

ANDREW J. HOFFMAN

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Holcim (US) Professor of Sustainable Enterprise
Phone: [\(734\) 763-9455](tel:7347639455); Email: ajhoff@umich.edu; Twitter: [@HoffmanAndy](https://twitter.com/HoffmanAndy)
Web Page: <http://www.andrewhoffman.net/>
Google Scholar: <https://scholar.google.com/citations?user=wGt9rX8AAAAAJ&hl=en&oi=sra>
SSRN: https://papers.ssrn.com/sol3/cf_dev/AbsByAuth.cfm?per_id=101772
Impactstory : <https://profiles.impactstory.org/u/0000-0002-5430-0004>
ORCID: <https://orcid.org/0000-0002-5430-0004>
Stephen M. Ross School of Business
School of Environment and Sustainability
The University of Michigan
701 Tappan Street, Room R4390
Ann Arbor, Michigan 48109

EDUCATION

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- February 1995* **Massachusetts Institute of Technology** **Cambridge, MA**
Doctor of Philosophy from the Alfred P. Sloan School of Management and the Department of Civil and Environmental Engineering (inter-departmental degree).
- September 1991* **Massachusetts Institute of Technology** **Cambridge, MA**
Master of Science in Civil and Environmental Engineering.
- June 1983* **University of Massachusetts** **Amherst, MA**
Bachelor of Science in Chemical Engineering, Minor in Environmental Sciences.

ACADEMIC EXPERIENCE

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- September 2004 to present* **University of Michigan, Stephen M. Ross School of Business** **Ann Arbor, MI**
University of Michigan, School of Environment and Sustainability
Holcim (US) Professor of Sustainable Enterprise
Associate Director, Erb Institute (2004-2010)
Faculty Director, Erb Institute (2010-2015)
Education Director, Graham Institute (2015-2017)
- September 1997 to August 2004* **Boston University, School of Management** **Boston, MA**
Associate Professor of Organizational Behavior
- September 1995 to August 1997* **Northwestern University, Kellogg Graduate School of Management** **Evanston, IL**
Post-Doctoral Fellow; Department of Organizational Behavior

VISITING POSITIONS

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- Jan/Feb 2018* **Beedie School of Business, Simon Fraser University** **Vancouver, Canada**
- Nov/Dec 2017* **Harvard University Center for the Environment** **Cambridge, Massachusetts**
- Sept/Oct 2017* **Judge Business School, University of Cambridge** **Cambridge, England**
- March 2013* **University of Sydney Business School** **Sydney, Australia**
- October 2012* **Beedie School of Business, Simon Fraser University** **Vancouver, Canada**
- Winter 2011* **Sloan School of Management, MIT** **Cambridge, Massachusetts**
- December 2010* **Molson School of Business, Concordia University** **Montreal, Canada**
- November 2010* **Smith School of Enterprise & Environment, Oxford University** **Oxford, England**
- October 2010* **Oikos Institute, University of St. Gallen** **St. Gallen, Switzerland**
- September 2010* **Eidgenössische Technische Hochschule (ETH)** **Zurich, Switzerland**
- June 2008* **University of Cyprus** **Nicosia, Cyprus**
- Fall 03/04* **Reykjavik University** **Reykjavik, Iceland**
- Summer 02/03* **Oikos Institute, University of St. Gallen** **St. Gallen, Switzerland**

PROFESSIONAL EXPERIENCE

- January to June 2004 **Meridian Institute** **Washington DC**
Senior Fellow with the Meridian Institute, working on: (1) promoting discussion among senior industry, government and NGO representatives on the environmental and social implications of nanotechnology; and (2) developing a training program for senior chemical industry executives on constructive engagement with external stakeholders.
- Summer 1993 **Amoco Corporation** **Chicago, IL**
Analyst for the Amoco Oil Company modeling the expected costs and potential strategies for dealing with the Clean Air Act Amendments and other environmental statutes impacting pipeline operations.
- May 1987 to August 1990 **T & T Construction and Design, Inc.** **Ridgefield, CT**
Project Superintendent for the construction of custom built estates in southwestern CT. Preparation of estimates, development of schedules, procurement of materials, coordination with architects, engineers, designers and client, staffing and supervision of in-house carpentry crews as well as outside subcontractors. *Major projects completed:* 26,000 sf Victorian home on 180 acre estate; 13,000 sf Oriental home on 18 acre estate; 8,000 sf Country home on 15 acre estate.
- November 1986 To April 1987 **Metcalf & Eddy, Inc.** **Wakefield, MA**
Environmental Engineering Consultant for projects dealing with hazardous waste management, environmental regulatory compliance and site remediation.
- May 1986 to October 1986 **T & T Construction and Design, Inc.** **Nantucket, MA**
Independent Carpentry Subcontractor on the construction of a 5,000 square foot home for the CEO of the General Electric Corp.
- April 1984 to April 1986 **US Environmental Protection Agency** **Boston, MA**
Compliance Engineer for facilities that treat, store, generate or dispose of hazardous waste. Reviewed and drafted RCRA permits, conducted compliance inspections and assisted corporate officials in achieving regulatory compliance.

