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**ACADEMIC POSITIONS**

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**Harvard University**

- 2016 – Senator John Heinz Professor of Environmental Management, Harvard Business School  
2015 – Professor of Business Administration, Harvard Business School  
2011 – 2015 Associate Professor of Business Administration, Harvard Business School  
2006 – 2011 Assistant Professor of Business Administration, Harvard Business School  
2006 – present Faculty Fellow, Harvard Environmental Economics Program  
2006 – present Faculty Affiliate, Kennedy School of Government Regulatory Policy Program  
2006 – present Faculty Affiliate, Harvard University Center for the Environment

**EDUCATION**

- 2005 Ph.D. Business Administration, University of California at Berkeley  
Thesis: “Voluntary Environmental Management Initiatives: Smoke Signals or Smoke Screens?”  
Committee: David Levine (Chair), David Vogel, Howard Shelanski
- Winner, “Best Dissertation Award” of the Academy of Management—Social Issues in Management Division, 2006
  - Finalist, “Best Dissertation Award” of the Academy of Management—Organizations and Natural Environment Division, 2006
- 1996 MBA, Yale School of Management, New Haven, CT
- 1996 Masters of Environmental Management, Yale School of Forestry and Environmental Studies, New Haven, CT
- 1990 B.A. Government with honors, Lehigh University, Bethlehem, PA

**RESEARCH**

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**Refereed Journal Articles**

30. Ibanez, M., and M.W. Toffel. Forthcoming. “How scheduling can bias quality assessment: Evidence from food safety inspections.” *Management Science*
- Profiled in M R. Ibanez and M.W. Toffel. 2019. “To improve food inspections, change the way they’re scheduled.” *Harvard Business Review (online)*, May 16.
  - Featured in [Forbes](#), [Food Safety Magazine](#), [Food Safety News](#), and [Kellogg Insights](#)
29. Short, J.L., M. W. Toffel, and A. R. Hugill. 2020. “Beyond symbolic responses to private politics: Examining labor standards improvement in global supply chains.” *ILR Review* 73(4) 873–912
28. Bird, Y., J.L. Short, and M.W. Toffel. 2019. “Coupling labor codes of conduct and supplier labor practices: The role of internal structural conditions.” *Organization Science* 30(4): 647–867.
- Finalist, 2020 Responsible Research in Management Award
  - Winner, Best Paper Award at ComplianceNet Conference 2019

27. Chatterji, A., and M.W. Toffel. 2019. "Assessing the impact of CEO activism." *Organization & Environment*. 32(2) 159–185.
  - Profiled in A. Chatterji, and M.W. Toffel. 2016. "The power of C.E.O. activism: How politically outspoken executives sway public (and consumer) opinion." *New York Times*, April 3: SR10.
26. Lyon, T.P., M. A. Delmas, J. W. Maxwell, P. Bansal, M. Chiroleu-Assouline, P. Crifo, R. Durand, J.-P. Gond, A. King, M. Lenox, M. Toffel, D. Vogel, and F. Wijen. 2018. "CSR needs CPR: Corporate sustainability and politics." *California Management Review* 60(4): 5–2.
  - Winner, California Management Review's 2019 Best Article Award
25. Toffel, M. W. 2016. "Enhancing the practical relevance of research." *Production and Operations Management* 25(9): 1493–1505.
24. Short, J. L., M.W. Toffel, and A. Hugill. 2016. "Monitoring global supply chains." *Strategic Management Journal* 37(9): 1878–1897.
  - Winner of *Outstanding Conference Paper Award* at 2015 Alliance for Research on Corporate Sustainability (ARCS) Conference
  - Profiled in M.W. Toffel. 2014. "Could more women auditors help prevent another Rana Plaza?" *The Guardian*, April 24.
23. Marquis, C., M.W. Toffel, and Y. Zhou. 2016. "Scrutiny, norms, and selective disclosure: A global study of greenwashing." *Organization Science* 27(2): 483–504.
22. Toffel, M.W., J.L. Short, and M. Ouellet. 2015. "Codes in context: How states, markets, and civil society shape adherence to global labor standards." *Regulation & Governance* 9(3):205-223.
  - *Lead article.*
21. Simcoe, T., and M.W. Toffel. 2014. "Government green procurement spillovers: Evidence from municipal building policies in California." *Journal of Environmental Economics and Management* 68(3): 411-434.
  - *Lead article.*
20. Jira, C., and M.W. Toffel. 2013. "Engaging supply chains in climate change." *Manufacturing and Service Operations Management*. 15 (4): 559-577.
  - Finalist for the *M&SOM 2016 Best Paper Award*
19. Pierce, J.L., and M.W. Toffel. 2013. "The role of organizational scope and governance in strengthening private monitoring." *Organization Science* 24(5): 1558-1584.
  - Winner of *Research Impact on Practice Award* by Network for Business Sustainability and the Academy of Management (AOM) Organizations and the Natural Environment (ONE) division
18. Doshi, A., G. Dowell, and M.W. Toffel. 2013. "How firms respond to mandatory information disclosure." *Strategic Management Journal* 34(10): 1209-1231
17. Bennett, V.M, J.L. Pierce, J.A. Snyder, and M.W. Toffel. 2013. "Customer-driven misconduct: how competition corrupts business practices." *Management Science* 59(8): 1725-1742.
  - *Lead article.*
  - Nominated for the *Best Conference Paper Award* and *Best Conference Paper Prize for Practice Implications* at 2012 Strategic Management Society International Conference
16. Levine, D.I., M.W. Toffel, and M. Johnson. 2012. "Randomized government safety inspections reduce worker injuries with no detectable job loss." *Science* 336(6083): 907-911.
15. Toffel, M.W., and J.L. Short. 2011. "Coming clean and cleaning up: Is voluntary disclosure a signal of effective self-policing?" *Journal of Law and Economics* 54(3): 609-649.
14. Short, J.L, and M.W. Toffel. 2010. "Making self-regulation more than merely symbolic: The critical role of the legal environment." *Administrative Science Quarterly* 55(3): 361-396.
  - *Lead article*
  - [Featured in](#) *Stanford Social Science Review*, Summer 2011
  - [Featured in](#) *Behind the scenes of the Administrative Science Quarterly*
13. Chatterji, A.K., and M.W. Toffel. 2010. "How firms respond to being rated." *Strategic Management Journal* 31(9): 917-945.

