

# MICHAEL J. LENOX

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Darden School of Business  
University of Virginia  
Charlottesville, VA 22906-6550

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## ACADEMIC POSITIONS

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2008- Present     **Darden School of Business, University of Virginia**, Charlottesville, VA  
*Samuel L. Slover Professor of Business*

*Associate Dean and Executive Director, Batten Institute (2008-Present)*

Charged with leading the Darden School's Batten Institute, a research and education center established in 2000 with an endowment today of approximately \$90 million and a mission to advance thought leadership on entrepreneurship and innovation and to cultivated entrepreneurial leaders. Oversee a staff of 12 employees and ~\$5M annual operating budget. Responsible for setting the vision of the institute and executing on the creation of new initiatives and programs. Serve as a member of the school's leadership team.

*Founder and Faculty Director, Alliance for Research in Corporate Sustainability (2008-Present)*

Drafted proposal and solicited members forming an international alliance of currently 13 research institutions including Harvard, Wharton, Yale, Duke, Dartmouth, and the University of Virginia. Alliance activities include convening an annual research conference, an annual doctoral workshop, and creating data resources for scholars. Responsible for conceiving of and driving forward Alliance projects, for constructing the budget, and communicating with the Board. Work closely with and oversee the Managing Director.

2002-2008     **Fuqua School of Business, Duke University**, Durham, NC  
*Associate Professor of Strategy (with tenure starting in 2006)*  
*Associate Professor of Environmental Policy, Nicholas School of Environment (secondary appointment)*

*Area Coordinator for the Strategy Area (2006-2008)*

Drafted and shepherded the proposal to create the area through the faculty leading to the first new faculty area at Fuqua in over 10 years. Served as the first coordinator for the area. Helped recruit and build the strategy faculty. Lead effort to revamp and relaunch the Strategy PhD program. Lead effort to create our first strategic plan and annual report. Conceived of and co-chaired the 1<sup>st</sup> Annual Duke Strategy Conference. Worked to create a strategy advisory corporate council for the area.

*Founder and Faculty Director, Corporate Sustainability Initiative (2007-2008)*

Drafted proposal, solicited support, and brought together various constituents across the university leading to the official launch of the initiative in the fall of 2007. Helped raise \$5M in endowment funding and an additional \$200K in operational funding. Developed promotional materials and website for the initiative. Coordinated faculty across the university to support research on corporate sustainability. Created a student fellows program that provided support for community enrichment activities such as speakers, conferences, courses, and student travel. Laid the groundwork for the creation of a corporate roundtable on corporate sustainability issues.

1999-2002     **Stern School of Business, New York University**, New York, NY  
*Assistant Professor of Management*

## EDUCATION

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1999	<b>Massachusetts Institute of Technology</b> , Cambridge, MA <i>Doctor of Philosophy in Technology Management and Policy</i> Dissertation Title: <i>Agency and Information Costs in the Intra-Firm Diffusion of Practice</i>	<b>Ph.D.</b>
1994	<b>University of Virginia</b> , Charlottesville, VA <i>Master of Science in Systems Engineering</i> (Concentration in Environmental Systems)	<b>M.S.</b>
1993	<b>University of Virginia</b> , Charlottesville, VA <i>Bachelor of Science in Systems Engineering</i> (Concentration in Environmental Systems) Graduated with Distinction. Selected member of Omega Rho, IMP Society, Raven Society, Order of Omega, Tau Beta Pi, Omicron Delta Kappa, Golden Key Society, Phi Eta Sigma. Served as Honor Committee Chairman and Student President of the Engineering School.	<b>B.S.</b>

## VISITING PROFESSORSHIPS

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Summer '10	<b>University College and Said Business School, Oxford University</b> , Oxford, UK <i>Visiting Academic</i>
Summer '07	<b>Harvard Business School, Harvard University</b> , Cambridge, MA <i>Visiting Professor</i>
Summer '01	<b>International Institute for Management Development (IMD)</b> , Lausanne, Switzerland <i>Visiting Professor</i>

## FELLOWSHIPS & AWARDS

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2011	40 Best Professors under 40, Poets and Quants
2009	Winner, Strategic Management Society's Emerging Scholar Award
2009	Winner, Aspen Institute's Faculty Pioneer Award
2008	Runner-up for Duke's Chrysler Faculty Teaching Award
2007	Runner-up for Duke's Daimler-Chrysler Faculty Teaching Award
2007	Fuqua Footprints Faculty Award for bringing sustainability and social issues into the classroom
2006	Selected a Best Paper, ONE Division, Academy of Management
2005	Finalist for World Resources Institute/Aspen Institute Faculty Pioneer Award
2005	Selected a Best Paper, ONE Division, Academy of Management
2003	McKinsey Best Paper Prize Honorable Mention (1 of 4) (Strategic Management Society)
2003	Selected a Best Paper, TIM Division, Academy of Management
2001	Selected a Best Paper, ONE Division, Academy of Management
2000	Free Press Best Dissertation Award Finalist (1 of 4) (BPS Division, Academy of Management)
2000	ONE Best Dissertation Award Finalist (1 of 3) (ONE Division, Academy of Management)
1998	INFORMS Organization Science Dissertation Proposal Contest Finalist
1998	Martin Society Graduate Fellowship for Sustainability
1997	Fellow, Santa Fe Institute's Workshop in Computational Economics
1997	Stokes Fellowship for the study of business and environment issues
1996	Alfred Keil Fellowship for the wiser uses of science & technology
1995	Hugh Hampton Young Fellowship for future leadership in a multi-disciplinary field
1993	University of Virginia Alumni Association Distinguished Student Award
1993	University of Virginia Engineering Foundation Outstanding Student Award
1992	Hugh Cummings Fellowship for contribution to the University of Virginia Honor System

