

PROMOTION RECOMMENDATION
The University of Michigan
School of Natural Resources and Environment

Approved by the Regents
May 14, 2009

Andrew J. Hoffman, associate professor of natural resources and environment, with tenure, School of Natural Resources and Environment, is recommended for promotion to professor of natural resources and environment, with tenure, School of Natural Resources and Environment [also associate professor of business, without tenure, Stephen M. Ross School of Business].

Academic Degrees:

- Ph.D. 1995 Management and Civil and Environmental Engineering, Massachusetts Institute of Technology, Cambridge, MA
M.S.E. 1991 Civil and Environmental Engineering, Massachusetts Institute of Technology, Cambridge, MA
B.S.E. 1983 Chemical Engineering, University of Massachusetts, Amherst, MA

Professional Record:

- 2004-present Holcim (US) Professor in Sustainable Enterprise; Associate Professor, School of Natural Resources and Environment; Associate Professor of Business, Stephen M. Ross School of Business
2004-present Associate Director of the Erb Institute for Global Sustainable Enterprise, School of Natural Resources and Environment and Stephen M. Ross School of Business, University of Michigan
2003-2004 Associate Professor of Organizational Behavior, School of Management, Boston University, Boston, MA
1997-2003 Assistant Professor of Organizational Behavior, Boston University, Boston, MA
1995-1997 Postdoctoral Fellow, Department of Organizational Behavior, Kellogg Graduate School of Management, Northwestern University, Evanston, IL

Summary of Evaluation:

Teaching: Since joining the University in 2004, Professor Hoffman has established himself as an outstanding teacher based on consistently high student teaching ratings. The bulk of his courses are listed between two or three schools. Jointly with the Ross Business School he has taught Competitive Environmental Strategy/Strategies for Sustainable Development (NRE 513), the Erb Seminar (NRE 526), and Green Construction (NRE 677) which is also co-listed with the Taubman College of Architecture and Urban Planning. A common thread through all these courses, as well as Managing Organizational Change (NRE 501) and Bargaining & Influence Skills (MO 512, offered only at the Business School), is the theme of positive change at the individual, firm, and system levels. Enrollments in many of his courses have been growing rapidly. The Bargaining & Influence course is one of the most sought after (as indicated by the student course bidding system) and highly rated courses at Ross. In addition to a heavy teaching load, Professor Hoffman has mentored numerous students, including chairing the SNRE capstone thesis, practicum and project efforts for 25 graduate students, variously securing external funding for his students and helping to get their work published. He has also served on three Ph.D. committees (chairing one) and advised three Erb or Alcoa Post-Doctoral Fellows. Furthermore, he has organized a major University conference on climate change each year and is increasingly sought after for teaching to professional audiences.

Research: Professor Hoffman's research and publications can be divided into three domains: 1) research using macro-organizational behavior theory and sociology to address theoretical questions surrounding institutional and cultural change in relation to corporate environmentalism; this work characterized much of his early academic career, but he has recently been returning to it – his often cited book *From Heresy to Dogma* (Stanford University Press, 2001, 256 citations according to Google Scholar) and his 1999 *Academy of Management Journal* article on “Institutional Evolution and Change: Environmentalism and the U.S. Chemical Industry,” (332 citations) both fit in this category; 2) research on corporate environmental strategy and management on a diverse set of questions, both scholarly and practitioner-focused – this work has generated about two-thirds of his peer-reviewed papers as well as many book chapters and practitioner journal articles; and 3) research aimed at informing and improving professional practice, particularly in the realm of climate change strategy. Of his eight books (24,000 copies in circulation), five have focused on this area addressed to a broad non-academic audience. When judged in terms of the combined record of all three of these fields, as documented by the external reviewers, Professor Hoffman's scholarly contributions are extraordinary. His prominence in the “sustainable business” field is further manifested in his selection as the all-academy chair of the 2009 Academy of Management Meetings on the theme of “Green Management Matters.”

Recent and Significant Publications:

Hoffman, A. and Woody, J. (2008) *Memo to the CEO: Climate Change, What's Your Climate Strategy?* (Cambridge, MA: Harvard Business Press).

