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CONTENTS	page
I. GENERAL INFORMATION	1
II. RESEARCH	3
III. ENGAGEMENT	16
IV. TEACHING	23
V. SERVICE	28

I. GENERAL INFORMATION

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

2015-2017 Education Director, Graham Sustainability Institute
2010-2015 Faculty Director, Erb Institute for Global Sustainable Enterprise
2010-present Professor and Holcim (US) Chair, Ross School of Business, School for Environmental & Sustainability, University of Michigan
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

2023-2024 Visiting Fellow, Institute for the Study of Business in Global Society, Harvard Business School
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: Research and Writing

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

Awards: Teaching

- 2024 *UN PRME Teaching Award, United Nations Principles for Responsible Management Education.*
 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.*

Awards: Engagement, Service and Other

- 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.*

II. RESEARCH

Books

1. Hoffman, A. (forthcoming, 2025) *Business School and the Noble Purpose of the Market: Correcting the Systemic Failures of Shareholder Capitalism* (Palo Alto, CA: Stanford University Press).
2. 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*

3. 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.
 - ✓ Translated into Chinese (使命管理, China Science and Technology Press).
4. 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 about 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. (2024) "Business education is broken: Here are strategies to fix it," *Harvard Business Publishing Education*, May 9.
2. Hoffman, A. (2024) "Academic 'elders' wanted: Inquire within," AACSB, January 2.
✓ Reprinted as: Hoffman, A. (2024) "Academic 'elders' wanted: Inquire within," *Poets & Quants*, April 15.
3. Hoffman, A. (2023) "Why management research needs a radical rethink," *Financial Times*, July 5.
4. Hoffman, A. (2023) "The big change coming to business school research & teaching," *Poets & Quants*, April 14.
5. Hoffman, A. (2023) "Business schools are ignoring students' changing aspirations. They must focus on management as a calling," *LSE Business Review*, February 7.
6. Hoffman, A. (2023) "Climate change: Why business schools are failing," *I by IMD*, January 10.
7. Hoffman, A. and J. Davis (2023) "Live teaching case: BP's decision to adjust its climate change targets," *Financial Times*, March 12.
8. Hoffman, A., P.D. Jennings and N. Poggioli (2022) "Policies for adapting to the 'new normal' of the Anthropocene," *Behavioral Scientist*, November 14.
9. Hoffman, A. and D. Ely (2022) "Time to put the fossil-fuel industry into hospice," *Stanford Social Innovation Review*, Fall: 28-37.
10. 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.
11. Hoffman, A. and N. Poggioli (2022) "Defining systems change and sustainable business, Part 2," special issue co-editors in *Amplify*, 35(5).
12. Hoffman, A. and N. Poggioli (2022) "Defining systems change and sustainable business, Part 1," special issue co-editors in *Amplify*, 35(4).
13. Hoffman, A. (2021), "The engaged scholar," *EFMD Global Focus*, 3(15): 33-37.
14. Bravard, C., J. Pontillo and A. Hoffman (2021) "How to be a purpose-driven leader in a capitalist world," *Harvard Business Review*, June 10.
15. Hoffman, A. (2019) "Climate change and our emerging cultural shift," *Behavioral Scientist*, September 30.
16. Hoffman, A. (2018) "Management as a calling," *Stanford Social Innovation Review*, September 4.
17. Hoffman, A. (2018) "The next phase of business sustainability," *Stanford Social Innovation Review*, 16(2): 34-39.
18. 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.

19. Hoffman, A. (2015) "Isolated scholars: Making bricks, not shaping policy," *The Chronicle of Higher Education*, February 9.
20. Hoffman, A. (2015) "Laudato Si' and the role of religion in shaping humanity's response to climate change," *Solutions*, 6(5): 40-47.
21. Hoffman, A. (2015) "The Pope's encyclical letter and its implications for business," *Environment* 57(6): 12-16.
22. Hoffman, A. (2015) "Sustainability: How to get from here to there," *Leadership Excellence Essentials*, March, 15-16.
23. Ehrenfeld, J. and A. Hoffman (2013) "Sustainability 2.0: Sustainability is dead, long live sustainability," *Solutions*, 4(3)(June): 1.
24. Hoffman, A. (2013) "How to fix the broken debate on climate change," *Footnote*¹, May 1.
25. 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.
26. Hoffman, A. and P.D. Jennings (2012) "The social and psychological foundations of climate change," *Solutions*, 3(4)(July): 58-65.
27. Hoffman, A. (2009) "Shades of green," *Stanford Social Innovation Review*, Spring: 40-49.
28. Hoffman, A. and A. James (2009) "America's emerging energy renaissance," *Power and Energy Solutions*, June: 38-41.
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2. Brancaccio, D., E. Soderstrom, and A. Schroeder (2023) “Reshaping business school with ‘management as a calling,’” *NPR Marketplace Morning Report*, February 23.
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24. Barringer, F. (2011) "Q&A: Taking on climate skepticism as a field of study," *New York Times*, April 9.
25. Walsh, B. (2011) "Why dismissing climate skeptics – even when they're wrong – is a bad idea," *Time Magazine*, March 8.
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28. 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.
29. Lehman, E. (2010) "Can social scientists ease the nation's rift over climate change?" *Scientific American*, November 15.
30. McDermitt, M. (2010) "Andy Hoffman: Climate change, like slavery, needs a true cultural shift to stop it," *Huffington Post*, October 29.
31. Fischer, D. (2010) "Climate change requires shift similar to smoking, slavery - professor," *Daily Climate*, October 28.
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Research Grants