## RESEARCH

### REFEREED JOURNAL ARTICLES

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1. Hall, Jeremy, Greg Daneke, & Michael Lenox. 2010. "Sustainable Development and Entrepreneurship: Past Contributions and Future Directions". **Journal of Business Venturing**. 25(5): 439-448. (Lead Article to Special Issue on Sustainable Development and Entrepreneurship)
2. Lenox, Michael, Scott Rockart, & Arie Lewin. 2010. "Does Interdependency Affect Industry Profitability? An Empirical Test." **Strategic Management Journal**. 31(2): 121-139. (Lead Article)
3. Lenox, Michael & Chuck Eesley. 2009. "Private Environmental Activism and the Selection and Response of Firm Targets." **Journal of Economics & Management Strategy**. 18(1): 45-73.
4. Lenox, Michael, Scott Rockart, & Arie Lewin. 2007. "Interdependency, Competition, and Industry Dynamics." **Management Science**. 53(4): 599-615.  
Reprinted with a new introduction in G. Markman & P. Phan (eds). 2011. *Market Entry, Competitive Dynamics, and Entrepreneurship*. Edward Elgar Publishing: Cambridge, MA. Forthcoming.
5. Lenox, Michael. 2006. "The Role of Private, Decentralized Institutions in Sustaining Industry Self-Regulation." **Organization Science**. 17(6): 670-690. (Lead Article)
6. Dushnitsky, Gary & Michael Lenox. 2006. "When Does Corporate Venture Capital Create Firm Value?" **Journal of Business Venturing**. 21(6): 753-772.
7. Eesley, Chuck & Michael Lenox. 2006. "Firm Responses to Secondary Stakeholder Action." **Strategic Management Journal**. 27(8): 765-782.
8. Lenox, Michael, Scott Rockart, & Arie Lewin. 2006. "Interdependency, Competition, and the Distribution of Firm and Industry Profits." **Management Science**. 52(5): 757-772.
9. Dushnitsky, Gary & Michael Lenox. 2005. "When Do Firms Undertake R&D by Investing in New Ventures?" **Strategic Management Journal**. 26(10): 947-965.  
Reprinted in S. Zahra (ed). *Frontiers of Entrepreneurship Research 2005: Proceedings of the Twenty-Fifth Annual Entrepreneurship Research Conference*. AMBCE: Wellesley, MA. 2005.
10. King, Andrew, Michael Lenox, & Ann Terlaak. 2005. "The Strategic Use of Decentralized Institutions: Exploring Certification with ISO 14001 Management Standard." **Academy of Management Journal**. 48(6): 1091-1106.
11. Dushnitsky, Gary & Michael Lenox. 2005. "When Do Incumbents Learn from Entrepreneurial Ventures? Corporate Venture Capital and Incumbent Firm Innovation Rates." **Research Policy**. 34(5): 615-639.
12. Lenox, Michael & Andrew King. 2004. "Prospects for Developing Absorptive Capacity through Internal Information Provision." **Strategic Management Journal**. 25(4): 331-345.
13. Lenox, Michael & Jennifer Nash. 2003. "Industry Self-Regulation and Adverse Selection: A Comparison Across Four Trade Association Programs." **Business Strategy and Environment**. 12(6): 343-356.
14. King, Andrew & Michael Lenox. 2002. "Exploring the Locus of Profitable Pollution Reduction." **Management Science**. 48(2): 289-299.
15. Lenox, Michael. 2002. "Organizational Design, Information Transfer, and the Acquisition of Rent-Producing Resources." **Computation and Mathematical Organization Theory**. 8(2): 113-131.
16. King, Andrew & Michael Lenox. 2001. "Lean and Green? Exploring the Spillovers from Lean Production to Environmental Performance." **Production and Operations Management**. 10(3): 244-256.

17. King, Andrew & Michael Lenox. 2001. "Does it Really Pay to Be Green? An Empirical Study of Firm Environmental and Financial Performance." **Journal of Industrial Ecology**. 5(1): 105-116.
18. King, Andrew & Michael Lenox. 2000. "Industry Self-Regulation Without Sanctions: The Chemical Industry's Responsible Care Program." **Academy of Management Journal**. 43(4): 698-716.
19. Lenox, Michael, Andrew King, & John Ehrenfeld. 2000. "An Assessment of Design-for-Environment Practices in Leading U.S. Electronics Firms." **Interfaces**. 30(3): 83-94.
20. Lenox, Michael & John Ehrenfeld. 1997. "Organizing for Effective Environmental Design." **Business Strategy & Environment**. 6(4): 187-196.
21. Lenox, Michael & John Ehrenfeld. 1997. "The Development & Implementation of DfE Programs." **Journal of Sustainable Product Design**. 1(1): 17-27.
22. Lenox, Michael & John Ehrenfeld. 1995. "Design for Environment: A New Framework for Strategic Decisions." **Environmental Quality Management**. 4(4): 37-52.  
Reprinted in Marcus & Willis (eds.) *Moving Ahead with ISO 14000*. Wiley & Sons: New York, NY. 1997.
23. Lenox, Michael & Yacov Haimes. 1996. "The Constrained Extremal Distribution Selection Method (A Method for Assessing the Risk of Hazardous Material Accidents at U.S. Facilities)." **Risk Analysis**. 16(2): 161-176.

#### **BOOK CHAPTERS, REFEREED PROCEEDINGS, AND REPORTS**

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24. Lenox, Michael & Jeffrey York. 2011. "Environmental Entrepreneurship." In T. Bansal & A. Hoffman (Eds.) *Oxford Handbook on Business and the Environment*. Oxford University Press: Oxford, UK.
25. Lenox, Michael. 2007. "The Prospects for Industry Self-Regulation of Environmental Externalities." In N. Woods (Eds.) *Making Global Regulation Effective: What Role for Self-Regulation?* Oxford University Press: Oxford, UK.
26. Eesley, Chuck & Michael Lenox. 2006. "Secondary Stakeholder Actions and the Selection of Firm Targets." *Best Paper Proceedings of the 2006 Academy of Management Conference*. Atlanta, GA. August, 2006.
27. Eesley, Chuck & Michael Lenox. 2005. "Firm Responses to Secondary Stakeholder Action." *Best Paper Proceedings of the 2005 Academy of Management Conference*. Honolulu, HI. August, 2005.
28. Dushnitsky, Gary & Michael Lenox. 2003. "When Do Firms Undertake R&D by Investing in New Ventures?" *Best Paper Proceedings of the 2003 Academy of Management Conference*. Seattle, WA. August, 2003.
29. King, Andrew & Michael Lenox. 2001. "Who Adopts Management Standards Early? An Examination of ISO 14001 Certifications" *Best Paper Proceedings of the 2001 Academy of Management Conference*. Washington, DC. August, 2001.
30. King, Andrew, Michael Lenox, & Michael Barnett. 2001. "Strategic Responses to the Reputation Commons Problem." In Hoffman & Ventresca (Eds.) *Organizations, Policy and the Natural Environment: Institutional and Strategic Perspectives*. Stanford University Press: Stanford, CA.
31. King, Andrew & Michael Lenox. 1999. "Quantitative Assessment of U.S. Manufacturing Companies' Environmental Performance (1987-1997)." The Innovest Group: New York, NY. 1999.
32. Ehrenfeld, John & Michael Lenox. 1997. "Implementing Design for Environment: A Primer." Digital Equipment Corporation: Maynard, MA. 1997.
33. Lenox, Michael, Ben Jordan, & John Ehrenfeld. 1996. "Design for Environment: A Survey of Current Practice." *Proceedings of the IEEE International Symposium on Electronics & Environment*. Dallas, TX. May, 1996.

