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EDUCATION

- 1990 Ph.D., Business Economics
Harvard University Graduate School of Arts and Sciences
Dissertation: “Forest Products Firms and their Timber Suppliers:
Essays in Economic Organization and Behavior”
- 1987 M.B.A. with high distinction (Baker Scholar)
Harvard University Graduate School of Business Administration
- 1979 A.B., *cum laude*, English
Harvard College

HARVARD UNIVERSITY

Appointments

- 2002-present John D. Black Professor of Business Administration. Harvard University
Graduate School of Business Administration, Business, Government, and the
International Economy Unit.
- 2000-2002 Professor of Business Administration. Harvard University Graduate School of
Business Administration, Business, Government, and the International Economy
Unit.
- 1996-2000 Associate Professor. Harvard University Graduate School of Business
Administration, Business, Government, and the International Economy Unit.
- 1991-1996 Assistant Professor. Harvard University Graduate School of Business
Administration, Business, Government, and Competition Area.
- 1990-1991 Research Fellow. Harvard University Graduate School of Business
Administration.
- 1989 Teaching Fellow. Harvard College, Department of Economics.

Assignments

2002-2003	<p>First-year MBA Strategy First-year MBA LVDM Agribusiness/Agriccutical Seminar Second-year MBA course on environmental management AMP sessions on environment (fall and spring) Course Head, First-year MBA Strategy</p>
2001-2002	<p>First-year MBA Strategy Agribusiness/Agriccutical Seminar Second-year MBA course on environmental management AMP sessions on environment (fall and spring) Course Head, First-year MBA Strategy</p>
2000-2001	<p>First-year MBA Competition and Strategy (C&S) First-year MBA LVDM Agribusiness/Agriccutical Seminar Second-year MBA course on environmental management AMP sessions on environment (fall and spring)</p>
1999-2000	<p>First-year MBA BGIE (two sections) First-year MBA Leadership, Values, and Decision Making (LVDM) Second-year MBA course on environmental management AMP sessions on environment (fall and spring) Cohort course head, first-year MBA BGIE Co-chair, Unit recruiting committee</p>
1998-99	<p>Second-year MBA course on environmental management AMP sessions on environment (fall and spring)</p>
1997-98	<p>Second-year MBA course on environmental management AMP sessions on environment (fall and spring) PMD elective on environmental management</p>
1996-97	<p>First-year MBA BGIE (two sections) Second-year MBA course on environmental management Advanced Management Program (AMP) sessions on environment (fall and spring) PMD elective on environmental management Co-chair, Unit recruiting committee</p>
1995-96	<p>First-year MBA BGIE (one section) Second-year MBA course on environmental management Cohort course head, first-year MBA BGIE Section chair, MBA section H</p>
1994-95	<p>Second-year MBA course on environmental management Second-year MBA seminar on environmental management PMD elective on environmental management Co-chair, Unit recruiting committee</p>

- 1993-94 Second-year MBA course on environmental management
 Second-year MBA seminar on environmental management (with Vietor)
 Program for Management Development (PMD) elective on environmental
 management
- 1992-93 First-year BGIE (two sections)
 Second-year MBA seminar on environmental management (with
 Richard Vietor)
- 1991-92 First-year MBA Business, Government, and the International Economy (BGIE)
 (one section)

WORK EXPERIENCE

- 1980-1985 Project Manager and Policy Analyst. U.S. Environmental Protection Agency,
 Washington, D.C. and San Francisco, CA.
- 1980 Research Assistant. Washington, D.C. Office of the State of Montana.

BOOKS

Down to Earth: Applying Business Principles to Environmental Management (Boston: Harvard Business School Press, 2000).

Business Management and the Natural Environment: Cases and Text, with Richard H. K. Vietor (Cincinnati: South-Western, 1996).

Instructor's Manual for Business Management and the Natural Environment, with Richard H. K. Vietor (Cincinnati: South-Western, 1996).

ARTICLES AND PAPERS

"Tests for Sustainability," in Peter Cornelius, ed., *The Global Competitiveness Report 2002-2003*, World Economic Forum, New York: Oxford University Press, 2003, pp. 355-366.

"Bridging the Gap: How Improved Information Can Help Companies Integrate Shareholder Value and Environmental Quality," in Daniel Esty and Peter Cornelius, eds., *Environmental Performance Measurement: The Global Report 2001-2002*, World Economic Forum, New York: Oxford University Press, 2002, pp. 44-53.

"What Every Executive Needs to Know About Global Warming," with Kimberly O'Neill Packard, *Harvard Business Review* Vol. 78, no. 4 (July-August 2000), pp. 128-135.