- *Lead article*
12. Levine, D.I., and M.W. Toffel. 2010. "Quality management and job quality: How the ISO 9001 standard for quality management systems affects employees and employers." *Management Science* 56(6): 978-996.
  11. Reid, E.M., and M.W. Toffel. 2009. "Responding to public and private politics: Corporate disclosure of climate change strategies." *Strategic Management Journal* 30(11): 1157-1178.
  10. Chatterji, A.K., D.I. Levine, and M.W. Toffel. 2009. "How well do social ratings actually measure corporate social responsibility?" *Journal of Economics & Management Strategy* 18(1): 125-169.
    - *Most highly read paper* in 2009 in *Journal of Economics & Management Strategy*.
  9. Delmas, M., and M.W. Toffel. 2008. "Organizational responses to environmental demands: Opening the black box." *Strategic Management Journal* 29(10): 1027-1055.
    - *Lead article*.
  8. Short, J.L., and M.W. Toffel. 2008. "Coerced confessions: Self-policing in the shadow of the regulator." *Journal of Law, Economics & Organization* 24(1): 45-71.
  7. Marshall, J.D., and M.W. Toffel. 2005. "Framing the elusive concept of sustainability: A Sustainability Hierarchy." *Environmental Science & Technology* 39(3): 673-682.
    - *Lead article*. 18<sup>th</sup> most accessed article of 1391 articles (top 1%) in *ES&T* in 2005.
  6. Toffel, M.W. 2004. "Strategic management of product recovery." *California Management Review* 46(2): 120-141.
  5. Toffel, M.W., and J.D. Marshall. 2004. "Improving environmental performance assessment: Comparative analysis of weighting methods used to evaluate chemical release inventories." *Journal of Industrial Ecology* 8(1-2): 143-172.
  4. Toffel, M.W., and A. Horvath. 2004. "Environmental implications of wireless technologies: News delivery and business meetings." *Environmental Science & Technology* 38(11): 2961-2970.
  3. Delmas, M., and M.W. Toffel. 2004. "Stakeholders and environmental management practices: An institutional framework." *Business Strategy and the Environment* 13(4): 209-222.
  2. Toffel, M.W. 2003. "The growing strategic importance of end-of-life product management." *California Management Review* 45(3): 102-129.
    - Reprinted in *IEEE Engineering Management Review* 31(3), 2003.
    - Revised as "Closing the loop: Product take-back requirements and their strategic implications." *Corporate Environmental Strategy* 10(9): 161-172 (2003).
  1. Toffel, M.W., and L. Birkner. 2002. "Estimating and controlling workplace risk: An approach for occupational hygiene and safety professionals." *Applied Occupational and Environmental Hygiene* 17(7): 477-485.

## Working Papers

3. Flammer, Caroline, Michael W. Toffel, and Kala Viswanathan. "Shareholder Activism and Firms' Voluntary Disclosure of Climate Change Risks." Under review.
2. Kayser, S.A., J.W. Maxwell, and M.W. Toffel. "Signaling without certification: The critical role of civil society scrutiny."
  - Earlier version won *Outstanding Conference Paper Award* at 2014 Alliance for Research on Corporate Sustainability (ARCS) Conference
1. Adler-Milstein, J., S. Singer, and M.W. Toffel. "Speaking up constructively: Managerial practices that elicit solutions from front-line employees"
  - Earlier version won *Best Theory-to-Practice Paper* by Health Care Management Division and selected for *Best Paper Proceedings* at 2011 Academy of Management Conference.

## Book Chapters

7. Vogel, D., M.W. Toffel, D. Post, and N. Z. Uludere Aragon. 2012. "Environmental federalism in the European Union and the United States." In *Handbook of Globalization and Environmental Policy: Interventions of National Government in a Global Arena* (2<sup>nd</sup> ed.), F. Wijen, K. Zoeteman, and J. Pieters (eds.), Edward Elgar, 321-361.
  - Updated version from 1<sup>st</sup> ed. in 2005.
6. Delmas, M., and M.W. Toffel. 2012. "Institutional pressures and organizational characteristics: Implications for environmental strategy." In *Oxford Handbook on Business and the Natural Environment*, P. Bansal and A. Hoffman (eds.), Oxford University Press, 229-247.
5. King, A., and M.W. Toffel. 2009. "Self-regulatory institutions for solving environmental problems: Perspectives and contributions from the management literature." In *Governing the Environment: Interdisciplinary Perspectives*, M. Delmas and O. Young (eds.), Cambridge University Press, 98-115.
4. Hiscox, M.J., C. Schwartz, and M.W. Toffel. 2009. "Evaluating the impact of SA 8000 certification." In *Social Accountability 8000: The First Decade—Implementation, Influence, and Impact*, D. Leipziger (ed.), Greenleaf Publishing, 147-165.
3. Delmas, M., and M.W. Toffel. 2004. "Institutional pressure and environmental management practices." In *Stakeholders, the Environment, and Society*, S. Sharma and M. Starik (eds.), Edward Elgar, 230-245.
2. Toffel, M.W., N. Hill, and K.A. McElhaney. 2003. "Designing sustainability at BMW Group: The Designworks/USA experience." In *UN Global Compact: From Principles to Practice (Case Studies Series)*, United Nations, 57-83.
  - Reprinted in "Developing a management systems approach to sustainability at BMW Group (Part 1 of 2)," *Corporate Environmental Strategy* 10(2): 29-39 (2003) and "BMW Group's sustainability management system: Preliminary results, ongoing challenges, and the UN Global Compact (Part 2 of 2)," *Corporate Environmental Strategy* 10(3): 51-61 (2003).
  - Summarized as "The leverage of a small designer group: Designworks," in *Raising the Bar: Creating Value with the UN Global Compact*, C. Fussler, A. Cramer, and S. van der Vegt (eds.), Greenleaf Publishing, 47.
  - Revised as chapter 4 (pp 76-90) in *Strategic Sustainability: The State of the Art in Corporate Environmental Management Systems*, J. Sarkis and R. Sroufe, eds., (Sheffield, UK: Greenleaf Publishing, 2006).
  - Revised in *Greener Management International* 46: 103-116 (2006).
1. Toffel, M.W. 2000. "Anticipating greener supply chain demands: One Singapore company's journey to ISO 14001." In *ISO 14001 Case Studies and Practical Experiences*, R. Hillary (ed.), Greenleaf Publishing, 182-199.

## Managerial Articles

27. Chatterji, A., and M.W. Toffel. 2020. "What CEOs still haven't said about race and policing." *Harvard Business Review (online)*, June 18.
26. Ibanez, M R. and M.W. Toffel. 2019. "To improve food inspections, change the way they're scheduled." *Harvard Business Review (online)*, May 16.
25. Chatterji, A., and M.W. Toffel. 2019. "The right and wrong way to do 'CEO activism.'" *Wall Street Journal*, February 25.
24. Chatterji, A., and M.W. Toffel. 2018. "Sidestepping some of the partisan debate". *Harvard Business Review*.
  - Article in HBR Big Idea on Leadership in a Hot Button World.
23. Chatterji, A., and M.W. Toffel. 2018. "Divided we lead: CEO activism has entered the mainstream." *Harvard Business Review*, March
  - Lead article in HBR Big Idea on Leadership in a Hot Button World.

22. Chatterji, A., and M.W. Toffel. 2018. "The new CEO activists." *Harvard Business Review* 96(1, Jan-Feb): 78–89.
  - Winner of the 2019 *HBR Warren Bennis Prize* for best HBR article on leadership in 2018.
  - Selected for *HBR's 10 Must Reads for 2019*.
  - Featured in the *HBR IdeaCast podcast* as "Why CEOs are taking a stand" (March 2018) and the *HBR Webinar* as "The new CEO activism: What leaders must know" (April 2018).
21. Reinhardt, F., and M.W. Toffel. 2017. "Managing climate change: Lessons from the U.S. Navy." *Harvard Business Review* 95(4, July-August): 102-111.
  - Featured in *HBR IdeaCast podcast* as "How the U.S. Navy is responding to climate change," August 18, 2017.
20. King, A., M. W. Toffel, et al. 2017. "Trump has a great opportunity to save our environment." *The Hill*, January 23. (Co-signatories include V. Burbano, M. Delmas, M. Chertow, G. W. S. Dowell, R. Durand, A. J. Hoffman, G. Holburn, A. A. King, M. Lenox, L. Lerpold, T. Lyon, J. W. Maxwell, E. Orts, N. C. Smith, J. Sterman, M. W. Toffel, L. B. Toktay, D. Vogel, J. Walls, F. Wijen, J. York, and M. Zollo)
  - Winner of *California Management Review's* "2019 Best Article Award"
19. Short, J. L., and M. W. Toffel. 2016. "The integrity of private third-party compliance monitoring." *Administrative & Regulatory Law News* 42(1): 22-25.
  - Harvard Kennedy School Regulatory Policy Program Working Paper RPP-2015-19, 2015.
18. Chatterji, A., and M.W. Toffel. 2016. "The power of C.E.O. activism: How politically outspoken executives sway public (and consumer) opinion." *New York Times*, April 3: SR10.
17. Marquis, C., M.W. Toffel, and Y. Zhou. 2016. "The globalization of corporate environmental disclosure: Accountability or greenwashing?" *American Sociological Association Work In Progress (blog)*.
  - Reprinted as "Environmental disclosure: corporate accountability or greenwashing?" *LSE Business Review*, June 9, 2016.
16. Chatterji, A., and M.W. Toffel. 2015. "Starbucks' 'Race Together' campaign and the upside of CEO activism." *Harvard Business Review* (digital article), March 24.
15. Schendler, A., and M.W. Toffel. 2014. "The climate needs aggressive CEO leadership." *HBS Working Knowledge op-ed*, Sept. 24.
14. Levine, D.I., and M.W. Toffel. 2014. "Why safety managers should welcome OSHA inspections: Results from a natural field experiment in California." *The Compass: Newsletter of the American Society of Safety Engineers* 14(1) September: 4.
13. Short, J., Toffel, M., and A. Hugill. 2014. "Monitoring the monitors." *Harvard Law School Forum on Corporate Governance and Financial Regulation*, July.
12. Toffel, M.W. 2014. "Could more women auditors help prevent another Rana Plaza?" *The Guardian*, April 24.
11. Toffel, M.W. 2013. "How Caesars Entertainment is betting on sustainability: Response." *MIT Sloan Management Review* 54(4): 72-73.
10. Schendler, A., and M.W. Toffel. 2013. "Corporate sustainability is not sustainable." *Grist*, June 2.
  - Reprinted in *Climate Progress*.
  - Reprinted as "Corporate leaders need to step up on climate change" in *HBS Working Knowledge op-ed*.
  - Revised as "Greening is not enough: 4 steps to corporate leadership on climate change" in *Network for Business Sustainability Thought Leaders (blog)*.
  - Reprinted in *GreenBiz.com*.
9. Short, J., and M.W. Toffel. 2013. "Can global brands create just supply chains? Promoting political mobilization." *Boston Review*, May/June.
8. Dowell, G., and M.W. Toffel. 2012. "Toxics Release Inventory: A case study in information disclosure regulation: When does requiring companies to reveal their pollution affect their behavior?" *The Regulatory Review*, October.

7. Chatterji, A.K., and M.W. Toffel. 2012. "What green ratings don't tell you." *Newsweek/Daily Beast*, October 22.
  - Revised as "The big flaw in corporate sustainability rankings." *Harvard Business Review Blogs*. October 24, 2012.
6. Short, J., and M.W. Toffel. 2012. "Robust enforcement should complement voluntary regulation." *Georgetown University Center for Business and Public Policy*, Georgetown Economic Policy Vignette 2012-9-18.
5. James, M., and M.W. Toffel. 2012. "Outside assessment: ISO standards stamp approval." *European CEO*, August. 42-46.
4. Levine, D.I., and M.W. Toffel. 2012. "Government regulation that actually works." *Harvard Business Review Blogs*, May 30.
3. Schendler, A., and M.W. Toffel. 2011. "The factor environmental ratings miss." *MIT Sloan Management Review* 53(1): 17-18.
  - Revised as "What's the greenest building? The problem with ranking systems." *The Atlantic*, October 19.
  - Revised as "The problem with green rankings: League tables of companies' environmental performance are undermined by their failure to account for corporate lobbying." *The Guardian (UK)*, Dec. 20, 2011.
  - Reprinted in English and Chinese as "The problem with green rankings," *ChinaDialogue*, Dec. 20, 2011.
2. Short, J.L., and M.W. Toffel. 2008. "The causes and consequences of industry self-policing." *Yale Economic Review*, Summer.
1. Toffel, M.W. 2005. "Transparency needed in Berkeley Lab nanotechnology." *Berkeley Daily Planet*, Nov. 29.

### **Course Materials: Sustainable Operations and Supply Chains**

- 27a. Toffel, M. W., S. Gulick. "Fossil Fuel Divestment." HBS case 620-093 (2020).
- 27b. Toffel, M. W., S. Gulick. "Fossil Fuel Divestment." HBS teaching note 620-125 (2020).
- 26a. Iansiti, M., M. W. Toffel, J. Barnett. "Indigo Agriculture: Harnessing Nature." HBS case 620-024 (2019, revised 2020).
- 26b. Toffel, M. W., J. Barnett. "Indigo Agriculture: Harnessing Nature." HBS teaching note 620-075 (2020).
- 26c. Toffel, M. W., J. Barnett. "Indigo Agriculture: Harnessing Nature." HBS Powerpoint supplement 620-110 (2020).
- 25a. Hsieh, N-h; M. W. Toffel, O. Hull. "Global Sourcing at Nike." HBS case 619-008 (2019).
- 25b. Hsieh, N-h; M. W. Toffel, O. Hull. "Global Sourcing at Nike." HBS teaching note 619-061 (2019).
24. Toffel, M. W., E. McNeely, M. Preble. "New Balance: Managing Orders and Working Conditions." HBS case 619-002 (2019).
- 23a. Toffel, M. W., T. S. Simcoe, and A. Sesia. "Environmental Platform LEEDership at USGBC." HBS case 618-027 (2018).
- 23b. Toffel, M. W., and T. S. Simcoe. "Environmental Platform LEEDership at USGBC." HBS teaching note 618-066 (2018).
- 22a. Iansiti, M., M. W. Toffel, and C. Snively. "Indigo Agriculture." HBS case 617-020 (2016).
- 22b. Iansiti, M., M. W. Toffel, and C. Snively. "Indigo Agriculture." HBS teaching note 617-028 (2017).
- 22c. Toffel, M. W. "Indigo Agriculture PowerPoint Supplement." HBS PowerPoint supplement 619-034 (2018)
- 22d. Toffel, M. W. "Indigo Agriculture video supplement." HBS multimedia/video supplement 619-704

- (2018).
21. Toffel, M. W., and L. B. Toktay. "The Sustainable Core: Operations Management." HBS instructor note 616-022 (2016).
  - 20a. Toffel, M. W., G. W. S. Dowell, and J. Weber. "Nuclear Energy: An Answer to Climate Change?" HBS case 616-052 (2016).
  - 20b. Toffel, M. W., and G. W. S. Dowell. "Nuclear Energy: An Answer to Climate Change?" HBS teaching note 617-015 (2016).
  19. Toffel, M. W. "McDonald's Corporation: Managing a Sustainable Supply Chain—From Amazon Soya to Cage Free Eggs." HBS teaching note 616-021 (2015).
  - 18a. Rangan, V. K., M. W. Toffel, V. Dessain, and J. Lenhardt. "Sustainability at IKEA Group." HBS case 515-033 (2014).
  - 18b. Toffel, M. W. "Sustainability at IKEA Group." HBS teaching note 616-017 (2015).
  17. Toffel, M.W. "Implementing Environmentally Sustainable Operations." HBS module note 613-090 (2014).
  - 16a. Toffel, M.W., K. Fabrizio, and S. van Sice. "Groom Energy Solutions: Selling Efficiency." HBS case 613-054 (2013).
  - 16b. Toffel, M.W., K. Fabrizio, and S. van Sice. "Groom Energy Solutions: Selling Efficiency." HBS teaching note 616-023 (2016).
  15. Toffel, M.W., K. Fabrizio, and S. van Sice. "EnerNOC: DemandSMART." HBS case 613-036 (2012, revised 2013).
  14. Toffel, M.W., and N.Z. Uludere Aragon. "The Hybrid Vehicles Market." HBS note 612-084 (2012, revised 2013).
  - 13a. Gino, F. M.W. Toffel, and S. van Sice. "Fiji versus FIJI: Negotiating over Water." HBS case 912-030 (2012, revised 2013).
  - 13b. Gino, F., and M.W. Toffel. "Fiji versus FIJI: Negotiating over Water." HBS teaching note 912-031 (2012, revised 2013).
  - 12a. Gino, F., M.W. Toffel, and S. van Sice. "FIJI Water: Carbon Negative?" HBS case 611-049 (2011, revised 2013).
  - 12b. Gino, F., M.W. Toffel, and S. van Sice. "FIJI Water: Carbon Negative?" HBS teaching note 611-051 (2011, revised 2014).
  - 11a. Toffel, M.W., and S. van Sice. "Trucost: Valuing Corporate Environmental Impacts." HBS case 612-025 (2011, revised 2013).
  - 11b. Toffel, M.W. "Trucost: Valuing Corporate Environmental Impacts." HBS teaching note 612-051 (2011, revised 2014).
  - 10a. Toffel, M.W., R.G. Eccles, and C.L. Taylor. "InterfaceRAISE: Sustainability Consulting." HBS case 611-069 (2011, revised 2012).
  - 10b. Eccles, R.G., and M.W. Toffel. "InterfaceRAISE: Sustainability Consulting." HBS teaching note 612-049 (2011).
  9. Reinhardt, F.L., M.W. Toffel, N. Maurer, and F.P. Nellesmann. "Colbún - Powering Chile." HBS teaching note 712-021 (2011).
  8. Reinhardt, F.L., M.W. Toffel, and F.P. Nellesmann. "Clearwater Seafoods." HBS teaching note 712-020 (2011).
  7. Toffel, M.W., and S. van Sice. "Carbon Footprints: Methods and Calculations." HBS note 611- 075 (2011, revised 2013).

- 6a. Toffel, M.W., and S. van Sice. "Aspen Skiing Company (A)." HBS case 611-002 (2010, revised 2013).
- 6b. Toffel, M.W., and S. van Sice. "Aspen Skiing Company (B)." HBS case 611-003 (2010, revised 2013).
- 6c. Toffel, M.W., and S. van Sice. "Aspen Skiing Company (C)." HBS case 611-018 (2010, revised 2013).
- 6d. Toffel, M.W., and S. van Sice. "Aspen Skiing Company (D)." HBS case 611-019 (2010, revised 2014).
- 6e. Toffel, M.W., and S. van Sice. "Aspen Skiing Company (A-D)." HBS teaching note 611-020 (2010, revised 2014).
- 5. Toffel, M.W., and N.Z. Uludere Aragon. "The Precautionary Principle." HBS note 610-043 (2010, revised 2013).
- 4. Toffel, M.W., and S. van Sice. "The Cage-Free Egg Movement." HBS note 611-021 (2010, revised 2013).
- 3a. Toffel, M.W., and A. Sesia. "Genzyme Center (A)." HBS case 610-008 (2009, revised 2010).
- 3b. Toffel, M.W., and A. Sesia. "Genzyme Center (B)." HBS case 610-009 (2009).
- 3c. Toffel, M.W., and A. Sesia. "Genzyme Center (C)." HBS case 610-010 (2009).
- 3d. Toffel, M.W. "Genzyme Center (A), (B), & (C)." HBS teaching note 610-011 (2009, revised 2014).
- 2a. Toffel, M.W., and K. Lee. "Sustainability at Millipore." HBS case 610-012 (2009, revised 2014).
- 2b. Toffel, M.W. "Sustainability at Millipore." HBS teaching note 610-013 (2009, revised 2014).
- 1a. Lee, D., M.W. Toffel, and R. Gordon. "Cook Composites and Polymers Co." HBS case 608-055 (2008, revised 2011).
- 1b. Lee, D., and M.W. Toffel. "Cook Composites and Polymers Co." HBS teaching note 608-079 (2008, revised 2014).

#### **Course Materials: Business and Society**

- 2a. Toffel, M. W., J. Masko, S. Mehta. "JUUL and the Vaping Revolution." HBS case 619-006 (2018, revised 2019).
- 2b. Toffel, M. W., T. Fetter, J. Masko, S. Mehta. "JUUL and the Vaping Revolution." HBS teaching note 619-068 (2019).
- 1a. Chatterji, A., M. W. Toffel, and J. Kelley. "CEO Activism (A)." HBS case 617-001 (2017).
- 1b. Chatterji, A., M. W. Toffel, and J. Kelley. "CEO Activism (B)." HBS case 617-020 (2017).
- 1c. Chatterji, A., M. W. Toffel, and J. Kelley. "CEO Activism." HBS teaching note 617-061 (2017).

#### **Course Materials: Operations Management**

- 5. Shih, W., M. W. Toffel. "Production Processes." HBS Background Note 618-023 (2017).
- 4. Iansiti, M., M. W. Toffel, K. Herman, and J. Kelley. "Product Development Fundamentals." HBS technical note 617-024 (2016).
- 3. Iansiti, M., M. W. Toffel, and M. Amram. "uberPOOL." HBS case 617-009 (2016).
- 2a. Buell, R. W., W. C. Shih, and M. W. Toffel. "United Airlines: More Out-and-Back Flying?" HBS case 617-010 (2016).
- 2b. Buell, R. W., W. C. Shih, and M. W. Toffel. "United Airlines: More Out-and-Back Flying? Case Supplement #1." HBS spreadsheet supplement 617-701 (2016).
- 2c. Buell, R. W., W. C. Shih, and M. W. Toffel. "United Airlines Operations." HBS video supplement

- 617-704 (2016).
- 2d. Buell, R. W., W. C. Shih, and M. W. Toffel. "Irregular Operations." HBS video supplement 617-705 (2016).
  - 1a. Shapiro, R., M.W. Toffel, J.H. Hammond, A. MacCormack, and S. van Sice. "'Shad' Process Flow Design Exercise." HBS exercise 608-072 (major revision 2008, revised 2013).
  - 1b. Toffel, M.W., and S. van Sice. "'Shad' Process Flow Design Exercise." HBS teaching note 608-086 (2008, revised 2009).

### **Course Materials: Analytics and Big Data**

- 5a. Toffel, M. W., R. Mendelson, J. Kelley. "Student Success at Georgia State University (A)." HBS case 621-006 (2020).
- 5b. Toffel, M. W., R. Mendelson, J. Kelley. "Student Success at Georgia State University (B)." HBS case 621-039 (2020).
4. Chiara Farronato, C., M. W. Toffel, F. Zhu. "Digital Platforms: An Introduction." HBS technical note 621-016 (2020).
3. Bojinov, I. I., C. Farronato, Y. Grushka-Cockayne, W. C. Shih, M. W. Toffel. "Comparing Two Groups: Sampling and t-Testing." HBS technical note 621-044 (2020).
2. Toffel, M. W., N. Epstein, K. Ferreira Y. Grushka-Cockayne. "Assessing Prediction Accuracy of Machine Learning Models." HBS technical note 621-045 (2020).
- 1a. Toffel, M. W., D. Levy, J. R. Morales Arilla, and M. S. Johnson. "Improving Worker Safety in the Era of Machine Learning (A)." HBS case 618-019 (2017, revised 2018).
- 1b. Toffel, M. W., D. Levy, A. C. Pineda, J. R. Morales Arilla, and M. S. Johnson. "Improving Worker Safety in the Era of Machine Learning (B)." HBS case supplement 618-064 (2018).
- 1c. Toffel, M. W., D. Levy, and M. Norris. "Improving Worker Safety in the Era of Machine Learning: Introduction to Predictive Analytics." HBS teaching note 619-044 (2019).
- 1d. Toffel, M. W., D. Levy, and M. Norris. "Improving Worker Safety in the Era of Machine Learning: Introduction to Predictive Analytics – Powerpoint Supplement." HBS supplement 619-717 (2019).
- 1e. Toffel, M. W., D. Levy, and M. Norris. "Improving Worker Safety in the Era of Machine Learning: Practicum in Predictive Analytics." HBS teaching note 619-071 (2019).
- 1f. Toffel, M. W., D. Levy, and M. Norris. "Improving Worker Safety in the Era of Machine Learning: Practicum in Predictive Analytics – Powerpoint Supplement." HBS supplement 619-718 (2019).
- 1g. Toffel, M. W., and D. Levy. "Improving Worker Safety in the Era of Machine Learning: Practicum in Predictive Analytics – Data Supplement." HBS supplement 619-xxx (2019).

### **AWARDS AND HONORS**

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#### **Research Article Awards**

- |      |   |
|------|---|
| 2020 | Finalist, 2020 Responsible Research in Management Award   |
| 2020 | Winner, Best Paper Award, ComplianceNet Conference 2019   |
| 2019 | Winner, California Management Review's 2019 Best Article Award  |
| 2019 | Winner, HBR Warren Bennis Prize for best HBR article on leadership in 2018  |
| 2016 | Finalist, M&SOM 2016 Best Paper Award, Manufacturing and Service Operations Management Society  |
| 2015 | <i>Outstanding Conference Paper Award</i> , Alliance for Research on Corporate Sustainability (ARCS) Conference   |
| 2014 | Winner, <i>Research Impact on Practice Award</i> , Network for Business Sustainability and the Academy of Management (AOM) Organizations and the Natural Environment (ONE) division |

- 2014 Winner, Grant Competition, *Demonstrating How Low-Cost Randomized Controlled Trials Can Drive Effective Social Spending*, Coalition for Evidence Based Policy (\$97,000). Awarded to study “low-cost randomized controlled trials (RCTs) that seek to build valid, actionable evidence about ‘what works’ in U.S. social spending” for a study evaluating the direct and spillover effects of randomized OSHA inspections on workplace safety
- 2014 *Outstanding Conference Paper Award*, Alliance for Research on Corporate Sustainability (ARCS) Conference
- 2012 Nominee, *Best Conference Paper Award*, Strategic Management Society (SMS) International Conference
- 2012 Nominee, *Best Conference Paper Prize for Practice Implications*, Strategic Management Society (SMS) International Conference
- 2011 *Best Paper Proceedings*, Academy of Management (AOM) Conference
- 2011 *Best Theory-to-Practice Paper*, Academy of Management (AOM) Health Care Management (HCM) division
- 2006 *Best Conference Paper*, Academy of Management (AOM) Public and Non-Profit (PNP) division Charles H. Levine Award
- 2006 *Best Dissertation Award*, Academy of Management (AOM) Social Issues in Management (SIM) division
- 2006 Finalist, *Best Dissertation Award*, Academy of Management—Organizations and the Natural Environment division

### **Research Career Awards**

- 2014 *ARCS Sustainability Scholar Award*, Alliance for Research on Corporate Sustainability. This recognizes the leading pre-tenure scholar “in the area of corporate sustainability who is likely to make significant contributions to the advancement of corporate sustainability scholarship and practice.”
- 2013 *Paul Kleindorfer Award in Sustainability*, Production and Operations Management Society (POMS). This recognizes “young scholars who have already distinguished themselves through the breadth and innovativeness of their scholarly work on questions related to sustainable operations and the social and environmental impact of business.”
- 2011 *Marvin Bower Fellow*, Harvard Business School
- 2010 *Emerging Scholar Award*, Academy of Management’s (AOM) Organizations and the Natural Environment (ONE) division. This “recognizes early career academics who have already made outstanding research contributions in the area of organizations and the natural environment, and who appear to have a strong potential to continue making such contributions in the near future.”

### **Service Awards**

- 2019 Winner, *HBS Greenhill Award* for exemplary work on behalf of HBS and its mission

### **Teaching, Mentorship, and Course Development Awards**

- 2013 *Apgar Award for Innovation in Teaching*, Harvard Business School
- 2012 *Wyss Award for Excellence in Mentoring Doctoral Students*, Harvard Business School
- 2010 *Grand Prize, Page Prize for Sustainability Issues in Business Curricula*
- 2010 Finalist, *Wyss Award for Excellence in Mentoring Doctoral Students*, Harvard Business School
- 2009 Finalist, *Wyss Award for Excellence in Mentoring Doctoral Students*, Harvard Business School

### **Research Cited in Official Government Publications**

U.S. House of Representatives, Education and the Workforce Committee, Subcommittee on Workforce Protections, United States House of Representatives, Hearing on “A More Effective and Collaborative OSHA: A View from Stakeholders,” [Testimony](#) by former U.S. OSHA

Administrator David Michaels, February 27, 2018.

U.S. House of Representatives, Education and the Workforce Committee, Subcommittee on Workforce Protections, Hearing on “Promoting Safe Workplaces Through Voluntary Protection Programs,” [Testimony](#) by David I. Levine: Randomized Government Safety Inspections Reduce Worker Injuries with No Detectable Job Loss,” June 28, 2012

## **PRESENTATIONS**

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### **Academic Seminar Presentations**

38. University of Texas – Austin, Operations Management Seminar, 2019
37. Duke University, