 18 (2015).
46. "American universities: Reclaiming our role in society," *The Conversation*, June 1 (2015) (with Andrew Maynard).
47. "It's not just what you know; it's what you believe," *Perspective: Sustainability Blog from the Erb Institute*, May 1 (2015).
48. "Finding your model of leadership and change," *Perspective: Sustainability Blog from the Erb Institute*, April 17 (2015).
49. "The Pope as messenger: Making climate change a moral issue," *The Conversation*, April 10 (2015) (with Jenna White).
50. "Social sciences are best hope for ending debates over climate change," *The Conversation*, April 2 (2015).
51. "A renewed focus and tone for O&NE scholarship," *Organizations and the Natural Environment Blog*, March 27 (2015) (with P. Devereaux Jennings).
52. "From Al Gore to Solyndra, 4 ways culture shapes the climate debate," *Greenbiz*, February 27 (2015).
53. "Climate change's poisoned culture," *Geographical*, February 5 (2015).
 ✓ Also posted in *The Planet Blue Conversation*, February 4 and *Stanford University Press blog*, February 26.
54. "Literature review: The social science of climate change belief/disbelief," *Organizations and the Natural Environment Blog*, November 24 (2014)
55. "The cultural schism of climate change: How science takes a back seat to identity politics in the U.S.," *Stanford University Press blog*, October 24 (2014).
56. "Welcome to the sustainability community: Past, present and future," *Perspective: Sustainability Blog from the Erb Institute*, September 25 (2014).
57. "Galileo and the climate change debate," *Perspective: Sustainability Blog from the Erb Institute*, July 19 (2014).

58. "Valuing economy and environment: Why we care," *Triple Pundit*, July 1.
 ✓ Also posted in *Perspective: Sustainability Blog from the Erb Institute*, May 12 (2014).
59. "Business must drive the social debate over climate change," *The Planet Blue Conversation*, January 24 (2014).
60. "Reflections on a theory of change," *Perspective: Sustainability Blog from the Erb Institute*, December 18 (2013).
61. "The balancing act: Public engagement for the academic scholar," *The Union of Concerned Scientists, The Equation*, November 5 (2013).
62. "Sustainability in the global marketplace: Our global future in the Anthropocene," *Triple Pundit*, November 5 (2013) (with Jalal and Terry Nelidov).
63. "Sustainability in the global marketplace: Business-almost-as-usual," *Triple Pundit*, October 29 (2013) (with Jalal and Terry Nelidov).
64. "The wrong-headed solutions of corporate sustainability," *Greenbiz*, April 10 (2013) (with John Ehrenfeld).
65. "Global business responses to climate change: Where to now?" *The Conversation*, Australia, March 18 (2013) (with Christopher Wright).
66. "Building our collective history: A compendium of survey papers on Business & the Natural Environment," *Organizations and the Natural Environment Blog*, February 21 (2013).
67. "The 'how' in the climate debate," *Management INK*, Sage Publications, January 17 (2013).
68. "Finding hope for a sustainable world," *Perspective: Sustainability Blog from the Erb Institute*, December 10 (2012).
69. "From classroom to corporation: Bringing fresh thinking to sustainability learning," *GreenBiz*, November 30 (2012) (with Terry Yosie and Rick Bunch).
70. "Now is the time to renew business leadership on climate policy," *Corporate Eco Forum*, November 11 (2012).
71. "Why we need to stop talking about climate change," *GreenBiz*, September 2 (2012) (with Tom Catania).
72. "Structured conversation on 'public intellectualism'," *Leopold Leadership 3.0*, August 14 (2012).
73. "USCAP version 2.0," *SustainAbility Blog*, January 23 (2012).
74. "Are academic scholars 'lost to the academy'? A call for more public intellectuals in the climate change debate," *Network for Business Sustainability*, January 16 (2012).
75. "Climate change in word clouds: The conflicting discourse of climate change," *Pew Center on Climate Change blog*, September 8 (2011).
76. "Thirty-five years of research on business and the natural environment," *Organizations and the Natural Environment Blog*, July 13 (2011).
77. "Job versus vocation: What I didn't learn in B-School," *Harvard Business Review, The Conversation*, May 18 (2010).
78. "How camaraderie works: What they don't teach you in B-School," *Harvard Business Review, The Conversation*, May 11 (2010).
79. "Trusting your gut: What they don't teach you in B-School," *Harvard Business Review, The Conversation*, April 30 (2010).
80. "Talking across cultures (with or without profanity)," *Harvard Business Review, The Conversation*, April 23 (2010).
81. "Firing someone: What they don't teach you in B-School," *Harvard Business Review, The Conversation*, April 15 (2010).
82. "Are you green? Yes? But how 'dark' or 'bright' green is that?" *Our Values*, April 27 (2009).
83. "What are the crucial environmental issues – from bright to dark green?" *Our Values*, April 28 (2009).
84. "Green goes mainstream – but is it a trendy sprout or a historic shift?" *Our Values*, April 29 (2009).
85. "In praise of dark greens" Do we really want 'green' to fade?" *Our Values*, April 30 (2009).