"Tensions in the Environment," *Financial Times*, June 13, 2000 (in the *Financial Times* series "Mastering Risk"). Reprinted in *Financial Times Mastering Risk, Volume 1: Concepts*, ed. James Pickford (London: Pearson Education Limited, 2001)

“Sustainability and the Firm,” *Interfaces* Vol. 30, no. 3 (May-June 2000), pp. 13-25.

“Bringing the Environment Down to Earth,” *Harvard Business Review* Vol. 77, no. 4 (July-August 1999), pp. 149-157. Reprinted in *Harvard Business Review on Business and the Environment* (Boston: Harvard Business School Press).

“Market Failure and the Environmental Policies of Firms: Economic Rationales for ‘Beyond Compliance’ Behavior,” *Journal of Industrial Ecology* Vol. 3, no., 1 (winter 1999), pp. 9-21.

“Sustainability and the Firm,” extended version, Harvard Business School working paper 99-039, revised January 1999.

“Foreign Firms in the Chinese Power Sector: Economic and Environmental Impacts,” with Fiona Murray and Richard Vietor, in *Energizing China: Reconciling Environmental Protection and Economic Growth*, edited by Michael McElroy, et al. (Cambridge: Harvard University Committee on Environment, 1998).

“Environmental Product Differentiation: Implications for Corporate Strategy,” *California Management Review* Vol. 40, no. 4 (summer 1998), pp. 43-73.

“Investment in Pollution Compliance Options: The Case of Georgia Power,” with Michael E. Edleson, in *Real Options in Capital Investment: Models, Strategies, and Applications*, edited by Lenos Trigeorgis (Westport, CT: Praeger, 1995).

“The Right Deed for the Wrong Reason? Forest Policy in the American West, 1891-1909.” Working Paper. April 1995.

“Vertical Integration in Forest Products Firms: Transaction Cost Theory and Empirical Evidence.” Working Paper. April 1995.

“Accounting for Abundance and Scarcity: Natural Resources and Economic Growth.” Working Paper. November 1994.

“Losing to Win: U.S. Steel's Pricing, Investment Decisions, and Market Share, 1901-1938,” with Thomas K. McCraw, *Journal of Economic History* Vol. 49, no. 3 (September 1989), pp. 593-619.

Review of *Cool Companies: How the Best Businesses Boost Profits and Productivity by Cutting Greenhouse Gas Emissions*, by Joseph J. Romm and *Profit Centers in Industrial Ecology: The Business Executive's Approach to the Environment*, by Ronald S. Smith, Jr., *Journal of Industrial Ecology* Vol. 4, no. 1 (Winter 2000), pp. 141-143.

Review of *Asian Dragons and Green Trade: Environment, Economics and International Law*, edited by Daniel C. Esty and Simon S. C. Tay, *Business History Review* Vol. 72, no. 3 (autumn 1998), pp. 499-501.

Review of *Logs for Capital: The Timber Industry and Capitalist Enterprise in the Nineteenth Century*, by Sing C. Chew, *Business History Review* Vol. 69, no. 2 (summer 1995), pp. 254-256.

CASES

“Nestlé: Sustainable Agriculture Initiative,” Harvard Business School Case 9-705-018 (2005) [24pp.]

“Environmental Defense,” Harvard Business School Case 9-703-029 (2003) [24pp.]

“E.ON AG” Harvard Business School Case 9-703-415 (2003) [35pp.]

“Patagonia,” Harvard Business School Case 9-703-035 (2003) [37pp.]

“Patagonia,” Harvard Business School Teaching Note 5-705-028 (2005) [21pp.]

“National Parks Conservation Association,” Harvard Business School Case 9-703-045 (2003) [37pp.]

“BP and the Consolidation of the Oil Industry 1998-2002,” Harvard Business School Case 9-702-012 (2002) [38pp.]

“Global Climate Change after Marrakech (A),” Harvard Business School Case 9-702-075 (2002) [31 pp.]

“Global Climate Change after Marrakech (B),” Harvard Business School Case 9-702-076 (2002) [13 pp.]

“Agricultural Biotechnology and its Regulation,” Harvard Business School Case 9-701-004 (2001)[31pp.]

“Sustainable Development & Socially Responsible Investing: ABB in 2000,” Harvard Business School Case 9-701-082 (2001) [42pp.]

“Global Climate Change and BP Amoco,” Harvard Business School Case 9-700-106 (2000) [24pp.]

“Conceptual Overview: ‘Business and the Environment,’ An Elective for MBA Students,” Harvard Business School Teaching Note 5-799-123 (1999) [10 pp.]

“Ciba Specialty Chemicals,” Harvard Business School Case 9-799-086 (1999) [23 pp.]

“Ciba Specialty Chemicals,” Harvard Business School Teaching Note 5-799-107 (1999) [18 pp.]

“Environmental Risk Management at Chevron Corporation,” Harvard Business School Case 9-799-062 (1999) [32 pp.]

“Environmental Risk Management at Chevron Corporation,” Harvard Business School Teaching Note 5-799-112 (1999) [28 pp.]

“Global Climate Change (A),” Harvard Business School Case 9-798-076 (1998, Rev. 1999) [31 pp.]

“Global Climate Change (B): Country Notes for International Negotiation,” Harvard Business School Case 9-798-087 (1998, Rev. 1999) [28 pp.]

“Global Climate Change (A) and (B),” Harvard Business School Teaching Note 5-799-109 (1999) [15 pp.]

“Malaysia in the 1990s (A),” Harvard Business School Case 9-797-074 (1997) [19 pp.]

“Tokyo Electric Power Company,” Harvard Business School Case 9-797-046 (1997) [32 pp.]

“Tokyo Electric Power Company,” Harvard Business School Teaching Note 5-799-040 (1998) [23 pp.]

“Guide to Macroeconomic Resources on the Internet,” with Alexander Dyck, Harvard Business School Case 9-796-150 (1996) [13 pp.]

“Metsä-Serla: Environmental Labels in the European Forest Products Markets,” Harvard Business School Case 9-795-148 (1995) [26 pp.]

“Metsä-Serla: Environmental Labels in the European Forest Products Markets,” Harvard Business School Teaching Note 5-799-058 (1998) [22 pp.]

“Duales System Deutschland,” Harvard Business School Case 9-795-074 (1995) [32 pp.]

“Duales System Deutschland,” Harvard Business School Teaching Note 5-799-121 (1999) [20 pp.]

“StarKist (A),” with Richard Vietor, Harvard Business School Case 9-794-128 (1994, Rev. 1995) [25 pp.]

“StarKist (B),” with Richard Vietor, Harvard Business School Case 9-794-139 (1994, Rev. 1995) [6 pp.]

“StarKist (A) and (B),” Harvard Business School Teaching Note 5-795-097 (1995) [21 pp.]

“Brazilian Foundation for Sustainable Development,” Harvard Business School Case 9-794-120 (1994) [22 pp.]

“Brazilian Foundation for Sustainable Development,” Harvard Business School Teaching Note 5-795-098 (1995) [9 pp.]

“Reading Energy,” Harvard Business School Case 9-794-102 (1994) [31 pp.]

“Reading Energy,” Harvard Business School Teaching Note 5-795-037 (1994) [24 pp.]

“Alberta-Pacific Forest Industries Inc.,” Harvard Business School Case 9-794-099 (1994) [32 pp.]

“Alberta-Pacific Forest Industries Inc.,” Harvard Business School Teaching Note 5-795-067 (1994) [24 pp.]

“Note on Contingent Environmental Liabilities,” with Richard Vietor, Harvard Business School Case 9-794-098 (1993, Rev. 1994) [21 pp.]

“Note on Contingent Environmental Liabilities,” Harvard Business School Teaching Note 5-795-091 (1995) [9 pp.]

“Accounting for Productivity Growth,” Harvard Business School Case 9-794-051 (1993, Rev. 1994) [12 pp.]

“Accounting for Productivity Growth,” Harvard Business School Teaching Note 5-795-034 (1994) [13 pp.]

“Montana Land Reliance,” Harvard Business School Case 9-794-050 (1993, Rev. 1994) [21 pp.]

“Montana Land Reliance,” Harvard Business School Teaching Note 5-795-028 (1994) [16 pp.]

“Aracruz Celulose S.A.,” Harvard Business School Case 9-794-049 (1993, Rev. 1995) [28 pp.]

“Aracruz Celulose S.A.,” Harvard Business School Teaching Note 5-795-095 (1995) [23 pp.]

“Environment and International Trade,” Harvard Business School Case 9-794-018 (1993, Rev. 1994) [21 pp.]

“Environment and International Trade,” Harvard Business School Teaching Note 5-795-085 (1995) [10 pp.]

“Singapore,” Harvard Business School Case 9-793-096 (1993, Rev. 1995) [26 pp.]

“Singapore,” Harvard Business School Teaching Note 5-795-036 (1994, Rev. 1995) [22 pp.]

“Acid Rain: The Southern Company (A),” Harvard Business School Case 9-792-060 (1992, Rev. 1993)