Wooten, M. and Hoffman, A. (2008) “Organizational Fields: Past, present and future,” in R. Greenwood, C. Oliver, K. Sahlin and R. Suddaby (eds.) *The SAGE Handbook of Organizational Institutionalism* (London: Sage Publications): 130-148.

Hoffman, A. (2007) *Carbon Strategies: How Leading Companies are Reducing their Climate Change Footprint* (Ann Arbor, MI: University of Michigan Press).

Hoffman, A. and M. Bazerman (2007) “Changing practice on sustainability: Understanding and overcoming the organizational and psychological barriers,” in S. Sharma, M. Starik and B. Husted (eds.) *Organizations and the Sustainability Mosaic: New Perspectives in Research on Corporate Sustainability* (Northampton, MA: Edward Elgar): 84-105.

Howard-Grenville, J., Hoffman, A. and Bhattacharya, C.B. (2007) “Who can act on sustainability issues? Corporate capital and the configuration of organizational fields as enablers,” in S. Sharma, M. Starik and B. Husted (eds.) *Organizations and the Sustainability Mosaic: New Perspectives in Research on Corporate Sustainability* (Northampton, MA: Edward Elgar): 193-215.

Hoffman, A. (2006) *Getting Ahead of the Curve: Corporate Strategies that Address Climate Change* (Arlington, VA: The Pew Center on Global Climate Change).

Service: Professor Hoffman's service contributions have been prolific, influential, and extraordinarily time-consuming at many levels. He serves on SNRE's Executive Committee (2007-2009). As associate director of the rapidly-growing Erb Institute for Global Sustainable Enterprise, he has been instrumental in developing the Institute's doctoral and post-doctoral programs, mentoring and advising a substantial share of the Institute's 85 students, and building its research and publication programs. At the Ross School, Professor Hoffman has been deeply involved with advising the Net Impact Chapter at the MBA level (the nation's largest and most active student organization promoting environmentally and socially sustainable business). At the University level he has served on the very challenging Vendor Dispute Review Board and as an advisor to the U-M General Counsel regarding the complaint against Coca-Cola for environmental harms in India and human rights abuses in Columbia. Externally, he serves on six boards of directors or advisors and as a member of the Editorial Board of *Organizations & Environment* (a leading journal in the field of environmental management), and has actively reviewed for 16 journals and 10 book publishers.

External Reviewers:

Reviewer A: "...Dr. Hoffman stands out with respect to his capacity to blend intellectual rigor and solid understanding of how the world works."

Reviewer B: "In bridging his theoretical interests in organizational theory and empirical interests in corporate environmental practice, Andrew Hoffman has developed an exemplary interdisciplinary approach..."

Reviewer C: "I believe that the quality, quantity and impact of his contributions are unparalleled."

Reviewer D: "...it is clear that Professor Hoffman is playing an extremely important role in the new wave of thinking about management and organizations."

Reviewer E: "Andy is a model for what I believe an engaged academic should be."


Reviewer F: "Prof. Hoffman is one of the top people in the general interdisciplinary field of what might be called environmental management or sustainable enterprise."


Reviewer G: "There may be no one in the field of Organizations and the Natural Environment better than Professor Hoffman at this vital task [of pressing business schools to become more professionally relevant]."

Reviewer H: "Professor Hoffman is a truly outstanding and productive social scientist engaged in imaginative scholarly and professional work on the intersection between organizational and environmental studies."

Reviewer I: "Dr. Hoffman is a talented, prolific, and passionate teacher and scholar who connects with students and the broader business community."

Summary of Recommendation: Professor Hoffman's work is effectively bridging the worlds of theory and practice, organizations and environment, business and science, technical and social, and in-reach and outreach. His efforts are central to the success of the Erb Institute, Sustainable Systems field of study, SNRE, Ross School of Business, the University, and the transformation of organizations for the sake of a sustainable human future. His multi-dimensional and multi-level emphases on constructive change lie at the core of achieving sustainable development. Given his outstanding teaching and service, along with his multifaceted scholarship, Professor Hoffman is recommended for promotion to professor of natural resources and environment, with tenure, School of Natural Resources and Environment.


J. David Allan
Acting Dean
School of Natural Resources and Environment


Robert J. Dolan
Edward J. Frey Dean
Stephen M. Ross School of Business

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