86. "Climate change: How your business can help – and profit," *Harvard Business Review blog*, April 23 (2008) (with John Woody).
87. The simple economics of offshore drilling," *Perspective: Sustainability Blog from the Erb Institute*, August 7 (2008) (with Tom Lyon).

Podcasts (audio)

1. "[Reshaping business school with "management as a calling](#)," *NPR Marketplace Morning Report*, February 23 (2023).
2. "[What's behind the climate culture wars?](#)" *Make Me Smart with Kai Ryssdal*, *NPR Marketplace*, January 24 (2023).
3. "[Climate change, sustainability and capital markets](#)," *Kickin' it with Krish*, December 15 (2022).
4. "[The insurance industry and climate change](#)," *SustainabiliME*, November 15 (2022).
5. "[Educating the next generation of sustainable business leaders](#)," *Sustainability Decoded with Tim & Caitlin*, July 12 (2022).
6. "[Necessarily global: How the pandemic forces us to think bigger](#)," *Ideas Roadshow*, April 6 (2022).
7. "[Will future business leaders use their power differently?](#)" *Innovation Forum*, February 26 (2021).
8. "[Living with purpose](#)," *What's America's Purpose*, January 16 (2021).
9. "[Shareholder primacy and COVID-19](#)," *The Conversation Lab*, May 10 (2020).
10. "[Management as a calling: Yielding positive performance through positive leadership](#)," *Harvesting Happiness Talk Radio*, February 22 (2020).
11. "[Without widespread cultural change, the climate crisis won't be solved, says UM expert](#)," *Stateside, Michigan Public Radio*, October 23 (2019).
12. "[Is corporate sustainability broken?](#)" *Network for Business Sustainability*, with Brad Zarnett, June (2019).
13. "[A conversation with and call to action from Andrew J. Hoffman](#)," *The World's We Want*, May (2018).
14. "[Interview by Don Shafer](#)," *Roundhouse Radio*, March (2018).
15. "[What happens if there's an outright denial of climate science from the White House?](#)" *Environment Report, Michigan Public Radio*, November (2016).
16. "[Is the Ivory Tower's decline in relevance a symptom of a post-factual world?](#)" *Stateside, Michigan Public Radio*, October (2016).
17. "[Self-driving vehicles could change the way we relate to mobility](#)," *Stateside, Michigan Public Radio*, May (2016).
18. "[In a word? Politics of climate change](#)," *Stateside, Michigan Public Radio*, October (2014).
19. "[Why aren't more university researchers engaging with the public?](#)" *Stateside, Michigan Public Radio*, July (2014).
20. "[When worldviews collide](#)," *The Communications Network*, May (2014).
21. "[Business looks to take advantage of green initiatives](#)," *Business Today, ABC TV Australia*, April (2013).
22. "[Promoting broker frames](#)," *Climate Access*, August (2012).
23. "[Conservation in the Anthropocene](#)," *Generation Anthropocene, Stanford University*, August (2012).
24. "[Building a sustainable future through business](#)," *Generation Anthropocene, Stanford University*, July (2012).
25. "[We can't solve our environmental problems without business](#)," *Grist*, July (2012).
26. "[Talking past each other? Cultural framing of skeptical and convinced logics in the climate change debate](#)," *Organization & Environment*, March (2011).
27. "[Andrew Hoffman talks about his new book, Builder's Apprentice](#)," *U of Michigan*, April (2010).
28. "[Climate change strategies in business](#)," *U of Michigan Energy Institute*, March (2008).
29. "[Is consumerism sustainable](#)," *U of Michigan*, November (2007).