PUBLICATION HISTORY

Books

- Hoffman, A. and P.D. Jennings (*forthcoming*) ***Re-engaging with Sustainability in the Anthropocene Era: An Institutional Approach*** (Cambridge, UK: Cambridge University Press).
- Hoffman, A. and S. Georg (2018) ***Business and the Natural Environment: A Research Overview*** (Oxford, UK: Routledge).
- Hoffman, A. (2016) ***Finding Purpose: Environmental Stewardship as a Personal Calling***, (Leeds, UK: Greenleaf Publishing).
- Hoffman, A., et al. (2015) ***Academic Engagement in Public and Political Discourse: Proceedings of the Michigan Meeting, May 2015*** (Ann Arbor, MI: Michigan Publishing).
- Hoffman, A. (2015) ***How Culture Shapes the Climate Change Debate***, (Palo Alto, CA: Stanford University Press).
 - ✓ *Honorable Mention for the 2016 Best Book Award*, Organizations and Natural Environment Division, Academy of Management.
 - ✓ *Translated into: Czech (Jak kultura utváří diskusi o klimatické změně*, Muni Press).
- 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.
- 7. 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.
- 8. Georg, S. and A. Hoffman (eds.) (2013) ***Business and the Environment: Critical Perspectives in Business and Management***, Volumes I-IV, (Oxford, UK: Routledge)
- 9. Bansal, P. and A. Hoffman (eds.) (2012) ***The Oxford Handbook on Business and the Natural Environment*** (Oxford, UK: Oxford University Press).
- 10. 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*
- 11. 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).*
- 12. 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).*
- 13. Hoffman, A. and M. Ventresca, (eds.) (2002) ***Organizations, Policy and the Natural Environment: Institutional and Strategic Perspectives*** (Stanford, CA: Stanford University Press).
- 14. Hoffman, A. (2001) ***From Heresy to Dogma: An Institutional History of Corporate Environmentalism - Expanded Edition***, (Stanford, CA: Stanford University Press).
 - ✓ *Winner of the 2001 Rachel Carson Prize, The Society for Social Studies of Science (4S).*
 - ✓ *Originally published in 1997 by the New Lexington Press, Jossey-Bass Publishers.*
- 15. Hoffman, A. (2000) ***Competitive Environmental Strategy: A Guide to the Changing Business Landscape***, (Washington DC: Island Press).
- 16. 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. National Research Council (2019) ***Sackler Colloquia on Science Communication IV*** (Washington DC: The National Academies Press): Planning Committee Member.
2. National Research Council (2017) ***Sackler Colloquia on Science Communication III*** (Washington DC: The National Academies Press): Speaker and Panel Moderator.
3. National Research Council (2016) ***Characterizing Risk in Climate Change Assessments***, (Washington DC: The National Academies Press): Planning Committee Member.
4. 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.
5. National Research Council (2014) ***Climate Change Education: Preparing Future and Current Business Leaders***, (Washington DC: The National Academies Press): Steering Committee Member.
6. National Research Council (2010) ***America's Climate Choices: Limiting the Magnitude of Future Climate Change***. (Washington DC: National Academy of Sciences): Contributing Author.
7. National Research Council (2010) ***Contributions of the Social and Behavioral Sciences Towards Understanding Climate Change***, (Washington DC: The National Academies Press): Steering Committee Member and Contributing Author.

Research Reports

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

Projects Under Review or In Development

1. Hoffman, A., and P.D. Jennings (*under review*) "From collapse to re-enlightenment: An institutional-political reading of Anthropocene society," ***Business & Society***
2. Hoffman, A. (*under review*) "Living in the Anthropocene and the next age of Enlightenment," ***Orion***
3. Hoffman, A. (*under review*) "Management as a calling: A blueprint for management education in the 21st Century," ***Stanford Social Innovation Review***
4. Elangovan, A. and A. Hoffman (*in development*) "The pursuit of academic success: Plato's ghost asks 'What then?'"
5. Lubchenco, J., B. Smith, A. Barner, L. Cemy-Chipman, B. Lewenstein and A. Hoffman (*in development*) "The new social contract for science,"