## WORKING PAPERS

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34. York, Jeff & Michael Lenox. 2010. "It's Not Easy Building Green: The Intersection of Private and Public Institutions in the Adoption of Voluntary Certification Standards." Revise and resubmit from the *Strategic Management Journal*.
35. York, Jeff , Michael Lenox, and Mary Margaret Frank. 2010. "Policy Drivers of the Direction of Innovative Activity: An Examination of Renewable Energy Incentives in Driving Innovation." Working Paper.
36. York, Jeff & Michael Lenox. 2010. "Building Green Industries: Socio-Cultural Environment and Entrepreneurial Entry." Working Paper.
37. Lenox, Michael & Scott Rockart. 2009. "Interdependencies, Competitive Dynamics, and Firm Innovation Policy." Working Paper.
38. Lenox, Michael & Michael Toffel. 2008. "Diffusing Management Practices within the Firm: The Role of Information Provision." Working Paper.
39. Eesley, Chuck & Michael Lenox. 2005. "Secondary Stakeholder Actions and the Selection of Firm Targets." Working Paper.

## UNDER DEVELOPMENT

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40. Lenox, Michael & Jeff York. "Public and Private Drivers of Green Innovation on the Shop Floor."
41. Gary, Shayne, Rick Larrick, Michael Lenox & Scott Rockart. "Strategic Decision Making in the Presence of Interdependencies."
42. Benneer, Lori, Michael Lenox, and Madeline Baker. "The Effectiveness of Information Disclosure: An Examination of the Toxic Release Inventory."
43. Decelles, Katy, Chuck Eesley & Michael Lenox. "The Impact of New Media on the Targeting and Responsiveness of Firms to Environmental Activist Actions."
44. Chao, Raul & Michael Lenox. "Modeling the Allocation of Innovative Effort across Extramural Sourcing Mechanisms."
45. Ed Hess & Michael Lenox. "Organic Growth, Industry Dynamics, and Innovation Strategy."

## RESEARCH GRANTS

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\$50K	<b>Principal Investigator.</b> National Science Foundation grant to convene a workshop on metrics to assess corporate sustainability	2009-2010
\$300K	<b>Co-Principal Investigator.</b> US EPA StarGrant to examine the efficacy of information disclosure to encourage industry self-regulation (With Andy King & Lori Benneer)	2006-2009
\$12K	<b>Co-Principal Investigator.</b> Duke Innovating Program in the Social Sciences grant to develop a firm environmental performance database (With Lori Benneer)	2005-2006
\$10K	<b>Co-Principal Investigator.</b> Duke Innovating Program in the Social Sciences grant to develop social science computational models (With Scott Rockart and Scott DeMarchi)	2005-2006
\$521K	<b>Co-Principal Investigator.</b> General Motors grant to study radical technological change as it applies to the development of fuel cell technology (With Will Mitchell and Wes Cohen)	2003-2005
\$250K	<b>Co-Principal Investigator.</b> National Science Foundation grant, cosponsored by the US EPA and US Census Bureau , to study industry self-regulation (With A.King & R.Radnor)	1999-2003
~\$250K	<b>Research Assistant.</b> National Science Foundation grant to study pollution prevention (Center for Technology Policy & Industrial Development, MIT)	1994-1999
~\$250K	<b>Research Assistant.</b> National Science Foundation grant to study assessing risk of extreme events (Center for Risk Assessment, University of Virginia)	1992-1994

## OUTREACH

### THOUGHT AND OPINION PIECES

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- “Sustainability Strategy as Corporate Strategy” with Dean Krehmeyer and Brian Moriarty.  
*EthiSphere Magazine*. November 2<sup>nd</sup>, 2009.
- “Make Sustainability Strategy Your Corporate Strategy” with Dean Krehmeyer.  
*Investor Relations Newsletter*. November, 2009.
- “What to Make of Corporate Sustainability?”  
*CaseInPoint*. Aspen Institute. September, 2007.