Webcasts (video)

1. Sanger Leadership Center, Ross School of Business, University of Michigan, [Leadership Dialogues Featuring Former Unilever CEO Paul Polman](#) (2022).

2. Energy Policy Seminar Series, Kennedy School of Government, Harvard University, [Creative or Controlled Destruction: The Fate of the Fossil Fuel Sector in a Climate Changed World](#) (2022)
3. Science Animated, [Reimagining Business Education as if People and the Planet Really Matter](#) (2022).
4. Responsible Research in Business Management network, [Management as a Calling](#) (2021).
5. The Chronicle of Higher Education and The Conversation (US), [The Engaged Scholar: The risks, rewards and responsibilities of bringing your research to the public](#), a discussion with Michael Crow, President of Arizona State University (2021).
6. Responsible Research in Business Management network, [The Engaged Scholar](#) (2021).
7. International Humanistic Management Association, [Exploring Engaged Scholarship](#) (2021).
8. Supply Chain Matters, [Managing the Pace of Change from Fossil-Fuels to Clean Energy](#) (2021).
9. Supply Chain Matters, [Achieving Carbon Neutrality Requires Looking at the Entire Equation](#) (2021).
10. [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).
11. United Nations PRME, ["Business education as if people and the planet really matter,"](#) (2020) (beginning at 28:30).
12. Supply Chain Matters, [New Approaches to Achieving Sustainability Commitments](#) (2020).
13. Osher Lifelong Learning Institute, [The Business Challenge of Climate Change](#) (2020).
14. Osher Lifelong Learning Institute, [The Personhood of the Corporation](#) (2020).
15. Citizens' Climate Lobby, [Webinar and Lecture](#). (2019).
16. Citizens' Climate Lobby, Climate University, [Extended Q&A](#). (2019).
17. West Michigan USGBC Keynote Address, ["The next phase of business sustainability."](#) (2018).
18. Loyola University Chicago, [2018 Convocation Address](#), (2018).
19. McGill University, Sustainability Sciences and Technologies Initiative, ["Academia's crisis of relevance and the emergent role of the engaged scholar."](#) (2018).
20. College of St. Scholastica, Alworth Center for Peace and Justice, ["Finding purpose: The Anthropocene and the next age of enlightenment."](#) (2018).
21. U of Michigan/Dow Chemical Co., ["The next phase of business sustainability,"](#) (2018).
22. U of Michigan, ["Finding purpose: Environmental stewardship as a personal calling,"](#) (2016).
23. Sustainable Brands, ["From enterprise integration to market transformation: The future of corporate sustainability,"](#) (2016).
24. Aspen Institute Faculty Pioneer Award, ["Strategies for sustainable development,"](#) (2016).
25. U. of Michigan, ["Finding purpose: Environmental stewardship as a personal calling,"](#) (2016).
26. Greentopia - Further with Ford, [Business and the Environment](#) (2013).
27. Sydney Ideas, [The Social Sciences and Climate Change: Structuring the Sources of Distrust](#) (2013).
28. Ideas Roadshow, [Saving the World at Business School](#) (2013).
29. Skillsoft, [Erb Thought Leadership](#) (2013).
30. Skillsoft, [Career as a Calling](#) (2013).
31. Skillsoft, [Connecting Sustainability to the Company Culture](#) (2013).
32. Skillsoft, [Corporate Responsibility for Social and Environmental Problems](#) (2013).
33. Skillsoft, [Examples of the Future of Energy](#) (2013).
34. Skillsoft, [Global Warming: What to Do](#) (2013).
35. Skillsoft, [Hope for Sustainability Problems](#) (2013).
36. Skillsoft, [Hybrid Corporations](#) (2013).
37. Skillsoft, [Reactions to Energy Change through History](#) (2013).
38. Skillsoft, [Social Acceptance of Climate Change](#) (2013).
39. U. of Michigan, [Teaching Sustainability in a Business School](#) (2013).
40. U. of Michigan, [Windex Maker Gets Sued, What Went Wrong? – A Case Study](#) (2013).
41. Skillsoft, [A Manager's Guide to Thinking About Environmental Issues](#) (2008).