Articles: Academic

1. 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***, <https://doi.org/10.1177/1086026617744278>
2. Hoffman, A. (2016) "Plugging a leaky ship: Modeling the organizational obstacles to sustainable practices," ***Academy of Management Discoveries***, 3(1): 93-94.
3. 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.
4. 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.
5. Hoffman, A., C. Corbett, N. Joglekar and P. Wells (2014) "Industrial ecology as a source of competitive advantage," *Journal of Industrial Ecology*, 18(5): 597-602.
 6. 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.
 7. 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.
 8. Hoffman, A. (2013) "Academic engagement in public and political discourse: Establishing the rules of the game," *Michigan Journal of Sustainability*, 1(1): 5-13.
 9. Walls, J. and A. Hoffman (2012) "Exceptional boards: Environmental experience and positive deviance from institutional norms," *Journal of Organizational Behavior*, 34(2): 253-271.
 10. Haigh, N. and A. Hoffman (2012) "Hybrid organizations: The next chapter in sustainable business," *Organizational Dynamics*, 41(2): 126-134.
 11. Hoffman, A. (2011) "The growing climate divide," *Nature Climate Change*, 1(4): 195-196.
 12. 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.
 13. 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.
 14. 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
 15. Hoffman, A. (2010) "Climate change as a cultural and behavioral issue: Addressing barriers and implementing solutions," *Organizational Dynamics*, 39 (4): 295-305.
 16. 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).
 17. Sandelands, L. and A. Hoffman (2008) "Sustainability, faith and the market," *Worldviews: Global Religions, Culture and Ecology*, 12: 129-145.
 18. Barnett, M. and A. Hoffman (2008) "Beyond corporate reputation: Managing reputational interdependence," special issue co-editors in *Corporate Reputation Review*, 11 (1): 1-9.
 19. Hoffman, A. (2006) "Let's put Malcolm Gladwell out of business," *Journal of Management Inquiry*, 15 (4): 410-411.
 20. Hoffman, A. and L. Sandelands (2005) "Getting right with nature: Anthropocentrism, ecocentrism and theocentrism," *Organization & Environment*, 18 (2): 141-162.
 21. 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.
 22. 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.
 23. Hoffman, A. (2003) "Linking social systems analysis to the industrial ecology framework," *Organization & Environment*, 16 (1): 66-86.
 24. 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.

25. 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.
26. 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.
27. Hoffman, A. (2001) "Linking organizational and field level analyses: The diffusion of corporate environmental practice," *Organization & Environment*, 14 (2): 133-156.
28. 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).
29. Hoffman, A. and M. Ventresca (1999) "The institutional framing of policy debates: Economics versus the environment," *American Behavioral Scientist*, 42 (8): 1368-1392.
30. 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.
31. Bazerman, M. and A. Hoffman (1999) "Sources of environmentally destructive behavior: Individual, organizational and institutional perspectives," *Research in Organizational Behavior*, 21: 39-79.
32. Hoffman, A. (1996) "Trends in corporate environmentalism: The chemical and petroleum industries, 1960-1993," *Society & Natural Resources*, 9 (1): 47-64.
33. Hoffman, A. (1996) "Technology strategy in a regulation-driven market: Lessons from the US Superfund program," *Business Strategy & the Environment*, 5 (1): 1-11.
34. 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.
35. 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. (2018) "The next phase of business sustainability," *Stanford Social Innovation Review*, 16(2): 34-39.
2. 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.
1. Hoffman, A. (2015) "Isolated scholars: Making bricks, not shaping policy," *The Chronicle of Higher Education*, February 9.
3. Hoffman, A. (2015) "*Laudato Si'* and the role of religion in shaping humanity's response to climate change," *Solutions*, 6(5): 40-47.
4. Hoffman, A. (2015) "The Pope's encyclical letter and its implications for business," *Environment* 57(6): 12-16.
5. Hoffman, A. (2015) "Sustainability: How to get from here to there," *Leadership Excellence Essentials*, March, 15-16.
6. Ehrenfeld, J. and A. Hoffman (2013) "Sustainability 2.0: Sustainability is dead, long live sustainability," *Solutions*, 4(3)(June): 1.
7. Hoffman, A. (2013) "How to fix the broken debate on climate change," *Footnote*¹, May 1.
8. 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.