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

Book Reviews

1. Hoffman, A. (2024) "Making sense of wicked problems," Review of *Long Problems: Climate Change and the Challenge of Governing Across Time*, by T. Hale (Princeton, NJ: Princeton University Press, 2024), *Stanford Social Innovation Review*, summer: 77-78.
2. 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.
3. 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.

4. 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.
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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. Slawinski, N, B. Lowery, A. Seto, M. Stoddart and K. Vodden (eds.) (2023) *Revitalizing Place Through Social Enterprise* (St. John's, NL: Memorial University Press).
2. Waddock, S. (2024) *Catalyzing Transformation: Making System Change Happen* (New York, NY: Business Expert Press).
3. 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).
4. Barnett, M., I. Henriques and B. Husted (2022) *Salvaging Corporate Sustainability*, (Northampton, MA: Edward Elgar)
5. Mirvis, P. and B. Googins (2022) *Sustainability to Social Change*, (New York, NY: Kogan Page).
6. Ivanova, E. and I. Rimanoczy (2022) *Revolutionizing Sustainability Education*, (London, UK: Routledge).
7. Bartunek, J. (ed.) (2022) *Social Scientists Confronting Global Crises*, (London, UK: Routledge).
8. Ganapathy, D. (2022) *Media and Climate Change* (London, UK: Routledge).
9. Rae, A. (2020) *Lead for the Planet: Five Practices for Confronting Climate Change*, (Toronto, CA: University of Toronto Press).
10. Sirianni, C. (2020) *Sustainable Cities in American Democracy*, (Lawrence, KS: University Press of Kansas).
11. Ehrenfeld, J. (2019) *The Right Way to Flourish*, (London, UK: Routledge).
12. Wirtenberg, J., L. Kelley, D. Lipsky and W. Russell (2018) *The Sustainable Enterprise Fieldbook: Building New Bridges*, Second Edition, (Oxford: Routledge).
13. Wright, C. and D. Nyberg (2015) *Climate Change, Capitalism and Corporations: Processes of Creative Self-Destruction*, (Cambridge, UK: Cambridge University Press).
14. Tsutsui, K. and A. Kim (eds.) (2015) *Corporate Social Responsibility in a Globalized World*, (Cambridge: Cambridge University Press).
15. Hannigan, J. (2014) *Environmental Sociology*, (Oxford: Routledge).
16. Dauvergne, P. and J. Lister (2013) *Eco-Business*, (Cambridge, MA: MIT Press).
17. De Lange, D. (2011) *Cliques and Capitalism: A Modern Networked Theory of the Firm* (New York: Palgrave MacMillan).
18. Rivera, J. (2010) *Business and Public Policy* (Cambridge, Cambridge University Press).
19. Boons, F. (2009) *Creating Ecological Value* (Cheltenham, UK: Edward Elgar).
20. Stead, E. and J. Stead (2009) *Management for a Small Planet*, 3rd ed. (Irvine, CA: M.E. Sharpe)

21. Sullivan, R. (2009) *Corporate Responses to Climate Change*, (Sheffield, UK: Greenleaf Press).
22. Ehrenfeld, J. (2008) *Sustainability by Design: A Subversive Strategy for Transforming Our Consumer Culture* (Yale University Press).
23. Howard-Grenville, J. (2008) *Corporate Culture and Environmental Practice: Making Change at a High-Tech Manufacturer*, (Northampton, MA: Edward Elgar).
24. Hamschmidt, J. (ed.) (2007) *Case Studies in Sustainability Management and Strategy* (Sheffield, UK: Greenleaf Publishing).
25. Fraidenburg, M. (2007) *Intelligent Courage: Natural Resource Careers that Make a Difference*, (Malabar, FL: Krieger Publishing Group).
26. 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; Bryant 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 Business School; Harvard University Center for the Environment; 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 Católica, 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; Trinity College Dublin; 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 Rhode Island; 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

Association to Advance Collegiate Schools of Business (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; Chartered Association of Business Schools; 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; The Rockefeller Foundation; 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.