42. Skillsoft, Carbon Exposure: What It Is and What You Can Do About It (2008).
43. Skillsoft, Climate Change: What's Your Business Strategy? (2008).
44. Skillsoft, Influencing Policy Development in a Carbon-Constrained World (2008).
45. U. of Michigan, [Faith meets Science: Religious Views on Climate Change](#), (2007).

Professional Activities

- 2017 Juror, 43rd 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 Report 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).

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; The 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.

Documentaries

Public Broadcasting System (PBS) (2017) [Saving Grace, Saving Place](#).
Ideas Roadshow (2022) [Pandemic Perspectives](#).

Music CD Liner Notes

Vienna Teng (2013) [Aims](#)

TEACHING

[Courses Taught at University of Michigan \(2004-present\)](#)

Management as a Calling

MO680: Reexamining Capitalism

MO510/PubPol511: Business in Democracy: Advocacy, Lobbying and the Public Interest

- ✓ *Page Prize for Sustainability Issues in Business Curricula*, 2019 Grand Prize Winner

BA525/NRE526: Erb Institute Seminar

BUSABRD 425: Sustainable Business in Iceland

- ✓ *Ideas Worth Teaching Award*, 2018, Aspen Institute
- ✓ *Page Prize for Sustainability Issues in Business Curricula*, 2018 Honorable Mention

MAP: Multi-Disciplinary Action Projects

STRAT400: Strategies for Sustainable Development

STRAT564/NRE512: Strategies for Sustainable Development I: Enterprise Integration

STRAT565/NRE513: Strategies for Sustainable Development II: Market Transformation

WMBA612: Negotiations

MO512: Bargaining Behavior and Influence Skills

NRE501: Managing Organizational Change

BA605/NRE605/Arch507: Green Development

- ✓ *Page Prize for Sustainability Issues in Business Curricula*, 2009 Grand Prize Winner

[Courses Taught at Boston University \(1997-2004\)](#)

CD730: The Global Organization

MG844: Competitive Environmental Strategy

OB712: Managing Individuals and Organizations

OB844: Conflict and Change

OB853: Negotiations

OB870: Managerial Ethics

[Courses Taught at Northwestern University \(1995-1997\)](#)

Organizational Behavior

Competitive Environmental Strategy

Global Initiatives in Management

[Teaching Conceptual Notes](#)

1. *Business Sustainability as a Market Shift: Enterprise Integration*, #2-501-315 (WDI, 2019).
2. *Business Sustainability as Systems Change: Market Transformation*, #5-720-388 (WDI, 2019).
3. *Climate Change as an Organizational Challenge*, #1-525-236 (WDI, 2019).

[Teaching Cases](#)

1. *Tony's Chocolonely: A Bittersweet Journey to Make Chocolate Slave-Free*, #2-939-113 (WDI, 2023).
2. *BlackRock's ESG Investment Dilemma: Managing Stakeholder Differences*, #7-238-314 (WDI, 2023).
3. *Zingerman's Delicatessen: Sustainable Packaging Initiatives at a Local Michigan Business*, #9-219-026 (WDI, 2023).
4. *Mandalay Homes: Building Sustainable Innovation in Residential Construction*, #2-070-379 (WDI, 2022).
5. *AT&T and Corporate Political Donations after the Capitol Insurrection*, #9-334-409 (WDI, 2022).

6. *Squarespace and Domestic Terrorism in Charlottesville: The Responsibility of Private Companies to Respond*, #8-968-451 (WDI, 2022).
7. *Tesla's Battery Supply Chain: A Growing Concern*, #9-884-554 (WDI, 2022).
8. *Polarizing Government Work: McKinsey & Co. and Immigration and Customs Enforcement (ICE)*, #3-951-926 (WDI, 2022).
9. *"Kraken" Down on Emissions: The World's First Net-Zero Arena*, #3-416-331 (WDI, 2022).
10. *Can Salesforce Compete in the Carbon Accounting Market?*, #6-796-717 (WDI, 2022).
11. *Loop: Eliminating Single-Use Plastic through Reusable Packaging and the Circular Economy*, #2-601-145 (WDI, 2022).
12. *LaCroix and PFAS: Redefining the Role of Science and Regulation*, #7-806-041 (WDI, 2022).
13. *A Sweet Dilemma: Sourcing Palm Oil with Ferrero SpA and Nestlé*, #7-951-326 (WDI, 2022).
14. *Interface: The Journey Toward Carbon Negative*, #2-341-083 (WDI, 2022).
15. *Marathon Petroleum and Southwest Detroit: The Intersection of Community and Environment*, #2-652-482 (WDI, 2022).
16. *Nike's Response to Human Rights Abuse Claims in China*, #5-843-548 (WDI, 2021).
17. *Walmart's Blockchain Quest: Integrating New Technology into a Complex Supply Chain*, #4-290-769 (WDI, 2021).
18. *White Oak Pastures: A Radically Traditional Farm Redefines Growth*, #9-453-550 (WDI, 2021).
19. *Stripe: Encouraging Customers to Invest in Carbon Removal*, #7-558-064 (WDI, 2021).
20. *Imperfect Foods: Ugly Produce and an Attempt to Reduce Food Waste*, #4-067-580 (WDI, 2021).
21. *Starbucks: Opposing a Local Tax to Address Homelessness while Promoting Social Justice*, #3-330-494 (WDI, 2021).
22. *Brightline: Targeting a Successful Future with High-Speed Rail*, #2-982-867 (WDI, 2020).
23. *Building Transparency within the Sustainable Apparel Coalition: The Road to Successful Pre-Competitive Collaboration*, #8-059-399 (WDI, 2020).
24. *The University of Michigan Endowment Fund: Divesting from Fossil Fuels* #1-764-030 (WDI, 2020).
25. *The Ellen MacArthur Foundation: Accelerating a Circular Economy for Plastic Packaging*, #9-550-406 (WDI, 2020).
 ✓ *Financial Business Case Teaching Award, 2023 Winner.*
26. *Navigating Emission Reductions through Competition or Collaboration? Maersk in Uncharted Waters*, #4-510-111 (WDI, 2020).
27. *Growing Better Together: General Mills Considers Pre-Competitive Collaboration to Advance Sustainable Supply Chains*, #5-169-798 (WDI, 2020).
28. *Neste: Fueling the Future of Transportation*, #5-522-996 (WDI, 2020).
29. *JUST, Inc., Clean Meat and the Future of Protein Alternatives* #9-972-749 (WDI, 2020).
 ✓ *Financial Times Business Case Teaching Award, 2023 Highly Commended.*
30. *Policing Politics: Facebook and a Politician's Right to Free Speech*, #4-083-120 (WDI, 2020).
31. *Turning the Tide: DuPont, Sustainable Seaweed and Pre-Competitive Collaboration*, #4-095-267 (WDI, 2020).
32. *The Challenges of Siting a New Headquarters: Amazon Courts New York City*, #9-380-526 (WDI, 2020).
33. *Apple and the FBI: User Privacy and Law Enforcement Cooperation*, #2-190-513 (WDI, 2020).
34. *"The Status Quo is Unacceptable": Walmart and the Debate on Gun Control*, #8-768-562 (WDI, 2020).
35. *Ring Inc. and Law Enforcement: The Cost of Keeping Neighborhoods Safe.* #8-938-615 (WDI, 2020).
36. *BerkShares: Resisting Big-Box Retailers and Creating Economic Self-Sufficiency through Local Currency and Entrepreneurship*, #1-537-103 (WDI, 2019).
37. *Lafarge, ISIS & the Syrian Civil War: Business in the Face of Terrorism*, #3-504-559 (WDI, 2019).

38. *Tyson Foods & Alternative Proteins: Investing for a Sustainable Future*, #3-456-756 (WDI, 2019).
39. *Argus Farm Stop: Can a Low-Profit LLC be Scaled to Save the Family Farm*, #1-543-605 (WDI, 2019).
40. *Blurring the Lines between Business and Government: Salesforce and CEO Activism*, #2-027-758 (WDI 2019).
41. *At a Crossroads: General Motors and the Trump Administration's Fuel Economy Standards* #1-453-703 (WDI, 2019).
42. *Facebook: Fake News, Free Speech and an Internet Platform's Responsibility*, #8-890-047 (WDI, 2019).
43. *The Cultural Challenges of Meeting Climate Change Goals: Montreal Weighs an Emissions Ban on Iconic Wood-Fire Bagel Shops*, #7-234-668 (WDI, 2019).
44. *WeWork: Oil Money and the Challenge of Achieving Carbon Neutrality*, #9-396-089 (WDI, 2019)
45. *Negotiation with BMW Customer Relations over the Repeated Failure of Run-Flat Tires*, #1-728-781 (WDI, 2019).
 ✓ Winner of: *Best Case Study Award 2021*, Case Centre.
46. *Dell: Upcycling Ocean Plastics Through Supply Chain Innovation*, #7-949-121 (WDI, 2018)
47. *How Do We Get There? EDF Manages a New Diversity Plan*, #1-430-503 (WDI, 2017)
48. *Ending the Woes of Short-Termism: The Long-Term Stock Exchange*, #1-430-504 (WDI, 2017)
49. *Climate Change and the Napa Valley Wine Industry*, #1-430-510 (WDI, 2017).
50. *The Challenges of Transparency: Communicating the Pebble Mine Project to the Public*, #1-430-511 (WDI, 2017)
51. *Cargill: The Risky Business of Integrating Climate Change and Corporate Strategy*, #1-430-506 (WDI, 2017).
52. *Cracking the Egg Industry: Hampton Creek Tries a Vegan Take on Classic Mayo*, #1-430-509 (WDI, 2017).
53. *Breaking Ground: Method and the Brownfield vs. Greenfield Debate*, #1-430-508 (WDI, 2017).
54. *Seventh Generation and Unilever: Would an Acquisition Affect Sustainability?* #1-430-507 (WDI, 2017).
55. *Sustainability and Post-Merger Integration: The Dow Chemical Company's 2009 Acquisition of Rohm & Haas*, #1-430-512 (WDI, 2017).
56. *The Hershey Trust: Managing Conflicts of Interest in Corporate Governance*, #1-430-505 (WDI, 2017).
57. *Recycling at Keurig Green Mountain: A Brewing Problem*, #1-430-482 (WDI, 2016).
58. *Volvo: Finding True Value in the Electric Bus Market*, #1-430-480 (WDI, 2016).
59. *Dow and the Circular Economy: Trash to Treasure?* #1-430-478 (WDI, 2016).
60. *Kaiser Permanente: Linking Renewable Energy and Healthcare*, #1-430-481 (WDI, 2016)
61. *Volkswagen's Clean Diesel Dilemma*, #1-430-484, (WDI, 2016)
62. *General Mills Commits to Sourcing 100% Sustainable Cocoa*, #1-430-483, (WDI, 2016)
63. *Uber & the Sharing Economy: Global Market Expansion & Reception*, #1-430-479, (WDI, 2016).
64. *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).
65. *Intel: Undermining the Conflict Mineral Industry*, #1-429-411, (WDI, 2015).
66. *Firestone: Crises Across the Decades*, #1-429-412, (WDI, 2015).
67. *Tea and Sustainability at Unilever: Turning Over a New Leaf*, #1-429-413, (WDI, 2015).
68. *Theo Chocolate: How Far Should Fair Trade Go?* #1-429-414, (WDI, 2015).
69. *What Is Water Worth? Nestlé Walks a Fine Line*, #1-429-415, (WDI, 2015).
70. *Chevron and Chad: A Pipeline Dream?* #1-429-416, (WDI, 2015).
71. *Vodafone Egypt and the Arab Spring: When Government and Business Collide*, #1-429-417, (WDI, 2015).
72. *Perdue Farms Inc.: Antibiotic Use in Hatcheries*, #1-429-418, (of Michigan, 2015).
73. *Kellogg and Wilmar International: A Partnership Under Fire*, #1-429-378 (WDI, 2014).
74. *PG&E: Hanging on to a Ray of Hope*, #1-429-377 (WDI, 2014).
75. *Morgan Stanley: Positioning to Be the Sustainability Finance Leader*, #1-429-376 (WDI, 2014).
76. *Goldman Sachs: Determining the Potential of Social Impact Bonds*, #1-429-375 (WDI, 2014).