### INVITED PRESENTATIONS

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- “Trends in Greentech Entrepreneurship and Innovation”  
*Strategy Seminar*. London Business School. London, UK. July 2010.  
*Policy Seminar*. Oxford University. Oxford, UK. July, 2010.
- “The Intersection of Private and Public Institutions in the Adoption of Voluntary Certification Standards.”  
*CORE Seminar*. Darden School of Business, University of Virginia. September 2010.  
*Strategy Seminar*. University of Minnesota. Minneapolis, MN. March, 2010.  
*ARCS Conference*. University of Michigan. Ann Arbor, MI. May, 2009.  
*Strategic Research Forum Conference*. Annapolis, MD. May, 2009.
- “Interdependency, Competitive Dynamics, and Firm Innovation Policy.”  
*Druid Conference*. Copenhagen, Denmark. June, 2009.
- “Interdependency, Competition, and Industry Dynamics.”  
*Strategy Seminar*. The Ohio State University. Columbus, OH. November 2008  
*Cross-Strategy Seminar*. Stern School. New York University. New York, NY. April, 2008.  
*TOM Seminar*. Harvard Business School. Harvard University. Boston, MA. February, 2008.  
*Strategy Seminar*. Ross School, University of Michigan. Ann Arbor, MI. December, 2006.  
*Summer Institute in Competitive Strategy*. Hass School, UC Berkeley. Berkeley, CA. June, 2006.  
*Strategic Research Forum Conference*. Toronto, ON. May, 2004.  
*Organization Science Winter Conference*. Steamboat Springs, CO. February, 2004.
- “Environmental Stakeholder Actions and the Selection and Reaction of Firm Targets.”  
*CRES Strategy Seminar*. Olin School. Washington University. St. Louis, MO. November, 2008.  
*Strategy Seminar*. Darden School. University of Virginia. Charlottesville, VA. October, 2007.  
*Erb Institution Seminar Series*. University of Michigan. Ann Arbor, MI. December, 2006.  
*DUSP Seminar Series*. Massachusetts Institute of Technology. Cambridge, MA. November, 2006.  
*Industry Self-Regulation Conference*. Tuck School, Dartmouth College. Hanover, NH. February, 2006.
- “Corporate Venture Capital and Incumbent Firm Innovation Rates.”  
*Department Seminar*. Department of Social and Decision Sciences, CMU. Pittsburg, PA. 2005.  
*Entrepreneurship Seminar*. Darden School. University of Virginia. Charlottesville, VA. November, 2003.  
*Wharton Technology Mini-Conference*. University of Pennsylvania. Philadelphia, PA. March, 2003.  
*Strategy Seminar*. Boston University. Boston, MA. September 2002.  
*Technology Seminar*. Wharton, University of Pennsylvania. Philadelphia, PA. March, 2002.
- “Exploring the Prospects for Industry Self-Regulation.”  
*Corporate Social Responsibility Workshop*. Yale University. New Haven, CT. January, 2007.  
*EPA Cutting Edge Speaker Series*. Research Triangle Park, NC. May, 2006.  
*Seminar Series on Global Self-Regulation*. Oxford University. Oxford, UK. June, 2003.  
*Center for Environmental Solutions*. Nicholas School, Duke University. Durham, NC. September, 2002.  
*Dean’s Seminar*. Stern School, New York University. New York, NY. March, 2002.

- “Exploring Certification with the ISO 14001 Management Standard.”  
*Regulatory Policy Seminar*. Kennedy School, Harvard University. Cambridge, MA. October, 2005.  
*EPA Policy Workshop*. Washington, DC. April, 2004.  
*International Business Seminar*. Stern School, New York University. New York, NY. April, 2001.
- “The Locus of Profitable Pollution Reduction.”  
*Management Seminar*. Tuck School, Dartmouth College. Hanover, NH. December, 2001.  
*Management Seminar*. Business School, University of Maryland. College Park, MD. December, 2001.  
*Management Seminar*. McCombs School, University of Texas. Austin, TX. December, 2001.  
*Management Seminar*. Fuqua School, Duke University. Durham, NC. November, 2001.  
*EPA Workshop on Capital Markets and Environmental Performance*. Laguna Beach, CA. February, 2001.
- “Overcoming Agency and Information Problems in the Diffusion of Best Practice within Firms.”  
*Wharton Technology Mini-Conference*. University of Pennsylvania. Philadelphia, PA. March, 2001.  
*Management Seminar*. Stern School, New York University. New York, NY. February, 1999.  
*Management Seminar*. William & Mary College. Williamsburg, VA. February, 1999.  
*Management Seminar*. Tulane University. New Orleans, LA. January, 1999  
*Strategy Seminar*. McDonough School, Georgetown University. Washington, DC. January, 1999.
- “Governing the Reputation Commons.” *Kellogg Conference on Organizations, Policy and the Natural Environment*. Kellogg School, Northwestern University. Evanston, IL. May, 2000. (With Andrew King)

## **REFEREED CONFERENCE PRESENTATIONS**

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- “Policy Drivers of the Direction of Innovative Activity: An Examination of Renewable Energy Incentives.”  
*2010 Strategic Management Society Conference*. Rome, Italy. September, 2010. (With Jeff York)
- “Policy Drivers of the Direction of Innovative Activity: An Examination of Renewable Energy Incentives.”  
*2010 Academy of Management Conference*. Montreal, ON. August, 2010. (With Jeff York)
- “Building Green Industries: Socio-Cultural Environment and Entrepreneurial Entry.”  
*2010 Academy of Management Conference*. Montreal, ON. August, 2010. (With Jeff York)
- “The Intersection of Private and Public Institutions in the Adoption of Voluntary Certification Standards.”  
*2009 Strategic Management Society Conference*. Washington, D.C. October, 2009. (With Jeff York)
- “The Intersection of Private and Public Institutions in the Adoption of Voluntary Certification Standards.”  
*2009 Academy of Management Conference*. Chicago, IL. August, 2009. (With Jeff York)
- “Mechanism Choice and the Sourcing of External Knowledge”  
*2008 INFORMS Conference*. Washington, D.C. October, 2008.
- “Does Interdependency Affect Industry Profitability? An Empirical Test”  
*2008 Academy of Management Conference*. Anaheim, CA. August, 2008. (Presented by Scott Rockart)
- “Environmental Stakeholder Actions and the Selection and Reaction of Firm Targets.”  
*2007 Academy of Management Conference*. Philadelphia, PA. August, 2007. (With Chuck Eesley)
- “Environmental Stakeholder Actions and the Selection and Reaction of Firm Targets.”  
*2007 Conference on Strategy and the Business Environment*. Harvard, Boston, MA. March, 2007.
- “Secondary Stakeholder Actions and the Selection of Firm Targets.” (Selected as a Best Paper)  
*2006 Academy of Management Conference*. Atlanta, GA. August, 2006. (With Chuck Eesley)
- “Interdependency, Competition, and Industry Dynamics.”  
*2006 Atlanta Competitive Advantage Conference*. Atlanta, GA. June, 2006.
- “The Implications of Complementarities on the Structural Evolution of Industries.”  
*2005 Strategic Management Society Conference*. Orlando, FL. October, 2005.
- “Firm and Industry Profits when Complementarities Drive Resource and Capability Heterogeneity.”  
*2005 Academy of Management Conference*. Honolulu, HI. August, 2005.