III. ENGAGEMENT

Print Essays and Editorials

- Hoffman, A. (2012) "Warm spring weather and global warming: If scientists could only be so persuasive," *The Christian Science Monitor*, March 21.
- Hoffman, A. and P. Frumhoff (2012) "On climate change, society trails science," *Philadelphia Inquirer*, February 27.
- 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.
- 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. "The best books on the future of shareholder capitalism," *Booklisti.com*, May 24 (2024).
2. "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).
 ✓ Reprinted in: "This course seeks to reshape the business management curriculum. Here's how," *World Economic Forum*, November 23 (2022).
3. "The best books on understanding the future in a climate changed world," *Sheperd.com*, October 18 (2021).
4. "Management as a calling," *Corporate Eco-Forum Spotlight*, March 7 (2021).
5. "A better way for billionaires who want to make massive donations to benefit society," *The Conversation*, December 2 (2020).
6. "The cultural shift that is underway," *Foresight Climate & Energy*, April 14 (2020).
7. "How we respond to COVID-19 foreshadows future life in the Anthropocene," *Organizations and the Natural Environment*, March 29 (2020) (with Dev Jennings).
8. "Forecast 2020 - Sustainability: Action on climate change, big changes in transportation and agriculture," *Ross Thought in Action*, December 10 (2019).
9. "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).
10. "Standing on top of the wrong wall," *Business and Management Ink*, May 6 (2019) (with A.R. Elangovan).
11. "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).
12. "The role of business in the Anthropocene," *Corporate Eco Forum CEF Spotlight*, March 4 (2019).
13. "Shutdown's economic impact is a forceful reminder of why government matters," *The Conversation*, January 22 (2019) (with Ellen Hughes-Cromwick).
14. "Institutional-political scenarios for Anthropocene society," *Business and Management Ink*, December 20 (2018) (with Dev Jennings).

15. "Rising insurance costs may convince Americans that climate change risks are real," *The Conversation*, October 22 (2018).
16. "Nobel award recognizes how economic forces can fight climate change," *The Conversation*, October 9 (2018) (with Ellen Hughes-Cromwick).
17. "Repurposing management education to serve society," *Aspen Institute Blog*, May 9 (2018).
18. "The next phase of business sustainability," *Corporate Eco Forum Ecolnnovator*, March 12 (2018).
19. "Why the web has challenged scientists' authority – and why they need to adapt," *The Conversation*, March 1 (2018).
20. "How Bill McKibben's radical idea of fossil-fuel divestment transformed the climate debate," *The Conversation*, December 11 (2017) (with Todd Schifeling).
21. "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.
22. "When politicians cherry-pick data and disregard facts, what should we academics do?" *The Conversation*, June 12 (2017).
23. "Trump, carbon neutrality and the next phase of business sustainability," *The Conversation*, December 11 (2016).
24. "How to bridge the political divide at the holiday dinner table," *The Conversation*, November 22 (2016).
25. "What is your theory of change?" *Huffington Post*, November 22 (2016).
26. "Climate change and the presidential race: Lessons from the Reagan years," *The Conversation*, September 27 (2016).
27. "What is your model of leadership?" *Huffington Post*, September 19 (2016).
28. "Why academics are losing relevance in society – and how to stop it," *The Conversation*, September 5 (2016).
29. "The 'Great Work' of business sustainability," *Corporate Eco Forum Ecolnnovator*, June 27 (2016).
30. "Science communicators or science mediators?" *Leopold Leadership 3.0*, June 22 (2016).
31. "The limits of intellectual reason in our understanding of the natural world," *The Conversation*, June 1 (2016)
32. "Finding purpose: The solution-driven business," *Greenbiz*, May 28 (2016)
33. "Pursuing a life of meaning," *The Huffington Post (Great Work Cultures)*, May 24 (2016)
34. "Sustainability: How do we get from here to there (Part 2)," *Mitchell Foundation Blog*, May 24 (2016)
35. "Finding purpose: Environmental stewardship as a personal calling," *The Huffington Post (ARCS)*, May 18 (2016)
36. "Sustainability: How do we get from here to there (Part 1)," *Mitchell Foundation Blog*, May 17 (2016)
37. "Finding your purpose," *Vistage*, May 13 (2016)
38. "Eco-authenticity: Advocating for a low carbon world while living a high carbon lifestyle," *The Conversation*, March 31 (2016)
39. "How driverless vehicles will redefine mobility and change car culture," *The Conversation*, February 24 (2016.)
40. "Seven market signals that business needs before it embraces the Paris Climate Agreement," *The Conversation*, December 16 (2015).
41. "Breaking the link between a conservative worldview and climate skepticism," *The Conversation*, October 29 (2015).
42. "Pope Francis goes to Washington – but speaks past the politicians," *The Conversation*, September 25 (2015).
43. "Capitalism must evolve to solve the climate crisis," *The Conversation*, September 16 (2015).
44. "Where did all the conservative environmentalists go?" *The Conversation*, August 7 (2015).
45. "The pope, climate change and the cultural dimensions of the Anthropocene," *The Conversation*, July 17 (2015).

46. "Pope's encyclical on 'ecological crisis' asks us to examine our deepest values and beliefs," *The Conversation*, June 18 (2015).
47. "American universities: Reclaiming our role in society," *The Conversation*, June 1 (2015) (with Andrew Maynard).
48. "It's not just what you know; it's what you believe," *Perspective: Sustainability Blog from the Erb Institute*, May 1 (2015).
49. "Finding your model of leadership and change," *Perspective: Sustainability Blog from the Erb Institute*, April 17 (2015).
50. "The Pope as messenger: Making climate change a moral issue," *The Conversation*, April 10 (2015) (with Jenna White).
51. "Social sciences are best hope for ending debates over climate change," *The Conversation*, April 2 (2015).
52. "A renewed focus and tone for O&NE scholarship," *Organizations and the Natural Environment Blog*, March 27 (2015) (with P. Devereaux Jennings).
53. "From Al Gore to Solyndra, 4 ways culture shapes the climate debate," *Greenbiz*, February 27 (2015).
54. "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.
55. "Literature review: The social science of climate change belief/disbelief," *Organizations and the Natural Environment Blog*, November 24 (2014)
56. "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).
57. "Welcome to the sustainability community: Past, present and future," *Perspective: Sustainability Blog from the Erb Institute*, September 25 (2014).
58. "Galileo and the climate change debate," *Perspective: Sustainability Blog from the Erb Institute*, July 19 (2014).
59. "Valuing economy and environment: Why we care," *Triple Pundit*, July 1.
 ✓ Also posted in *Perspective: Sustainability Blog from the Erb Institute*, May 12 (2014).
60. "Business must drive the social debate over climate change," *The Planet Blue Conversation*, January 24 (2014).
61. "Reflections on a theory of change," *Perspective: Sustainability Blog from the Erb Institute*, December 18 (2013).
62. "The balancing act: Public engagement for the academic scholar," *The Union of Concerned Scientists, The Equation*, November 5 (2013).
63. "Sustainability in the global marketplace: Our global future in the Anthropocene," *Triple Pundit*, November 5 (2013) (with Jalal and Terry Nelidov).
64. "Sustainability in the global marketplace: Business-almost-as-usual," *Triple Pundit*, October 29 (2013) (with Jalal and Terry Nelidov).
65. "The wrong-headed solutions of corporate sustainability," *Greenbiz*, April 10 (2013) (with John Ehrenfeld).
66. "Global business responses to climate change: Where to now?" *The Conversation*, Australia, March 18 (2013) (with Christopher Wright).
67. "Building our collective history: A compendium of survey papers on Business & the Natural Environment," *Organizations and the Natural Environment Blog*, February 21 (2013).
68. "The 'how' in the climate debate," *Management INK*, Sage Publications, January 17 (2013).
69. "Finding hope for a sustainable world," *Perspective: Sustainability Blog from the Erb Institute*, December 10 (2012).
70. "From classroom to corporation: Bringing fresh thinking to sustainability learning," *GreenBiz*, November 30 (2012) (with Terry Yosie and Rick Bunch).

71. "Now is the time to renew business leadership on climate policy," *Corporate Eco Forum*, November 11 (2012).
72. "Why we need to stop talking about climate change," *GreenBiz*, September 2 (2012) (with Tom Catania).
73. "Structured conversation on 'public intellectualism'," *Leopold Leadership 3.0*, August 14 (2012).
74. "USCAP version 2.0," *SustainAbility Blog*, January 23 (2012).
75. "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).
76. "Climate change in word clouds: The conflicting discourse of climate change," *Pew Center on Climate Change blog*, September 8 (2011).
77. Thirty-five years of research on business and the natural environment," *Organizations and the Natural Environment Blog*, July 13 (2011).
78. "Job versus vocation: What I didn't learn in B-School," *Harvard Business Review, The Conversation*, May 18 (2010).
79. "How camaraderie works: What they don't teach you in B-School," *Harvard Business Review, The Conversation*, May 11 (2010).
80. "Trusting your gut: What they don't teach you in B-School," *Harvard Business Review, The Conversation*, April 30 (2010).
81. "Talking across cultures (with or without profanity)," *Harvard Business Review, The Conversation*, April 23 (2010).
82. "Firing someone: What they don't teach you in B-School," *Harvard Business Review, The Conversation*, April 15 (2010).
83. "Are you green? Yes? But how 'dark' or 'bright' green is that?" *Our Values*, April 27 (2009).
84. "What are the crucial environmental issues – from bright to dark green?" *Our Values*, April 28 (2009).
85. "Green goes mainstream – but is it a trendy sprout or a historic shift?" *Our Values*, April 29 (2009).
86. "In praise of dark greens" Do we really want 'green' to fade?" *Our Values*, April 30 (2009).
87. "Climate change: How your business can help – and profit," *Harvard Business Review blog*, April 23 (2008) (with John Woody).
88. The simple economics of offshore drilling," *Perspective: Sustainability Blog from the Erb Institute*, August 7 (2008) (with Tom Lyon).