- ✓ Winner of: 3rd prize in the 2014 Erb Institute Sustainability Case competition.
- 77. *Interface's Net-Works Program: A New Approach to Creating Social Value through Sustainable Sourcing*, #1-429-374 (WDI, 2014).
- 78. *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.
- 79. *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.
- 80. *Whole Foods Market: A Luxury Grocer in Detroit?* #1-429-371 (WDI, 2014).
- 81. *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).
- 82. *Blueprint of Ford's Future: From Personal Automobiles to Mobility*, #1-429-303 (WDI, 2013).
- 83. *SC Johnson and the Greenlist Backlash*, #1-429-300 (WDI, 2013).
- 84. *A123 Systems Powering a Sustainable Future: Strategizing in the Advanced Battery Market*, #1-429-302 (WDI, 2013).
- 85. *Jamba Juice and the Foam Cup*, #1-429-298 (WDI, 2013).
- 86. *Strategies for Sustainable Development Course*, #1-429-257 (WDI, 2012).
- 87. *NextEra's EarthEra Renewable Energy Trust*, #1-429-232 (WDI, 2012).
- 88. *BP: Beyond Petroleum?* #1-429-229 (WDI, 2012).
- 89. *Google Energy Shifts to Renewables*, #1-429-226 (WDI, 2012).
- 90. *Patagonia: Encouraging Customers to Buy Used Clothing*, #1-429-230 (WDI, 2012).
 - ✓ Winner of: 2nd prize in the 2013 Erb Institute Sustainability Case competition.
- 91. *Coke in the Cross Hairs: Water, India and the University of Michigan*, #1-429-098 (WDI, 2010).
 - ✓ Winner of: 1st 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).
- 92. *The Clorox Company Goes Green*, #1-428-989 (WDI, 2010).
 - ✓ Winner of: 3rd prize in the 2011 Oikos International Case competition.
- 93. *Honest Tea: Sell Up or Sell Out*, #1-428-947 (WDI, 2010).
- 94. *Sherwin Williams: Splashing Into the Low VOC Paint Market*, #1-428-993 (WDI, 2010).
- 95. *Better Place: Charging into the Future?* #1-429-946 (WDI, 2010).
- 96. *Molten Metal Technology*, 1-429-049 (WDI, 2010).
- 97. *LivingHomes*, #1-428-714 (WDI, 2008).
 - ✓ Winner of: 3rd prize in the 2008 Oikos International Case competition.
- 98. *Augusta Richards: Responding to Plagiarism*, #1-429-044 (WDI, 2010).
- 99. *Hank Thaler: Ethics of Disclosure*, #1-429-040 (WDI, 2010).
- 100. *Joe Stoddard: Medical Marketing vs Personal Privacy*, #1-429-047 (WDI, 2010).
- 101. *Harley Davidson Purchase*, #1-429-043 (WDI, 2010).