- “Absorptive Capability, Organization Structure, and Information Provision.”  
*2005 Academy of Management Conference*. Honolulu, HI. August, 2005.
- “Firm Responses to Secondary Stakeholder Action.” (Selected as a Best Paper)  
*2005 Academy of Management Conference*. Honolulu, HI. August, 2005. (With Chuck Eesley)
- “Firm and Industry Profits when Complementarities Drive Resource Heterogeneity.” (Presented by Scott Rockart)  
*2005 Atlanta Competitive Advantage Conference (ACAC)*. Atlanta, GA. June, 2005.
- “When Do Firms Undertake R&D By Investing in Entrepreneurial Ventures?”  
*2005 Babson Entrepreneurship Research Conference*. Newton, MA. June, 2005.
- “Complementarities, Competition, and Intra-Industry Heterogeneity in Profits.”  
*2004 Strategic Management Society Conference*. San Juan, PR. November, 2004.
- “Exploring Certification with the ISO 14001 Management Standard”  
*2004 Wharton/United Nations Global Compact Conference*. Philadelphia, PA. September, 2004.
- “Sustaining Industry Self-Regulation in the Face of Free Riding”  
*2004 Conference on Management Strategy and the Business Environment*. Philadelphia, PA. March, 2004.
- “Investing in New Ventures as a Strategy to Generate Innovations” (Honorable Mention, Best Paper)  
*2003 Strategic Management Society Conference*. Baltimore, MD. November, 2003. (With Gary Dushnitsky)
- “The Evolution of External R&D: Exploring the Role of Equity Investment in Building Technology Alliances?”  
*2003 INFORMS Conference*. Atlanta, GA. October, 2003. (Presented by Gary Dushnitsky)
- “When Do Firms Undertake R&D by Investing in New Ventures?” (Selected as a Best Paper)  
*2003 Academy of Management Conference*. Seattle, WA. August, 2003. (With Gary Dushnitsky)
- “Corporate Venture Capital and Creating Firm Value”  
*2003 Academy of Management Conference*. Seattle, WA. August, 2003. (With Gary Dushnitsky)
- “Corporate Venturing Activity and Incumbent Firm Innovation Rates”  
*2002 Academy of Management Conference*. Denver, CO. August, 2002. (With Gary Dushnitsky)
- “Who Adopts Management Standards *Early*? An Examination of ISO 14001 Certifications” (Selected as a Best Paper)  
*2001 Academy of Management Conference*. Washington, DC. August, 2001.
- “Does it Really Pay to Be Green?”  
*2000 Academy of Management Conference*. Toronto, ON. August, 2000. (With Andrew King)
- “Antecedents of Environmental Improvement.”  
*1999 INFORMS Conference*. Philadelphia, PA. November, 1999. (With Andrew King)
- “The Role of Corporate Headquarters in DfE Adoption: A Longitudinal Study of the Electronics Sector.”  
*1999 Greening of Industry Conference*. Chapel Hill, NC. November, 1999.
- “Emerging Institutional Arrangements for Environmental Regulation.”  
*1999 Greening of Industry Conference*. Chapel Hill, NC. November, 1999. (With Andrew King)
- “The Effect of Environment Standards on Supply Chain Performance.”  
*1999 Academy of Management Conference*. Chicago, IL. August, 1999. (With Andrew King)
- “Implications of Heterogeneous Expectations on Modes of Governance.”  
*1998 INFORMS Conference*. Seattle, WA. October, 1998. (Part of Dissertation Proposal Contest)
- “The Management of Extramural Knowledge.”  
*1998 INFORMS Conference*. Seattle, WA. October, 1998. (With Andrew King & Anne-Marie Knott)
- “Further Unpacking Stickiness: The Role of Biased Expectations in the Transfer of Knowledge.”  
*1998 Academy of Management Conference*. San Diego, CA. August, 1998.
- “The Benefits of Membership: Performance Implications of the Responsible Care Program”  
*1998 Academy of Management Conference*. San Diego, CA. August, 1998.
- “Eco-transforming Electronics: Lessons from the Diffusion of DfE.”  
*1997 Greening of Industry Conference*. Santa Barbara, CA. November, 1997.

“Reverse Logistics & Industrial Ecology: Using Product Design to Increase the Returns from Recovery Efforts.”  
*1996 INFORMS Conference*. Atlanta, GA. November, 1996.

“Organizing for Effective Environmental Design.” (Selected as a Best Paper.)  
*1996 Greening of Industry Conference*. Heidelberg, Germany. November, 1996.

## MEDIA CITATIONS

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### On Business and Environmental Sustainability:

Bergen County Record. 10/14/2010. "High-Level Green Officers are Sprouting in NJ" by Hugh Morley  
Virginia Business Magazine. 3/30/2010. "Corporate Sustainability is Reshaping Virginia's Iconic Industries" by N.A.Ellis  
BNET. 8/4/2009. "Green Leaders View Environmentalism as Strategic Opportunity" By Jeremy Dann  
BizEd. July 2009. "Focus on Faculty: Advancing Sustainable Scholarship"  
Richmond Times Dispatch. 2/27/2009. "Can green boost jobs, help environment?" by Kevin Morley.  
NPR's With Good Reason. 10/8/2008. "Going Green and Staying in the Black."  
Politico. 10/15/2008. "Can Green Jobs Save Us?" by Jeanne Cummings.  
The News & Observer. 6/1/2008. "Green Saves Green: Companies' eco-friendly changes." by John Murawski.  
The Economist . 5/22/2008. "Strange Bedfellows." by Gregory Dicum.  
The News & Observer. 2/10/2008. "More Companies Aim to be Socially Responsible." by Tim Simmons.  
HBS Working Knowledge. Jan 14, 2008. "Mapping Polluters: Encouraging Protectors" by Martha Lagace  
World Bank. Jan 11, 2008. "Withdrawing the claws from data: a new year's proposal"  
GreenBiz.com. Jan 11, 2007. "MapEcos"  
New York Times. 1/7/2008. "A Threat So Big, Academics Try Collaboration" by Claudia Deutsch  
The Economist. Dec. 18, 2007 "MapEcos"  
CNN. Dec. 14, 2007. "Mapping out the environment" by Peter Walker.  
MIT Technology Review . November 28, 2007. "Exposing Big Polluters"  
Financial Times. November 30, 2007. "Pollution is put on the map" by Della Bradshaw  
Associated Press. 9/24/2007. "Green MBA's Seek to Balance Profit and Planet." by Michelle Locke Ho.  
(Picked up by over 200 media outlets including New York Times, Business Week, NPR, CBS)  
The News & Observer. 6/15/2007. "Wal-Mart Cutting Energy Use." by Sue Stock.  
NPR's Morning Edition. 6/6/2007. "Bank to Build Green Branches." by Leoneda Inge.  
Reuters. 4/8/2007. "Citigroup Commits \$50B to Green Projects." by Jonathan Stempel.  
The News & Observer. 3/7/2007. "Bank of America Bets on Green Future." by Sue Stock.  
Environmental Science & Technology. 11/1/2004. 38(23). "Responsible Care at 15 Years." by Terry Yosie.  
New York Times. 11/23/2002. "Dialogue on Pollution is Allowed to Trail Off." by Barnaby Feder.  
InsideEPA. 11/2002. "Research Examines the Chemical Industry's Responsible Care Program."  
Chemical Policy Alert. 11/2002.  
The Chronicle. 10/21/2002. "Fuqua Study Finds Pollution Problems." by Liana Wyler.  
Chemical Week. 7/5/2000. "Public Disclosure: Warts and All." by Bill Schmitt.