Podcasts (audio)

1. "[The Engaged Scholar](#)," *The New Books Network's Van Leer Jerusalem Series on Ideas*, September 23 (2023).
2. "[Reshaping business school with "management as a calling](#)," *NPR Marketplace Morning Report*, February 23 (2023).
3. "[What's behind the climate culture wars?](#)" *Make Me Smart with Kai Ryssdal, NPR Marketplace*, January 24 (2023).
4. "[Climate change, sustainability and capital markets](#)," *Kickin' it with Krish*, December 15 (2022).
5. "[The insurance industry and climate change](#)," *SustainabiliME*, November 15 (2022).
6. "[Educating the next generation of sustainable business leaders](#)," *Sustainability Decoded with Tim & Caitlin*, July 12 (2022).
7. "[Necessarily global: How the pandemic forces us to think bigger](#)," *Ideas Roadshow*, April 6 (2022).
8. "[Will future business leaders use their power differently?](#)" *Innovation Forum*, February 26 (2021).
9. "[Living with purpose](#)," *What's America's Purpose*, January 16 (2021).
10. "[Shareholder primacy and COVID-19](#)," *The Conversation Lab*, May 10 (2020).
11. "[Management as a calling: Yielding positive performance through positive leadership](#)," *Harvesting Happiness Talk Radio*, February 22 (2020).
12. "[Without widespread cultural change, the climate crisis won't be solved, says UM expert](#)," *Stateside, Michigan Public Radio*, October 23 (2019).

13. "[Is corporate sustainability broken?](#)" *Network for Business Sustainability*, with Brad Zarnett, June (2019).
14. "[A conversation with and call to action from Andrew J. Hoffman](#)," *The World's We Want*, May (2018).
15. "[Interview by Don Shafer](#)," *Roundhouse Radio*, March (2018).
16. "[What happens if there's an outright denial of climate science from the White House?](#)" *Environment Report, Michigan Public Radio*, November (2016).
17. "[Is the Ivory Tower's decline in relevance a symptom of a post-factual world?](#)" *Stateside, Michigan Public Radio*, October (2016).
18. "[Self-driving vehicles could change the way we relate to mobility](#)," *Stateside, Michigan Public Radio*, May (2016).
19. "[In a word? Politics of climate change](#)," *Stateside, Michigan Public Radio*, October (2014).
20. "[Why aren't more university researchers engaging with the public?](#)" *Stateside, Michigan Public Radio*, July (2014).
21. "[When worldviews collide](#)," *The Communications Network*, May (2014).
22. "[Business looks to take advantage of green initiatives](#)," *Business Today, ABC TV Australia*, April (2013).
23. "[Promoting broker frames](#)," *Climate Access*, August (2012).
24. "[Conservation in the Anthropocene](#)," *Generation Anthropocene, Stanford University*, August (2012).
25. "[Building a sustainable future through business](#)," *Generation Anthropocene, Stanford University*, July (2012).
26. "[We can't solve our environmental problems without business](#)," *Grist*, July (2012).
27. "[Talking past each other? Cultural framing of skeptical and convinced logics in the climate change debate](#)," *Organization & Environment*, March (2011).
28. "[Andrew Hoffman talks about his new book, Builder's Apprentice](#)," *U of Michigan*, April (2010).
29. "[Climate change strategies in business](#)," *U of Michigan Energy Institute*, March (2008).
30. "[Is consumerism sustainable](#)," *U of Michigan*, November (2007).

Webcasts (video)

1. Atkinson Center for Sustainability, Cornell University, [The Next Phase of Business Sustainability](#) (2024)
2. Sanger Leadership Center, Ross School of Business, University of Michigan, [Leadership Dialogues Featuring Former Unilever CEO Paul Polman](#) (2022).
3. 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)
4. Science Animated, [Reimagining Business Education as if People and the Planet Really Matter](#) (2022).
5. Responsible Research in Business Management network, [Management as a Calling](#) (2021).
6. 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).
7. Responsible Research in Business Management network, [The Engaged Scholar](#) (2021).
8. International Humanistic Management Association, [Exploring Engaged Scholarship](#) (2021).
9. Supply Chain Matters, [Managing the Pace of Change from Fossil-Fuels to Clean Energy](#) (2021).
10. Supply Chain Matters, [Achieving Carbon Neutrality Requires Looking at the Entire Equation](#) (2021).
11. [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).
12. United Nations PRME, "[Business education as if people and the planet really matter](#)," (2020) (beginning at 28:30).
13. Supply Chain Matters, [New Approaches to Achieving Sustainability Commitments](#) (2020).
14. Osher Lifelong Learning Institute, [The Business Challenge of Climate Change](#) (2020).
15. Osher Lifelong Learning Institute, [The Personhood of the Corporation](#) (2020).
16. Citizens' Climate Lobby, [Webinar and Lecture](#). (2019).
17. Citizens' Climate Lobby, Climate University, [Extended Q&A](#). (2019).