9. Hoffman, A. and P.D. Jennings (2012) "The social and psychological foundations of climate change," *Solutions*, 3(4)(July): 58-65.
10. Hoffman, A. (2009) "Shades of green," *Stanford Social Innovation Review*, Spring: 40-49.
11. Hoffman, A. and A. James (2009) "America's emerging energy renaissance," *Power and Energy Solutions*, June: 38-41.
12. Hoffman, A. (2007) "If you're not at the table, you're on the menu," *Harvard Business Review*, October: 34-35.
13. Hoffman, A. (2005) "Climate change strategy: The business logic behind voluntary greenhouse gas reductions," *California Management Review*, 47 (3): 21-46.
14. 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.
15. Hoffman, A. (2004) "Winning the greenhouse gas game," *Harvard Business Review*, April: 20-21.
16. Hoffman, A. (2002) "Examining the rhetoric: The strategic implications of climate change policy," *Corporate Environmental Strategy*, 9 (4): 329-337.
17. Hoffman, A. (2002) "Environmental strategy: Emerging market for consulting services," *Consulting to Management*, 13 (4): 15-24.
18. Hoffman, A. (2001) "Businesses might not like Kyoto Treaty, but they'll like uncertainty even less," *Boston Business Journal*, 21 (38): 38, 41.
19. 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.
20. Hoffman, A. (2000) "Integrating environmental and social issues into corporate practice," *Environment*, 42 (5): 22-33.
21. Hoffman, A. (1998) "Environmental management strategy: Now it's a core business issue," and "Global climate change: The mother of all environmental business issues," *The Manager*, Fall: 37-38.
22. Hoffman, A., M. Bazerman and S. Yaffee (1997) "Balancing business interests and endangered species protection," *Sloan Management Review*, 39(1): 59-73.
23. Hoffman, A. (1996) "A strategic response to investor activism," *Sloan Management Review*, 37(2): 51-64.
24. Hoffman, A. (1996) "Environmental management withers away," *Tomorrow*, 6(2): 60-61.
25. Hoffman, A. (1995) "The many faces of environmental stewardship," *Chemical Week*, 157(1): 63-65.
26. Hoffman, A. (1995) "An uneasy rebirth at Love Canal," *Environment*, 37(2): 4-9, 25-31.
27. Hoffman, A. (1994) "Organizational change and the greening process at Amoco," *Total Quality Environmental Management*, 4(1): 1-21.
28. Hoffman, A. (1994) "Love Canal lives," *E Magazine*, 5(6): 19-22.
29. Hoffman, A. (1994) "34 years of environmental strategy: A history of environmental coverage in Chemical Week," *Chemical Week*, 155(7): 27, 30, 31, 34, 35, 40, 41, 44.
30. Hoffman, A. (1993) "Weighing the pros and cons: Jumping into hazardous waste," *Construction Business Review*, 3(4): 64-70.
31. Hoffman, A. (1993) "Who loves Love Canal?" *Tomorrow*, 3(3): 58-64.
32. Hoffman, A. (1992) "Strategic alliances for the hazardous waste remediation market," *Construction Business Review*, 2(1): 56-71.
33. Hoffman, A. (1992) "Teaching old dogs new tricks: Creating incentives for industry to adopt pollution prevention," *Pollution Prevention Review*, 3(1): 1-11.
34. Hoffman, A. (1992) "Risky business: Commercializing remediation technologies fraught with incentives, obstacles," *Hazmat World*, 5(2): 47-53.
35. Hoffman, A. and H. Taylor (1991) "Interview of Ira Leighton, Chief, CT. Waste Management Branch, US EPA, Region 1," *Construction*, Spring: 13-17.