### On Innovation Strategy:

BNET. 7/15/2009. "Darden Prof: Tap Outside Resources to Rev Your Innovation Engine" By Jeremy Dann  
Financial Times. Jan 19, 2004. "GM powers fuel cell research" ( Numerous media outlets picked up the  
announcement of GM-sponsored research project on organizing for radical innovation including the  
Associated Press and Ascribe Newswire.)  
Forbes. 1/29/09. "Corporate VCs Hang Tough" by Charles Foster.  
Appeared on SqueezePlay on Report on Business Television (Canada). 9/12/2006.  
Appeared on WCHL, Chapel Hill, NC. 9/12/2006.  
Electronic Business. 8/1/2006. "Show Me the Technology" by Bill Roberts.  
Dow Jones Newswire. 3/23/2005. "How Do Start-ups Lock Up the Big Idea?" by Peter Loftus.  
The Business – Europe's Global Business News. 4/3/2005  
Les Echos. 6/29/2005. "Les Industriels à Nouveau Séduits par les Start-up" by Virginie Robert.  
Knowledge@Wharton. 10/6/2005. "How Corporate Venture Capital Investing Increases Innovation."  
National Dialogue on Entrepreneurship. 10/17/2005. "The Power of Corporate Venture Capital."

### On Academic Integrity:

National Public Radio. 6/1992. All Things Considered.

### On Batten Institute:

C-ville Weekly. 10/2009. "Darden Helps City to be on Money's List" by Chiara Canzi.

## TEACHING

### COURSES

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Professor	<p><b>Darden School of Business, University of Virginia</b></p> <p>Strategy (avg. teacher rating = 4.73/5.0) <i>Fulltime MBA Core, Course Head</i> <span style="float: right;">Spring 2010- Present</span></p> <p>Entrepreneurs Taking Action (avg. course rating = 4.7/5.0) <i>Fulltime MBA Elective</i> <span style="float: right;">Spring 2010- Present</span></p> <p>Strategy I <i>PhD Seminar (joint with other strategy faculty)</i> <span style="float: right;">Spring 2010</span></p> <p><b>Fuqua School of Business, Duke University</b></p> <p>Foundations of Strategy (avg. teacher rating: 6.5/7.0) <i>Daytime MBA Core, Course Coordinator</i> <i>Runner-up, Daimler-Chrysler Faculty Teaching Award ('08, '07)</i> <span style="float: right;">Spring 2003- Fall 2007</span></p> <p>Corporate Strategy (avg. teacher rating: 6.8/7.0) <i>Weekend Executive MBA Core, Course Coordinator</i> <i>Highest rated teacher and course for Class of '06</i> <span style="float: right;">Spring 2006</span></p> <p>Strategy I and II <i>PhD Seminar (with Will Mitchell)</i> <span style="float: right;">Fall 2007- Spring 2008</span></p> <p><b>Stern School of Business, New York University</b></p> <p>Technology Innovation &amp; Entrepreneurship (avg. teacher rating: 6.8/7.0) <i>MBA Elective, Dean's Commendation for Teaching Excellence ('01, '02)</i> <span style="float: right;">Spring 2001- Fall 2001</span></p> <p>Business Policy &amp; Strategy (avg. teacher rating: 6.4/7.0) <i>Undergrad Core, Dean's Commendation for Teaching Excellence ('00 - '02)</i> <span style="float: right;">Spring 2000- Fall 2001</span></p>
Guest Lecturer	<p><b>Darden School of Business, University of Virginia</b></p> <p>Sustainable Business (Dick Brownlee faculty) <span style="float: right;">Fall '08, '09</span> General Managers Taking Action (John Colley faculty) <span style="float: right;">Spring '09, '10</span></p> <p><b>Duke University</b></p> <p>Energy, Technology, and Climate Change Nicholas School of Environment (Jim Rabenhorst faculty) <span style="float: right;">Spring 2006</span></p> <p>Environmental Law Law School (Jim Salzman faculty) <span style="float: right;">Fall 2004- Spring 2008</span></p> <p>Managing Radical Technological Change Fuqua School of Business (Jim Rabenhorst faculty) <span style="float: right;">Fall 2004 Spring 2004</span></p> <p><b>Stern School of Business, New York University</b></p> <p>Issues in Professional Practice - PhD Seminar (Amy Wrzesniewski faculty) <span style="float: right;">Spring 2002</span> Introduction to Research Methods - PhD Seminar (Zur Shapira faculty) <span style="float: right;">Spring 2001</span> Advanced Strategy - PhD Seminar (Frances Milliken faculty) <span style="float: right;">Spring 2001</span> Analyzing Large Datasets - PhD Seminar (Roy Radner faculty) <span style="float: right;">Spring 2001</span></p>

	<b>Kellogg School of Management, Northwestern University</b> Global Issues in Management (Max Bazerman faculty)	Spring 1998
Teaching Assistant	<b>Sloan School of Management, Massachusetts Institute of Technology</b> Strategic Environmental Management (Henry Jacoby faculty)	Spring 1997
	<b>School of Engineering, University of Virginia</b> Foundations of Engineering (James Kelly faculty) Introduction to Engineering Science (James Kelly faculty)	Spring 1994 Fall 1993