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

Professional Activities

- | | |
|-----------|---|
| 2017 | Juror, 43 rd 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, <i>American Innovation: Manufacturing Low Carbon Technologies in the Midwest US</i> , The Climate Group. |
| 2008 | Expert Committee/Contributing author, <i>A Global Deal for Our Low Carbon Future</i> , 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](#)

IV. TEACHING

Courses Taught at University of Michigan (2004-present)

Management as a Calling

- ✓ *UN PRME Teaching Award, 2024, United Nations Principles for Responsible Management Education*

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. *Kitson & Partners: Climate Change and the Future of Real Estate in Florida*, #6-136-718 (WDI, 2023).
2. *H&M, Rana Plaza and Beyond: Fast Fashion under the Microscope*, #9-423-570 (WDI, 2023).
3. *Patagonia: Challenging Consumerism through Refusal to Co-brand Apparel*, #8-761-888 (WDI, 2023).
4. *IKEA's Sustainability Options: Circular Economy, Green Growth or Degrowth*, #4-495-470 (WDI, 2023).
5. *Starbucks: Responding to Unionization Efforts*, #2-614-522 (WDI, 2023).
6. *Tony's Chocolonely: A Bittersweet Journey to Make Chocolate Slave-Free*, #2-939-113 (WDI, 2023).
7. *BlackRock's ESG Investment Dilemma: Managing Stakeholder Differences*, #7-238-314 (WDI, 2023).
8. *Zingerman's Delicatessen: Sustainable Packaging Initiatives at a Local Michigan Business*, #9-219-026 (WDI, 2023).
9. *Mandalay Homes: Building Sustainable Innovation in Residential Construction*, #2-070-379 (WDI, 2022).
10. *AT&T and Corporate Political Donations after the Capitol Insurrection*, #9-334-409 (WDI, 2022).
11. *Squarespace and Domestic Terrorism in Charlottesville: The Responsibility of Private Companies to Respond*, #8-968-451 (WDI, 2022).
12. *Tesla's Battery Supply Chain: A Growing Concern*, #9-884-554 (WDI, 2022).
13. *Polarizing Government Work: McKinsey & Co. and Immigration and Customs Enforcement (ICE)*, #3-951-926 (WDI, 2022).
14. *"Kraken" Down on Emissions: The World's First Net-Zero Arena*, #3-416-331 (WDI, 2022).
15. *Can Salesforce Compete in the Carbon Accounting Market?*, #6-796-717 (WDI, 2022).
16. *Loop: Eliminating Single-Use Plastic through Reusable Packaging and the Circular Economy*, #2-601-145 (WDI, 2022).
17. *LaCroix and PFAS: Redefining the Role of Science and Regulation*, #7-806-041 (WDI, 2022).
18. *A Sweet Dilemma: Sourcing Palm Oil with Ferrero SpA and Nestlé*, #7-951-326 (WDI, 2022).
19. *Interface: The Journey Toward Carbon Negative*, #2-341-083 (WDI, 2022).
20. *Marathon Petroleum and Southwest Detroit: The Intersection of Community and Environment*, #2-652-482 (WDI, 2022).
21. *Nike's Response to Human Rights Abuse Claims in China*, #5-843-548 (WDI, 2021).
22. *Walmart's Blockchain Quest: Integrating New Technology into a Complex Supply Chain*, #4-290-769 (WDI, 2021).

23. *White Oak Pastures: A Radically Traditional Farm Redefines Growth*, #9-453-550 (WDI, 2021).
24. *Stripe: Encouraging Customers to Invest in Carbon Removal*, #7-558-064 (WDI, 2021).
25. *Imperfect Foods: Ugly Produce and an Attempt to Reduce Food Waste*, #4-067-580 (WDI, 2021).
26. *Starbucks: Opposing a Local Tax to Address Homelessness while Promoting Social Justice*, #3-330-494 (WDI, 2021).
27. *Brightline: Targeting a Successful Future with High-Speed Rail*, #2-982-867 (WDI, 2020).
28. *Building Transparency within the Sustainable Apparel Coalition: The Road to Successful Pre-Competitive Collaboration*, #8-059-399 (WDI, 2020).
29. *The University of Michigan Endowment Fund: Divesting from Fossil Fuels* #1-764-030 (WDI, 2020).
30. *The Ellen MacArthur Foundation: Accelerating a Circular Economy for Plastic Packaging*, #9-550-406 (WDI, 2020).
 - ✓ *Financial Business Case Teaching Award, 2023 Winner.*
31. *Navigating Emission Reductions through Competition or Collaboration? Maersk in Uncharted Waters*, #4-510-111 (WDI, 2020).
32. *Growing Better Together: General Mills Considers Pre-Competitive Collaboration to Advance Sustainable Supply Chains*, #5-169-798 (WDI, 2020).
33. *Neste: Fueling the Future of Transportation*, #5-522-996 (WDI, 2020).
34. *JUST, Inc., Clean Meat and the Future of Protein Alternatives* #9-972-749 (WDI, 2020).
 - ✓ *Financial Times Business Case Teaching Award, 2023 Highly Commended.*
35. *Policing Politics: Facebook and a Politician's Right to Free Speech*, #4-083-120 (WDI, 2020).
36. *Turning the Tide: DuPont, Sustainable Seaweed and Pre-Competitive Collaboration*, #4-095-267 (WDI, 2020).
37. *The Challenges of Siting a New Headquarters: Amazon Courts New York City*, #9-380-526 (WDI, 2020).
38. *Apple and the FBI: User Privacy and Law Enforcement Cooperation*, #2-190-513 (WDI, 2020).
39. *"The Status Quo is Unacceptable": Walmart and the Debate on Gun Control*, #8-768-562 (WDI, 2020).
40. *Ring Inc. and Law Enforcement: The Cost of Keeping Neighborhoods Safe*. #8-938-615 (WDI, 2020).
41. *BerkShares: Resisting Big-Box Retailers and Creating Economic Self-Sufficiency through Local Currency and Entrepreneurship*, #1-537-103 (WDI, 2019).
42. *Lafarge, ISIS & the Syrian Civil War: Business in the Face of Terrorism*, #3-504-559 (WDI, 2019).
43. *Tyson Foods & Alternative Proteins: Investing for a Sustainable Future*, #3-456-756 (WDI, 2019).
44. *Argus Farm Stop: Can a Low-Profit LLC be Scaled to Save the Family Farm*, #1-543-605 (WDI, 2019).
45. *Blurring the Lines between Business and Government: Salesforce and CEO Activism*, #2-027-758 (WDI 2019).
46. *At a Crossroads: General Motors and the Trump Administration's Fuel Economy Standards* #1-453-703 (WDI, 2019).
47. *Facebook: Fake News, Free Speech and an Internet Platform's Responsibility*, #8-890-047 (WDI, 2019).
48. *The Cultural Challenges of Meeting Climate Change Goals: Montreal Weighs an Emissions Ban on Iconic Wood-Fire Bagel Shops*, #7-234-668 (WDI, 2019).
49. *WeWork: Oil Money and the Challenge of Achieving Carbon Neutrality*, #9-396-089 (WDI, 2019)
50. *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.*
51. *Dell: Upcycling Ocean Plastics Through Supply Chain Innovation*, #7-949-121 (WDI, 2018)
52. *How Do We Get There? EDF Manages a New Diversity Plan*, #1-430-503 (WDI, 2017)
53. *Ending the Woes of Short-Termism: The Long-Term Stock Exchange*, #1-430-504 (WDI, 2017)
54. *Climate Change and the Napa Valley Wine Industry*, #1-430-510 (WDI, 2017).
55. *The Challenges of Transparency: Communicating the Pebble Mine Project to the Public*, #1-430-511 (WDI, 2017)
56. *Cargill: The Risky Business of Integrating Climate Change and Corporate Strategy*, #1-430-506 (WDI, 2017).

57. *Cracking the Egg Industry: Hampton Creek Tries a Vegan Take on Classic Mayo*, #1-430-509 (WDI, 2017).
58. *Breaking Ground: Method and the Brownfield vs. Greenfield Debate*, #1-430-508 (WDI, 2017).
59. *Seventh Generation and Unilever: Would an Acquisition Affect Sustainability?* #1-430-507 (WDI, 2017).
60. *Sustainability and Post-Merger Integration: The Dow Chemical Company's 2009 Acquisition of Rohm & Haas*, #1-430-512 (WDI, 2017).
61. *The Hershey Trust: Managing Conflicts of Interest in Corporate Governance*, #1-430-505 (WDI, 2017).
62. *Recycling at Keurig Green Mountain: A Brewing Problem*, #1-430-482 (WDI, 2016).
63. *Volvo: Finding True Value in the Electric Bus Market*, #1-430-480 (WDI, 2016).
64. *Dow and the Circular Economy: Trash to Treasure?* #1-430-478 (WDI, 2016).
65. *Kaiser Permanente: Linking Renewable Energy and Healthcare*, #1-430-481 (WDI, 2016)
66. *Volkswagen's Clean Diesel Dilemma*, #1-430-484, (WDI, 2016)
67. *General Mills Commits to Sourcing 100% Sustainable Cocoa*, #1-430-483, (WDI, 2016)
68. *Uber & the Sharing Economy: Global Market Expansion & Reception*, #1-430-479, (WDI, 2016).
69. *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).
70. *Intel: Undermining the Conflict Mineral Industry*, #1-429-411, (WDI, 2015).
71. *Firestone: Crises Across the Decades*, #1-429-412, (WDI, 2015).
72. *Tea and Sustainability at Unilever: Turning Over a New Leaf*, #1-429-413, (WDI, 2015).
73. *Theo Chocolate: How Far Should Fair Trade Go?* #1-429-414, (WDI, 2015).
74. *What Is Water Worth? Nestlé Walks a Fine Line*, #1-429-415, (WDI, 2015).
75. *Chevron and Chad: A Pipeline Dream?* #1-429-416, (WDI, 2015).
76. *Vodafone Egypt and the Arab Spring: When Government and Business Collide*, #1-429-417, (WDI, 2015).
77. *Perdue Farms Inc.: Antibiotic Use in Hatcheries*, #1-429-418, (of Michigan, 2015).
78. *Kellogg and Wilmar International: A Partnership Under Fire*, #1-429-378 (WDI, 2014).
79. *PG&E: Hanging on to a Ray of Hope*, #1-429-377 (WDI, 2014).
80. *Morgan Stanley: Positioning to Be the Sustainability Finance Leader*, #1-429-376 (WDI, 2014).
81. *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.
82. *Interface's Net-Works Program: A New Approach to Creating Social Value through Sustainable Sourcing*, #1-429-374 (WDI, 2014).
83. *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.
84. *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.
85. *Whole Foods Market: A Luxury Grocer in Detroit?* #1-429-371 (WDI, 2014).
86. *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).
87. *Blueprint of Ford's Future: From Personal Automobiles to Mobility*, #1-429-303 (WDI, 2013).
88. *SC Johnson and the Greenlist Backlash*, #1-429-300 (WDI, 2013).
89. *A123 Systems Powering a Sustainable Future: Strategizing in the Advanced Battery Market*, #1-429-302 (WDI, 2013).

90. *Jamba Juice and the Foam Cup*, #1-429-298 (WDI, 2013).
91. *Strategies for Sustainable Development Course*, #1-429-257 (WDI, 2012).
92. *NextEra's EarthEra Renewable Energy Trust*, #1-429-232 (WDI, 2012).
93. *BP: Beyond Petroleum?* #1-429-229 (WDI, 2012).
94. *Google Energy Shifts to Renewables*, #1-429-226 (WDI, 2012).
95. *Patagonia: Encouraging Customers to Buy Used Clothing*, #1-429-230 (WDI, 2012).
 - ✓ Winner of: 2nd prize in the 2013 Erb Institute Sustainability Case competition.
96. *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).
97. *The Clorox Company Goes Green*, #1-428-989 (WDI, 2010).
 - ✓ Winner of: 3rd prize in the 2011 Oikos International Case competition.
98. *Honest Tea: Sell Up or Sell Out*, #1-428-947 (WDI, 2010).
99. *Sherwin Williams: Splashing Into the Low VOC Paint Market*, #1-428-993 (WDI, 2010).
100. *Better Place: Charging into the Future?* #1-429-946 (WDI, 2010).
101. *Molten Metal Technology*, 1-429-049 (WDI, 2010).
102. *LivingHomes*, #1-428-714 (WDI, 2008).
 - ✓ Winner of: 3rd prize in the 2008 Oikos International Case competition.
103. *Augusta Richards: Responding to Plagiarism*, #1-429-044 (WDI, 2010).
104. *Hank Thaler: Ethics of Disclosure*, #1-429-040 (WDI, 2010).
105. *Joe Stoddard: Medical Marketing vs Personal Privacy*, #1-429-047 (WDI, 2010).
106. *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).
6. *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).
7. *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).
8. *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).
9. *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).
10. *Building a Sustainable Community in Africa* (M. Antokal, C. Ryan, N. Seeba and A. Varadharajan; University of Michigan School of Natural Resources & Environment, 2011).
11. *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).

12. *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).
13. *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).
14. *Opportunities and Challenges in Whole Building Retrofits* (J. Koslow; University of Michigan School of Natural Resources & Environment, 2010).
15. *Hybrid Organizations: New Business Models for Environmental Leadership* (B. Boyd, N. Henning, E. Reyna, D. Wang, and M. Welch; Sheffield, UK: Greenleaf Press, 2009).
16. *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).
17. *Voluntary Carbon Confusion: A Consumer's Guide to Purchasing Carbon Offsets and Renewable Energy Certificates* (M. Lemmer, Erb Institute for Global Sustainable Enterprise, 2008).
18. *High Performance Hospitality: Sustainable Hotel Case Studies* (M. Diener, A. Parekh, and J. Pitera; Lansing, MI: American Hotel & Lodging Educational Institute, 2008).
19. *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).

V. 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*
 2012-2022 Academic Advisory Board, *Stanford Social Innovation Review*
 1999-2012 Editorial Review Board, *Organization & Environment*

Boards of Directors and Advisors

- 2023-prsnt Working Board, *Responsible Research in Business & Management (RRBM)*
 2022-prsnt Advisory Board, *PRME(i5), United Nations*
 2016-prsnt Advisory Board, *The Conversation (US)*
 2014-prsnt Advisory Board, *Corporate Eco-Forum*
 2018-2024 Board of Directors, *Wildlife Habitat Council*
 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.*