

PROMOTION RECOMMENDATION
The University of Michigan
Stephen M. Ross School of Business

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

Academic Degrees:

PhD	1995	Massachusetts Institute of Technology, Cambridge, MA
MS	1991	Massachusetts Institute of Technology, Cambridge, MA
MBA	1990	University of Massachusetts, Amherst, MA

Professional Record:

2004-Present	University of Michigan, Stephen M. Ross School of Business University of Michigan, School of Natural Resources Holcim (US) Professor of Sustainable Enterprise Associate Professor of Management & Organizations Professor of Natural Resources and Environment (September 2009 to Present) Associate Professor of Natural Resources and Environment (September 2004 to August 2009) Associate Director of the Erb Institute for Global Sustainable Enterprise
1997-2004	Boston University, School of Management Associate Professor of Organizational Behavior (June 2003 to August 2004) Assistant Professor of Organizational Behavior (September 1997 to May 2003)
1995-1997	Northwestern University, Kellogg Graduate School of Management Post-Doctoral Fellow, Department of Organizational Behavior

Summary of Evaluation:

Teaching: Professor Hoffman is an outstanding teacher based on consistently high teaching ratings (averages 4.7 on a five-point scale) for courses taught in the Ross School as well as in the School of Natural Resources and Environment. In the Ross School his teaching is exceptional averaging a 4.8 (out of five) for the MO 512 course: Bargaining and Influence Skills. He has developed his own teaching materials, with a course and textbook on Competitive Environmental Strategy as well as several case studies. Professor Hoffman develops close mentoring relationships with the master's students in the ERB program including the publication of a case book with several of the ERB students. He has advised many masters' students on their projects and theses. Through the ERB institute, he has also been the primary advisor to three post-doctoral fellows. Professor Hoffman has organized major university conferences on climate change and is increasingly sought after for teaching to professional audiences.

Research: Professor Hoffman is an intellectual leader and his research has been influential. He is a thought leader in the arena of sustainability where he bridges the fields of management and environmental studies. His work focuses on the dynamics by which institutional and cultural systems influence the role of business in the natural environment. His often cited book From Heresy to Dogma (expanded version, Stanford University Press, 2001) traces the history of corporate environmentalism in the US chemical and

petroleum industries, has received numerous citations, and also received the 2001 Rachel Carson Prize for “a work of social or political relevance” from the Society for Social Studies of Science. He is arguably the most prominent organizational studies scholar specializing in environmental studies, and as a result, is in high demand for conferences, speeches, and from the media.

In a comparison to peers in his cohort at top 10 business schools, Professor Hoffman has an H-index (13 compared to 13.9) and G-index (30 compared to 30.8) citation rate which is comparable to these high quality peers. Professor Hoffman has been recognized for his scholarly contributions, being awarded the 2003 Faculty Pioneer/Rising Star Award from the Aspen Institute and being chosen as the All-Academy Chair for the 2009 Academy of Management Meetings, whose theme in 2009 was “Green Management Matters.” In addition to his scholarly work, Professor Hoffman’s research is aimed at informing and improving professional practice. He has given over 100 external talks and speeches and has appeared in over 100 media citations and interviews. In these ways, Professor Hoffman has shown his intellectual leadership in the field.

Recent and Significant Publications:

The National Academies. *Limiting the Magnitude of Future Climate Change*. Report prepared for the US Congress on strategies to mitigate the effects of climate change, forthcoming, Washington DC: The National Academy of Sciences, forthcoming.

Hoffman, A. & Bertels, S., “Who is part of the environmental movement? Assessing network linkages between NGOs and corporations,” forthcoming in T. Lyon (ed). *What Do NGOs Want?* Washington DC: Resources for the Future Press.

Hoffman, A., “Not ‘green’ jobs. Just jobs,” *Corporate Responsibility Officer*, Summer, 2009, pp. 46-47.

Hoffman, A., “Deconstructing the ivory tower: Business schools’ reliance on theory-driven research ignores the pressing needs of real-world managers,” *Corporate Responsibility Officer*, January/February 2009, pp. 44-46.

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

Hoffman, A., “Let’s put Malcolm Gladwell out of business,” *Journal of Management Inquiry*, Vol. 15, No. 4, 2006, pp. 410-411.

Hoffman, A. & Sandelands, L., “Getting right with nature: Anthropocentrism, ecocentrism and theocentrism,” *Organization & Environment*, Vol. 18, No. 2, 2005, pp. 141-162.

Hoffman, A., “Reconsidering the role of the practical-theorist: On (re)connecting theory to practice in organizational theory,” *Strategic Organization*, Vol. 2, No. 2, 2004, pp. 213-222.

Howard-Grenville, J. & Hoffman A., “The importance of cultural framing to the success of social initiatives in business,” *Academy of Management Executive*, Vol. 17, No.2, 2003, pp. 70-84.

Hoffman, A., “Linking social systems analysis to the industrial ecology framework,” *Organization & Environment*, Vol. 16, No. 1, 2003, pp. 66-86.

Service: Professor Hoffman is a critical asset to the school, university, and society at large because of the timeliness of his research and his deep relevance to business practitioners and scholars. He has carried significant service responsibilities as associate director of the ERB Institute for Global Sustainable Enterprise. Beyond the myriad ERB Institute responsibilities, he serves on numerous committees at the University (notably the prominent and time-consuming Vendor Dispute Review Board), SNRE (executive committee), and Ross (advisor to the Net Impact Chapter – largest in the nation). Additionally, he provides service to the profession. He is in high demand in the public discourse about climate and sustainability.

External Reviewers:

Reviewer A: “Andrew Hoffman is one of a handful of genuine scholar leaders in the emerging field of environmental management. The University of Michigan made a terrific decision when it hired him...I

do not believe there is another scholar in the environmental management field with as varied an audience...The answer to your question, 'whether his work meets the requirement for someone being considered for promotion at your institution', is a resounding 'yes'. He's a winner."

Reviewer B: "Against the standard that the Ross School of Business has suggested – 'intellectual leadership' in the scholar's field – Professor Hoffman unequivocally meets the test. Indeed, he is one of the top handful of scholars working at the business-environment interface with substantial impact on both academic thinking and management practice...Let me close where I began with the observation that Professor Andrew Hoffman has emerged without any doubt as one of the leading scholars working in the business-environment arena. He has done great work – but I am sure, will contribute even more in the years ahead. In sum, I recommend that he be promoted with great enthusiasm and without any reservation."

Reviewer C: "Professor Hoffman is a distinguished scholar in three ways. First, his programme of research is of the highest order. Second, Professor Hoffman has pioneered the study of corporate environmentalism. Third, Professor Hoffman has embraced a responsibility that many academics prefer to avoid, or find almost impossible to do well. He has bridged the gulf between academic and business practice...He is 'an intellectual leader' within the community of institutional scholars and also in the area of corporate environmentalism...Overall, this is a very compelling and deserving case and I recommend that Professor Hoffman be promoted to the rank of Professor."

Reviewer D: "In my view Professor Hoffman is the most prominent organizational behavioral scholar working on environmental issues in any business school and you should certainly promote him...I have no hesitation in recommending Professor Hoffman very highly. I have found both his scholarly work and his more practitioner orientated papers both interesting and extremely helpful...Professor Hoffman is a scholar of great energy who invests deeply in mentoring his colleagues and in developing the research community of which he is a part."

Reviewer E: "I am very pleased to enthusiastically recommend Professor Andrew Hoffman for promotion to Professor at the Ross School of Business. Hoffman is a 'star' in the field, with few peers for his knowledge and accomplishments in combining sophisticated theories about management, with their practical applications to environmental issues ranging from pollution and climate control, to government regulation. Hoffman's ability to combine these makes him a special and invaluable contributor and colleague."

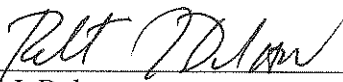
Reviewer F: "Andy's work is original and has had considerable impact on the field. He is also well known as a scholar in the area of institutional theory, one of the main theoretical domains in organizational theory, and is unquestionably recognized as one of the pioneers and leaders in the field of research and teaching at the interface of business and the natural environment. In addition, through his writings and various initiatives...he has demonstrated a deep and committed appreciation for bridging the worlds of scholarship and practice. He is indeed a rare breed as well as a considerable asset at the University of Michigan. Overall, Andy Hoffman has established himself as a top management researcher and, in my opinion, would already be a professor at many top institutions including my own."

Reviewer G: "Work accomplished in the recent past only increase my high opinion of the ongoing accomplishments and continued promise of Dr. Hoffman. He continues to make important theoretical contributions to institutional sociology and our knowledge of organization fields...When you have someone who is working so creatively and productively on the frontier between environmental and social science as is Dr. Hoffman, I suggest you do everything you can to keep him happy at Michigan. He is a rare and valuable bird and the types of interests and talents he possess are both scarce and of enormous relevance for the problems...that we confront today."

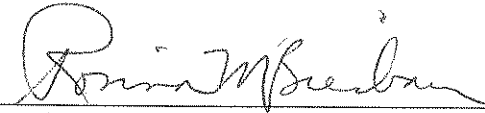
Reviewer H: "I will keep this letter short as it is such a clear case from my point of view. It is difficult to find scholars who are both serious scholars as well as seriously interested in real world impact. Andy is one of these rare scholars who is both rigorous as well as relevant. I am not sure I know of any other [junior] scholar who has such range of impact. In sum, I do think that Andrew is an intellectual leader in his field and that his influence will continue to grow...I strongly support his promotion to Professor of Management and Organizations without tenure. Andy is, and will continue to be, a great credit to our profession in general and to Michigan in particular."

Summary of Recommendation: The outside reviewers' view of the impact of Professor Hoffman's multifaceted scholarship, his uniqueness in effectively bridging the worlds of organizations and environment, business and science, and theory and practice, and his outstanding teaching, make this an easy promotion to support. Professor Hoffman's ability to exploit the strength of his work in order to maximize its impact continues to grow. He adds considerable value to the management and organization area's research and teaching portfolios and to the Ross School and University of Michigan's focus on sustainable systems.

With this in mind, the Executive Committee and I strongly recommend Professor Andrew J. Hoffman's promotion to professor of management and organizations, without tenure, Stephen M. Ross School of Business.



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



Rosina M. Bierbaum
Dean
School of Natural Resources and Environment

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