- [27 pp.]
“Acid Rain: The Southern Company (B),” Harvard Business School Case 9-793-040 (1992, Rev. 1993) [11 pp.]
“Acid Rain: The Southern Company (A) and (B),” Harvard Business School Teaching Note 5-794-043 (1993) [11 pp.]
- “Environmental Defense Fund,” Harvard Business School Case 9-793-037 (1992, Rev. 1994) [23 pp.]
“Environmental Defense Fund,” Harvard Business School Teaching Note 5-794-035 (1993) [14 pp.]
- “Forest Policy in Malaysia,” Harvard Business School Case 9-792-099 (1992, Rev. 1993) [28 pp.]
“Forest Policy in Malaysia,” Harvard Business School Teaching Note 5-794-034 (1993) [30 pp.]
- “Acid Rain: Burlington Northern, Inc. (A),” Harvard Business School Case 9-792-018 (1991, Rev. 1993) [27 pp.]
“Acid Rain: Burlington Northern, Inc. (B),” Harvard Business School Case 9-792-019 (1991) [2 pp.]
“Acid Rain: Burlington Northern, Inc. (A and B),” Harvard Business School Teaching Note 5-794-033 (1993) [23 pp.]
- “Champion International Corporation: Timber, Trade, and the Northern Spotted Owl,” Harvard Business School Case 9-792-017 (1991, Rev. 1993) [27 pp.]
“Champion International Corporation: Timber, Trade, and the Northern Spotted Owl,” Harvard Business School Teaching Note 5-795-091 (1992) [23 pp.]
- “Du Pont Freon Products Division (A),” with Richard Vietor, Harvard Business School Case 9-389-111 (1989, Rev. 1995) [32 pp.]
“Du Pont Freon Products Division (B),” with Richard Vietor, Harvard Business School Case 9-389-112 (1989, Rev. 1993) [1 p.]
“Du Pont Freon Products Division (A and B),” with Richard Vietor, Harvard Business School Teaching Note 5-794-046 (1993, Rev. 1995) [27 pp.]

AWARDS AND OFFICES

Faculty Fellow, Environmental Economics Program at Harvard University, 2000-present.
Member, Harvard University Committee on Environment, 1993-present.
Harvard Business School Dean's Doctoral Fellow, 1987-1990.
Co-Managing Editor, *The Harbus News*, Harvard Business School, 1986-1987.
U.S. Environmental Protection Agency Medal for Distinguished Service, 1984.
Editorial Board, *The Harvard Crimson*, Harvard College, 1978-1979.

SELECTED PRESENTATIONS

“Environmental Protection and the Social Responsibility of Firms,” conference on Corporate Social Responsibility sponsored by Harvard Business School, Harvard Law School, and John F. Kennedy School of Government, Boston, December 2003.

“Corporate Social Responsibility from a Strategy Perspective,” conference on the Balanced Scorecard and Sustainable Development, INSEAD, Fontainebleau, France, November 2003.

“The Value of Sustainability,” conference on “Beyond Carbon – Emerging Markets for Ecosystem Services,” sponsored by SwissRe, Forest Trends, and Katoomba Group, Rüşchlikon, Switzerland, October 2003.

“The Business Case for Sustainable Development,” International Finance Corporation, Washington, DC, June 2001.

“The Economics of Business and the Environment,” in “Economics and the Environment,” Kennedy School of Government Executive Education Program, Harvard University, May 2000.

“Environment and Shareholder Value,” Global Environmental Management Initiative, Cambridge, November 1999.

“Achieving Environmental Goals and Sustaining Shareholder Value: Case Studies in Innovative Corporate Environmental Management,” The Nature Conservancy International Leadership Council, St. Paul, Minnesota, June 1999.

“Market Failure and the Environmental Strategies of Firms,” Environmental Technology and Public Policy speaker series, Massachusetts Institute of Technology, Cambridge, November 1998.

“Strategies for Corporate Environmental Management,” World Congress of Environmental and Resource Economists, Venice, Italy, June 1998.

“Environmental Quality and Economic Advantage: Private-Sector Perspectives on Sustainable Development,” The World Bank, Washington, DC, October 1997.

“Theories of Environmental Management,” World Resources Institute conference on business education and the environment, Washington, DC, July 1997.

“Management and the Environment,” executive seminar, Instituto San Telmo, Seville, Spain, June 1997.

“Alberta-Pacific Forest Industries: An Application of Environmental Strategy,” World Resources Institute conference on business education and the environment, Toronto, Ontario, July 1996.

“Business and the Environment,” invited special lecture, El Instituto Tecnológico Autónomo de México, Mexico City, March 1996.

“The Forest Products Industry and the Environment,” Harvard University Seminar on Environmental Values, Cambridge, February 1996.

“Acid Rain: The Southern Company,” Management Institute for Environment and Business conference, Austin, Texas, July 1995.

“Business Management and the Natural Environment,” Harvard Institute for International Development executive seminar, Cambridge, July 1995.

“The ‘Ecology of Commerce’: Assessing the Response of Business,” Graduate School of Design, Harvard University, April 1995.

PROFESSIONAL ACTIVITIES

Contributing Editor, *Environment*.

Reviewer, Harvard Business School Press; Massachusetts Institute of Technology Press.

Referee, *Business History Review*; *California Management Review*; *Environment*; *Environment and Development Economics*; *Management Science*; *Review of Economics and Statistics*; *Sloan Management Review*.