Selected Student Projects Advised

1. *Zurich Insurance and Climate Change* (A. Bustamante, M. Dallas, D. Duckett, J. Eaton, and L. Su; University of Michigan School for Environment and Sustainability, 2022).
2. *Habitat for Humanity Carbon Footprint Mapping and Mitigation Program* (M. Zelip, A. Timmins, M. Goode, J. Vega-Perkins, and L. Delaney; University of Michigan, Graham Sustainability Institute, 2022).

3. *Urban Ashes: Building a Circular Urban Wood Triconomy* (A. Norman, J. Pontillo, J. Pryor, D. Simunek, and M. Barstow, University of Michigan School for Environment and Sustainability, 2022).
4. *MDining: Assessment of Food Reduction Strategies for University Dining Leadership* (C. Babladelis, M. Coleman, C. Bravard, and J. Genser; University of Michigan School for Environment and Sustainability, 2022).
5. *CapShift: Behavior Change in Impact Investing* (L. Dyer, N. Lohrmann, M. Berry, and M. Odena; University of Michigan School for Environment and Sustainability, 2022). *Enacting Systems Change: Pre-Competitive Collaboration to Address Persistent Problems* (N. Barker, D. Ely, N. Galvin, A. Shapiro and A. Watts, University of Michigan Ross School of Business, 2021).
6. *For Whom We Play the Game? Advice to Future Business Leaders from Paul Polman* (C. Bravard and J. Pontillo, University of Michigan Ross School of Business, 2021).
7. *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)
8. *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).
9. *Building a Sustainable Community in Africa* (M. Antokal, C. Ryan, N. Seeba and A. Varadharajan; University of Michigan School of Natural Resources & Environment, 2011).
10. *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).
11. *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).
12. *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).
13. *Opportunities and Challenges in Whole Building Retrofits* (J. Koslow; University of Michigan School of Natural Resources & Environment, 2010).
14. *Hybrid Organizations: New Business Models for Environmental Leadership* (B. Boyd, N. Henning, E. Reyna, D. Wang, and M. Welch; Sheffield, UK: Greenleaf Press, 2009).
15. *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).
16. *Voluntary Carbon Confusion: A Consumer's Guide to Purchasing Carbon Offsets and Renewable Energy Certificates* (M. Lemmer, Erb Institute for Global Sustainable Enterprise, 2008).
17. *High Performance Hospitality: Sustainable Hotel Case Studies* (M. Diener, A. Parekh, and J. Pitera; Lansing, MI: American Hotel & Lodging Educational Institute, 2008).
18. *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).

SERVICE

Selected Service Positions, University of Michigan

2018-prsnt	Advisory Committee, Organizational Studies Program
2021-2022	Ross School Dean Search Committee
2020-2022	Executive Committee, Ross School of Business
2009-2021	Executive Committee, Tauber Institute for Global Operations
2009-2021	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

Selected Service Positions, Institutional

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

Ad-Hoc 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; Oxford University Press; National Science Foundation.

Academic Review Boards

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

Boards of Directors and Advisors

2022-prsnt PRME(i5) Advisory Board, *United Nations*
 2018-prsnt Board of Directors, *Wildlife Habitat Council*
 2016-prsnt Advisory Board, *The Conversation (US)*
 2014-prsnt Advisory Board, *Corporate Eco-Forum*
 2008-2023 Board Member, *Michigan League of Conservation Voters.*
 2017-2021 Advisory Board, *The Embedding Project*
 2013-2021 Research Council, *MomentUs*
 2012-2021 Marketing Advisory Board, *ecoAmerica*
 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.*