## EXEC ED

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Lecturer/Coordinator	Climate Change Leadership Program, Fuqua School, Duke University	Spring 2007
Lecturer	Advanced Management Program, Fuqua School, Duke University	Fall 2007, Spring 2008
Lecturer	Foundations of Strategic Analysis, PricewaterhouseCoopers' "Advisory University"	Fall 2007, Spring 2008
Lecturer	Changing & Emerging Business Models, PricewaterhouseCoopers' "Advisory University"	Fall 2006

## CASES

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Coauthored	<p><b>Darden Business Publishing</b>, University of Virginia: Charlottesville, VA.</p> <ul style="list-style-type: none"> <li>Introduction to Strategy (UVA-S-0183)</li> <li>The Strategist's Toolkit (UVA-S-Draft)</li> <li>Tata Motors Ltd: Ratan's Next Steps (UVA S-0184)</li> <li>BP: Beyond Petroleum (UVA S-0182)</li> <li>SonyPlaystation 4 (UVA S-0181)</li> <li>Pepsico: Growing the Lead (UVA S-0180)</li> <li>Google, Inc.: Buy, Hold, or Sell? (UVA S-0179)</li> <li>The Walt Disney Company: Mickey Mouse or Media Mammoth (UVA S-0178)</li> <li>Apple (Computer) Inc. (UVA S-0177)</li> </ul> <p><b>World Resources Institute</b>: Washington, DC. 1998.</p> <ul style="list-style-type: none"> <li>Alpha Motors, Ltd.: Integrating lifecycle environmental concerns into product design.</li> </ul>	
Supervised	Supervised the creation of eighteen teaching cases by MBA students on the topics of technology strategy and entrepreneurship while at the Stern School of Business, NYU. Cases have been used in a number of courses at NYU, Duke, and at other universities. Cases include -- WebMD: In need of its own prescription?; Lucent Technologies, Palm, Inc.: In the midst of convergence; Monsanto: Gaining consumer trust; Eastman Kodak and the digital revolution; NTT DoCoMo: Mobile anywhere, anytime; Napster: The giant online pirate bazaar; Juniper Communications; TiVo: The end of TV as we know it or the end of TiVo?; ExxonMobil Speedpass; Mattel: Acquiring to Innovate; RealNetworks and the XP Factor: Another Standards War; Compaq Computer: A New Spin on Digital Audio Players; Motorola: Motoring Back to Number 1 in the Wireless Industry; AstroPower, Inc.: The Thin Line; Palm Inc.: On the Road to Recovery; World War 3G; Nokia; Cisco Computer: A New Spin.	

## PHD MENTORING

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PhD Committee/ Informal Advisor	Gary Dushnitsky	PhD 2004, Management, Stern School, New York University (Hired as an assistant professor at Wharton, University of Pennsylvania)
PhD Committee	Michael Roach	PhD 2007, Strategy, Fuqua School, Duke University (Hired as an assistant professor at Kenan-Flagler, UNC)
PhD Committee	Ankush Chopra	PhD 2007, Strategy, Fuqua School, Duke University (Hired as an assistant professor at Babson College)
Informal Advisor	Chuck Eesley	PhD 2009, Entrepreneurship, Sloan School, MIT (Hired as an assistant professor at Stanford University)
PhD Committee/ Informal Advisor	Jeffrey York	PhD 2009, Entrepreneurship, Darden School, University of Virginia (Hired as an assistant professor at University of Colorado)

## MBA ADVISING

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2011	DBP with 2 <sup>nd</sup> year, Geoffrey Suttle, analyzing wind project options in N.C. for Element Power
2010	Research elective with 2 <sup>nd</sup> year, Richard Downing, analyzing the location of “green” innovation
2010	DBP with 2 <sup>nd</sup> years, Matthew Fedors and Katherine Konefal, developing teaching case, Pemtec GHP
2009	DBP with 2 <sup>nd</sup> year, Andrew Kirievskiy, analyzing a UVA technology venture involving spectroscopy

## SERVICE

### UNIVERSITY

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#### University of Virginia

##### University Wide:

Presidential Inauguration Subcommittee – Research	2010-Present
UVA Honor Committee Faculty Advisory Committee	2010-Present
University of Virginia Technology Transfer and Ventures Advisory Group	2009-Present
Virginia Research, Innovation, Science, and Engineering (V-RISE) Planning Group	2009-Present
Vice President’s Pan-University Sustainability Group	2009-Present
University of Virginia Energy Task Force	2009-Present
Jefferson Fellows Selection Committee (Darden)	2009-Present
Raven Nominating Committee (Darden)	2008-Present
Chairman, University of Virginia Honor Committee	1992-1993
Student President, University of Virginia Engineering School	1992-1993

##### Darden School of Business:

Associate Dean of Innovation Programs	2008-Present
Executive Director of Batten Institute	2008-Present
Dean’s Strategy and Leadership Teams	2008-Present
Research, Course Development, and Doctoral Policy Committee	2008-Present
Dean’s Advisory Committee on Sustainability	2009-Present
Chairman, Colley-Mead Award Committee	2009-Present
Full Time MBA Program Team	2010-Present
Genovese Fellowship Selection Committee	2011-Present
First Year Program Committee	2009-2010
Marketing Task Force	2008-2009
Sustainability in the Curriculum Task Force	2008-2009
Technology in the Curriculum Workgroup	2008-2009
Facilities Review Task Force	2008-2009
Ad Hoc Reader for Reappointment Case	2009
Ad Hoc Teaching Observer for Reappointment Case	2009
Panelist at Darden Days Admitted Student Weekend	2008
Guest Speaker at Admissions Events	2008
Guest Lecturer at Alumni Leadership Weekend	2008
Ad Hoc Committee of Inquiry	2008

#### Duke University

##### University Wide:

Faculty Director & Founder, Corporate Sustainability Initiative	2007-2008
Faculty Advisory Committee, Nicholas Institute for Environmental Solutions	2005-2008
Faculty Member, Sanford PhD Program in Public Policy	2005-2008
Member, Campus Sustainability Committee	2007-2008
Ad hoc Promotion and Tenure Committee, Nicholas School	Fall 2006
Executive Committee, Duke Center for Environmental Solutions	2003-2005