Book Chapters

1. Wooten M. and A. Hoffman (2017) "Organizational fields: Past, present and future" in R. Greenwood, C. Oliver, T. Lawrence and R. Meyer (eds.) ***The SAGE Handbook of Organizational Institutionalism, 2nd edition*** (London: Sage Publications): 55-74.
2. Jennings, D. and A. Hoffman (2017) "Institutional theory and the natural environment: Building research through tensions and paradox" in R. Greenwood, C. Oliver, T. Lawrence and R. Meyer (eds.) ***The SAGE Handbook of Organizational Institutionalism, 2nd edition*** (London: Sage Publications): 759-785.
3. Hoffman, A. (2017) "The evolving focus of business sustainability education," ***State of the World. Earth Ed: Rethinking Education on a Changing Planet*** (Washington DC: Island Press): 279-288.
4. Hoffman, (2016) "Communicating about climate change with corporate leaders and stakeholders." In M. Nisbet (ed.) ***Oxford Encyclopedia of Climate Change Communication***, Oxford, UK: Oxford University Press, DOI: 10.1093/acrefore/9780190228620.013.410.
5. Hoffman, A. and J. Ehrenfeld (2015) "The fourth wave: Business management and business education in the age of the Anthropocene." In E. Lawler, S. Mohrman and J. O'Toole (eds) ***Corporate Stewardship: Organizing for Sustainable Effectiveness***, (Sheffield, UK: Greenleaf Publishing): 228-246.
6. Misutka, P., C. Coleman, P.D. Jennings, and A. Hoffman (2013) "Processes for retrenching logics: The Alberta oil sands case, 2008-2011," in M. Lounsbury and E. Boxenbaum (eds.), ***Research in the Sociology of Organizations: Institutional Logics in Action***, (Bingley, UK: Emerald Group Publishing): 131-163.
7. Hoffman, A. (2013) "Climate debate in word clouds: The conflicting discourse of climate change," in K. Blair, R. Murphy and J. Almjeld (eds), ***Cross Currents: Cultures, Communities, Technologies*** 1st edition (New York, NY: Cengage Learning): 323-325.
8. Hoffman, A. and S. Georg (2013) "A history of research on business and the natural environment: Conversations from the field," in S. Georg and A. Hoffman (eds.) ***Business and the Environment: Critical Perspectives in Business and Management***, Volume I (Oxford, UK: Routledge): 1-58.
9. Hoffman, A., K. Badiane and N. Haigh (2012) "Hybrid organizations as agents of positive social change: Bridging the for-profit & non-profit divide," in Karen Golden-Biddle and Jane Dutton (eds). ***Using a Positive Lens to Explore Social Change and Organizations: Building a Theoretical and Research Foundation*** (New York: Routledge, Taylor and Francis Group): 131-153.
10. Hoffman, A. and P. Bansal (2012) "Retrospective, perspective and prospective: Introduction," in Pratima Bansal and Andrew Hoffman (eds.) ***The Oxford Handbook on Business and the Natural Environment*** (Oxford, UK: Oxford University Press): 3-28.
 ✓ Reprinted in: Jermier, J. (ed.) (2013) ***Corporate Environmentalism and the Greening of Organizations***, (Thousand Oaks, CA: Sage Publications).
11. Hoffman, A. and N. Haigh (2011) "Positive deviance for a sustainable world: Linking sustainability and positive organizational scholarship," in Kim Cameron and Gretchen Spreitzer (eds) ***Handbook of Positive Organizational Scholarship*** (Oxford, UK: Oxford University Press): 953-964.
12. Henn, R. and A. Hoffman (2011) "LivingHomes," in J. Hamschmidt & M. Pirson (eds.), ***Case Studies in Social Entrepreneurship and Sustainability, The Oikos Collection Volume 2*** (Sheffield, UK: Greenleaf Press): 370-416.
13. Hoffman, A. (2010) "Reconciling professional and personal value systems: The spiritually motivated manager as organizational entrepreneur," in R. Giacalone & C. Jurkiewicz (eds) 2nd edition, ***The Handbook of Workplace Spirituality and Organizational Performance, 2nd edition*** (New York: M.E. Sharpe): 155-170.
14. Hoffman, A. and S. Bertels (2010) "Who is part of the environmental movement? Assessing network linkages between NGOs and corporations" in T. Lyon (ed). ***Good Cop Bad Cop:***

- Environmental NGOs and their Strategies toward Business* (Washington DC: Resources for the Future Press): 48-69.
15. Hoffman, A. and J. Woody (2008) "Winners and losers in a carbon constrained world," in ***Six Critical Conversations about Business and the Environment***, (Cambridge, MA: Harvard Business Review Green): 41-50.
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10. "[Promoting broker frames](#)," *Climate Access*, August 2012.
11. "[Conservation in the Anthropocene](#)," *Generation Anthropocene, Stanford University*, August 2012.
12. "[Building a sustainable future through business](#)," *Generation Anthropocene, Stanford University*, July 2012.
13. "[We can't solve our environmental problems without business](#)," *Grist*, July 2012.
14. "[Talking past each other? Cultural framing of skeptical and convinced logics in the climate change debate](#)," *Organization & Environment*, March 2011.
15. "[Andrew Hoffman talks about his new book, Builder's Apprentice](#)," *U of Michigan*, April 2010.
16. "[Climate change strategies in business](#)," *U of Michigan Energy Institute*, March 2008.
17. "[Is consumerism sustainable](#)," *U of Michigan*, November 2007.

Webcasts (video)

1. McGill University, Sustainability Sciences and Technologies Initiative, "[Academia's crisis of relevance and the emergent role of the engaged scholar](#)." (2018)
2. College of St. Scholastica, Alworth Center for Peace and Justice, "[Finding purpose: The Anthropocene and the next age of enlightenment](#)." (2018)
3. U of Michigan/Dow Chemical Co., "[The next phase of business sustainability](#)," (2018)
4. U of Michigan, "[Finding purpose: Environmental stewardship as a personal calling](#)," (2016)
5. Sustainable Brands, "[From enterprise integration to market transformation: The future of corporate sustainability](#)," (2016)
6. Aspen Institute Faculty Pioneer Award, "[Strategies for sustainable development](#)," (2016)
7. U. of Michigan, "[Finding purpose: Environmental stewardship as a personal calling](#)," (2016)
8. Greentopia - Further with Ford, [Business and the Environment](#) (2013)
9. Sydney Ideas, [The Social Sciences and Climate Change: Structuring the Sources of Distrust](#) (2013)
3. Ideas Roadshow, [Saving the World at Business School](#) (2013)
4. Skillsoft, [Erb Thought Leadership](#) (2013)
5. Skillsoft, Career as a Calling (2013)
6. Skillsoft, Connecting Sustainability to the Company Culture (2013)
7. Skillsoft, Corporate Responsibility for Social and Environmental Problems (2013)
8. Skillsoft, Examples of the Future of Energy (2013)

9. Skillsoft, Global Warming: What to Do (2013)
10. Skillsoft, Hope for Sustainability Problems (2013)
11. Skillsoft, Hybrid Corporations (2013)
12. Skillsoft, Reactions to Energy Change Through History (2013)
13. Skillsoft, Social Acceptance of Climate Change (2013)
14. U. of Michigan, [Teaching Sustainability in a Business School](#) (2013)
15. U. of Michigan, [Windex Maker Gets Sued, What Went Wrong? – A Case Study](#) (2013)
16. Skillsoft, A Manager's Guide to Thinking About Environmental Issues (2008)
17. Skillsoft, Carbon Exposure: What It Is and What You Can Do About It (2008)
18. Skillsoft, Climate Change: What's Your Business Strategy? (2008)
19. Skillsoft, Influencing Policy Development in a Carbon-Constrained World (2008)
20. U. of Michigan, [Faith meets Science: Religious Views on Climate Change](#), (2007)

Research and Writing Awards

- August 2016 **Faculty Pioneer Award** from the Aspen Institute.
- August 2016 Honorable Mention for the 2016 **Best Book Award**, Organizations and Natural Environment Division, Academy of Management, *How Culture Shapes the Climate Change Debate*
- March 2016 2016 American Chemical Society **National Award Winner**
- February 2016 **Best SO!apbox Essay Award**, Strategic Organization, "The culture and discourse of climate skepticism,"
- August 2014 **Best Paper Award**, *Organization & Environment*, "Talking past each other? Cultural framing of skeptical and convinced logics in the climate change debate."
- August 2014 Honorable Mention for the 2014 **Best Book Award**, Organizations and Natural Environment Division, Academy of Management, *Constructing Green: The Social Structures of Sustainability* (with Rebecca Henn).
- August 2014 Finalist for the 2014 **Best Book Award**, Social Issues in Management Division, Academy of Management, *Flourishing: A Frank Conversation on Sustainability* (with John Ehrenfeld).
- August 2014 **1st prize** in the 2014 **Erb Institute Sustainability Case Competition**, "H&M's Global Supply Chain Management Sustainability: Factories and Fast Fashion," (with Marianna Kerppola, Ryan Moody, Likangjin Zheng, and Amaryllia Liu).
- August 2014 **3rd prize** in the 2014 **Erb Institute Sustainability Case Competition**, "Goldman Sachs: Determining the Potential of Social Impact Bonds," (with Joanna Hermann, Ashlyn Gurley, Jimmy Ward, and Kyle Alexander).
- May 2013 **2nd prize** in the 2013 **Erb Institute Sustainability Case Competition**, "Patagonia: Encouraging Customers to Buy Used Clothing," (with Allyson Johnson, Courtney Lee, Steven Rippberger, and Morgane Treanton).
- March 2013 **Maggie Award**, Best Feature Article in a trade journal, "Climate science as culture war," Western Publishing Association.
- March 2012 **Breaking the Frame Best Paper Award**, *Journal of Management Inquiry*, "The BP oil spill as a cultural anomaly? Institutional context, conflict, and change," (with P.D. Jennings).
- January 2012 **Connecticut Book Award** for *Builder's Apprentice*, best Biography/Memoir of the year.
- March 2011 **1st prize** in the 2011 **Oikos International Case Competition**, "Coke in the Cross Hairs" (with S. Howie and G. Augustine).
- March 2011 **3rd prize** in the 2011 **Oikos International Case Competition**, "The Clorox Company Goes Green" (with C. Cammarata, J. Gough, B. Moss, A. Nowygrod, N. Springer, and A. Jongejan).

- June 2010 Finalist for 2010 **IndieFab Award** for *Builder's Apprentice*, best Autobiography/Memoir of the year.
- April 2008 **3rd prize** in the 2008 **Oikos International Case Competition**, "Living Homes" (with R. Henn).
- October 2003 **Rising Star Award** from the World Resources Institute/Aspen Institute.
- August 2003 Finalist for 2002 **Best Paper of the Year Award**, *Academy of Management Review*, "Barriers to resolution in ideologically based negotiations: The role of values and institutions," (with K. Wade-Benzoni, L. Thompson, D. Moore, J. Gillespie and M. Bazerman)
- November 2001 **Rachel Carson Book Prize** by the Society for Social Studies of Science (4S), *From Heresy to Dogma: An Institutional History of Corporate Environmentalism*.
- November 1998 Selected as one of the **Ten Best Books of the Year** *Tomorrow Magazine*, *From Heresy to Dogma: An Institutional History of Corporate Environmentalism*
- May 1998 **Broderick Prize for Excellence in Research**, Boston University School of Management.

Other Honors and Awards

- May 2018 **Ideas Worth Teaching Award** from the Aspen Institute.
- August 2013 **Distinguished Service Award** from the Organizations & Natural Environment Division of the Academy of Management.
- October 2012 Selected as one of the **World's 50 Best Business School Professors**, Poets and Quants.
- March 2011 **Aspen Environment Forum Scholar**, Aspen Institute.
- February 2011 **Aldo Leopold Leadership Fellow**, Stanford University.
- March 2010 **Alfred N. and Lynn Manos Page Prize for Sustainability Issues in Business Curricula** for the course: Green Construction & Design.
- August 2009 Selected as the **All-Academy Chair** for the 2009 Academy of Management Annual Meeting, Chicago, IL; conference theme – "Green Management Matters."
- March 2009 **Aspen Environment Forum Scholar**, Aspen Institute.
- August 2004 Selected as the **Holcim (US) Chair in Sustainable Enterprise**, University of Michigan
- May 2003 **Broderick Prize for Service to the Graduate Programs**, Boston University School of Management.
- March 2003 Elected to **Beta Gamma Sigma**, National Management Honor Society.
- August 2002 **Scholar in Residence**, Oikos Summer Academy, St. Gallen, Switzerland.
- September 1998 Recognized as one of the **Top ten graduate instructors**, Boston University School of Management, *Business Week* online.
- Spring 1997 **Citation of Excellence** from ANBAR Management Intelligence for 1996 BS&E article.
- 1995-1997 **Environmental Council Post-Doctoral Fellowship**, Northwestern University.
- June 1995 **Klegerman Award for Environmental Excellence**, MIT.
- January 1982 Elected to **Tau Beta Pi**, National Engineering Honor Society.

Selected Conference Papers Presented

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

Selected University Seminars Presented

Adolfo Ibáñez University, Chile; Arizona State University; Bainbridge Graduate Institute; Boston College; Boston University; Brown University; Cambridge University; Carnegie Mellon University; Cass Business School; Colby College; Concordia University, Copenhagen Business

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

Selected Invited Speeches and Panels

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

Conferences Organized

- May 2015 ***Academic Engagement in Public and Political Discourse***, with the Graham, Energy and Risk Science Centers at the University of Michigan.
- March 2014 ***Engaging with the Private Sector for Long Term Impact***, with the Leopold Leadership Fellowship, Stanford University.
- November 2013 ***Executive Forum on Business and Climate***, with the National Climatic Data Center, Washington DC.
- March 2013 ***Climate Change Education: Preparing Current and Future Business Leaders***, with the National Academies of Science, Washington DC.
- January 2012 ***Social Science Perspectives on the Climate Change Debate***, with the Union of Concerned Scientists, Ann Arbor, MI.
- May 2010 ***Constructing Green***, with Rebecca Henn, Ann Arbor, MI.
- December 2009 ***Addressing the Challenges of Climate Change through the Behavioral and Social Sciences***, with the National Academies of Science, Washington DC.
- June 2009 ***Sustainable Energy Fellowship***, with researchers from Arizona State University, Cornell University, and Duke University, Ann Arbor, MI.

- September 2007 **Religious Perspectives on Climate Change**, Ann Arbor, MI.
 November 2006 **Corporate Strategies that Address Climate Change**, with the Pew Center on Global Climate Change, Ann Arbor, MI.
 June 2005 **Reframing the Climate Change Debate**, Ann Arbor, MI.
 April 2000 **Organizations, Policy and the Natural Environment: Institutional and Strategic Perspectives**, with Marc Ventresca, Evanston, Il.
 November 1998 **Senior Level Dialogue on Climate Change Policy II**, Evanston, Il.
 May 1997 **Senior Level Dialogue on Climate Change Policy I**, Evanston, Il.

Research Grants

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

Professional Activities

- 2017 Juror, **43rd International Environmental Film Festival**, Brno, Czech Republic, October 5-7.
 2012-2103 Co-organizer, **National Climatic Data Center** Executive Forums on Business and Climate, (June: Asheville, NC; November: Washington DC; NOAA, NCDC).
 2011-2012 Workgroup participant on **Sustainable Consumption**, The Johnson Foundation.
 2011-2012 Advisor group member for design charette on **The Greening of Yellowstone National Park**.
 Spring 2010 Reporter advisor, **American Innovation: Manufacturing Low Carbon Technologies in the Midwest US** (The Climate Group)
 June 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
 February 2007 **Climate Strategy Summit** with senior executive team at the Dow Chemical Co., Midland MI.
 October 2006 Moderated a one-day **Stakeholder Dialogue** between the CEO and senior executive team of Holcim (US) and key external constituents on climate change and community engagement, Washington DC.
 Fall 2006 Advisor to the University of Michigan General Counsel, **Vendor Dispute Review** complaint regarding the Coca-Cola Corporation.
 June 2005 North American Jury Member, **Holcim Awards for Sustainable Construction**, Cambridge, Ma.
 April-May 2004 Instructor with the Operational Strategy Group of the **International Finance Corporation**, World Bank, Warrenton, Va.
 March 2004 Served on the National Science Foundation **Societal Dimensions of Nanoscale Science and Engineering** grant review panel, Arlington, Va.

- November 2003 Research and consulting with the **World Business Council on Sustainable Development**, Geneva, Switzerland.
- November 2000 **Negotiations Instructor** for the Environment Defense Fund and other environmental non-profit groups, Boston, MA. (with Max Bazerman and Leonard Greenhalgh).
- March 1996 **Negotiations Instructor** for The Nature Conservancy, Alexandria, Virginia. (with Max Bazerman).
- 1998 - present Reviewer: *Administrative Science Quarterly*, *Journal of Management Education*; *Academy of Management Journal*; *Academy of Management Review*; *Strategic Management Journal*; *Journal of Industrial Ecology*; *Organization Science*; *California Management Review*; *Journal of Management Studies*; *Journal of Management Inquiry*; *Organization & Environment*; *California Management Review*; *Human Relations*; Harvard Business School Press; MIT Press; Cambridge University Press; Island Press; Pearson Publishing; Prentice Hall; McGraw-Hill; National Science Foundation.

Selected Media Citations

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

Selected Radio and TV Appearances

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

Selected Service Positions

- 2015-2017 Education Director, Graham Sustainability Institute
- 2011-2015 Faculty Director, Frederick A. and Barbara M. Erb Institute for Global Sustainable Enterprise
- 2009-present Executive Committee, Graham Sustainability Institute
- 2005-present Net Impact Advisor, Ross School of Business
- 2012-2015 Promotion and Tenure Committee, School of Natural Resources and Environment
- 2012-2015 Internal Advisory Board, Risk Science Center
- 2011-2012 Faculty Search Committee, Organizational Studies/Program in the Environment
- 2004-2011 Associate Director, Frederick A. and Barbara M. Erb Institute for Global Sustainable Enterprise
- 2009-2010 Faculty Search Chair, Sustainable Built Environment, School of Natural Resources and Environment
- 2004-2010 Alcoa Sustainability Cabinet, School of Natural Resources and Environment
- 2008-2009 Faculty Search Committee, Water/Energy Nexus, School of Natural Resources and Environment
- 2007-2009 Executive Committee, School of Natural Resources and 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, University of Michigan

2005-2008 University of Michigan Energy Research Council, University of Michigan
 2005-2006 Research Advisory Committee, School of Natural Resources and Environment
 2004-2006 Vendor Dispute Review Board, University of Michigan

2012-2013 Chair, ONE Division, Academy of Management
 2011-2012 Chair-Elect, ONE Division, Academy of Management
 2010-2011 Chair, Conference Program, ONE Division, Academy of Management
 2007-2011 Chair, Practice Committee, OMT Division, Academy of Management
 2009-2010 Chair, Professional Development Workshops, ONE Division, Academy of Management
 2009-2010 Committee Member, Practice Theme, Academy of Management
 2008-2009 Chair, All Academy Division, Academy of Management
 2006-2007 Chair, Best Dissertation Award, ONE Division, Academy of Management

Academic Review Boards

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

Boards of Directors and Advisors

2017 – present Advisory Board, The Embedding Project
 2016 – present Advisory Board, *The Conversation (US)*
 2015 – present Sustainability Steering Board, *Graham Partners*
 2014 – present Advisory Board, *Corporate Eco-Forum*
 2013 – present Research Council, *MomentUs*
 2012 – present Marketing Advisory Board, *ecoAmerica*
 2010 – present Council Member, *SustainAbility Ltd*
 2008 – present Board Member, *Michigan League of Conservation Voters.*
 2004 – present Board Member, *Center for Environmental Innovation.*
 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.*