##### Fuqua School of Business:

Lead Faculty, Fuqua International Alumni Retreat (Moscow, Russia)	2008
Faculty Member, Fuqua Honor and Grievance Committee	2006-2008
Faculty Member, Duke Innovation Working Group	2006-2008
Ad hoc Admissions Panelist	2007-2008
Fuqua Summer Brown Bag Seminar Coordinator	Summer 2005, 2006
Ad hoc Promotion and Tenure Committees	Spring 2004, 2006
Lecturer, Fuqua Blue Devil Weekend	Spring 2003, 2004, 2005
Lecturer, Fuqua Student Case Interview Preparation Session	Fall 2004, 2005, 2006
Lecturer, Social Impact Club Brown Bag Seminar	Spring 2005

Lecturer, PhD Admitted Students Weekend	Spring 2003
Panel Moderator, Footprints Conference	Spring 2006
Panel Moderator, Coach K Center for Leadership & Ethics Annual Conference	Fall 2004, 2005
Panel Moderator, Fuqua Business Technology Club Annual Symposium	Fall 2006
Judge, Duke-UNC Capture the Cup Case Challenge	Fall 2004, 2005
Judge, Social Entrepreneurship Case Competition	Fall 2006
Judge, Fuqua Product Marketing Case Competition	Fall 2004

**Strategy/Management Area:**

Area Coordinator (Founding Coordinator), Strategy Area	2006-2008
Strategy Recruiting Coordinator, Strategy/Management Area	2005-2008
Strategy Seminar Founder & Coordinator, Strategy/Management Area	2004-2008
Strategy PhD Program Coordinator, Strategy/Management Area	2006-2007
Doctoral Admissions Committee, Management Area	2002-2005
Strategy Recruiting Committee, Management Area	2002-2005
Management Seminar Coordinator, Management Area	2002-2004
Doctoral Comprehensive Exam Committee, Management Area	Spring 2004

**New York University**

Faculty Planning Committee, Berkley Center for Entrepreneurship, Stern School	2000-2002
Recruiting Committee, Management Department	2000-2002
Doctoral Program Committee, Management Department	2000-2002
Strategy Seminar Planning Committee, Management Department	2000-2002
Panelist, Doctoral Student Teaching Workshop, Stern School	2000-2002
Faculty Participant, Business Strategy & Environment at Stern	1999-2002
Web Development Coordinator, Management Department	Spring 2002
Strategic Planning Teaching Subcommittee, Management Department	Summer 2000

**Other Universities**

Proctor, Harvard University	1998-1999
Graduate Resident Tutor, Massachusetts Institute of Technology	1996-1998

**PROFESSION**

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**Professional Organization Leadership:**

Executive Committee, BPS Division, Academy of Management	2009-Present
Research Committee, ENT Division, Academy of Management	2009-Present
Research Committee, BPS Division, Academy of Management	2006-2008
Executive Committee, TIM Division, Academy of Management	2005-2007
Expert Group on Environment, Global Governance Initiative, World Economic Forum	2004-2005

**Editorial Positions:**

Associate Editor, Management Science (Entrepreneurship and Innovation Division)	2009-Present
Associate Editor, Journal of Business Venturing	2009-Present
Strategic Management Journal, Editorial Review Board	2007-Present
Strategic Organization, Editorial Review Board	2007-Present
Guest Editor, Journal of Business Venturing (special issue on entrepreneurship and sustainability)	2008-2009
Journal of Business Venturing, Editorial Review Board	2005-2009
Organization Science, Editorial Review Board	2004-2008

**Conference Leadership:**

Conference Coordinator, Darden Entrepreneurship and Innovation Conference	2010-Present
Conference Committee, ARCS Annual Conference	2009-Present
Conference Coordinator, ARCS Workshop on Data Needs	2010
Conference Coordinator, Strategy and the Business Environment Conference	2008
Conference Co-Chair, Duke Strategy Conference	2008

Planning Committee, Strategic Research Forum Conference	2008
Conference Co-Chair, Institutional Mechanisms for Industry Self Regulation Conference	2006, 2007
Coordinator, TIM Junior Faculty Workshop, Academy of Management Conference	2006, 2007
Judge (1 <sup>st</sup> round) for the INFORMS Org. Science dissertation proposal contest	2002 -2008

Panelist/Discussant/Session Chair:

ONE Doctoral / Junior Faculty Workshop--Academy of Management (2009), DRUID Conference Discussant (2009), Strategic Management Society Plenary Session ""The Current State and Future Direction of Non-Market Strategy Scholarship" (2007), CVC Workshop--Academy of Management (2007), Harvard Strategy Conference (2006), Strategic Research Forum (2007, 2005), TIM Junior Faculty Workshop--Academy of Management (2005), "Unusual Perspectives on Strategy"--Strategic Management Society Meeting (2004), "The Role for Agent Based Modeling in Strategy"--Org Science Winter Conference (2004), ONE Doctoral / Junior Faculty Workshop--Academy of Management (2002), BPS Dissertation Workshop--Academy of Management (2001)

Ad hoc Reviewer:

National Science Foundation, Management Science, Strategic Management Journal, Journal of Economics and Management Strategy, Administrative Science Quarterly, Academy of Management Journal, Academy of Management Review, Organization Science, Journal of International Business, Journal of Business Venturing, Policy Sciences, Journal of Industrial Ecology, Journal of Management & Governance, Production and Operations Management Journal, Journal of Business Research, Omega - The International Journal of Management Science, Ecological Economics, Environmental Management, Business Policy & Strategy Division of the Academy of Management, TIM Division of the Academy of Management, ONE Division of the Academy of Management, Oikos Sustainability Case Writing Competition.

Member:

Strategic Management Society, Academy of Management, American Economic Association, Association of Environmental & Resource Economists, Institute for Operations Research & Management Science

**PRACTICE**

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Have advised a number of corporations, including:

- Batelle (Columbus, OH)
- Digital Equipment Corporation (Waltham, MA)
- General Electric (Schenectady, New York)
- General Motors (Detroit, MI)
- Innovest Strategic Value Advisors (New York, NY)
- Mars Inc. (McLean, VA)
- National Student Clearinghouse (Herndon, VA)
- PricewaterhouseCoopers (Chicago, IL)

Former analyst with Coopers and Lybrand (Arlington, VA)

**COMMUNITY**

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Youth Basketball Coach, YMCA, Charlottesville, VA

Youth Football Coach, YMCA, Charlottesville, VA

Youth Basketball Coach, YMCA, Chapel Hill, NC

Member, University Presbyterian Church, Chapel Hill, NC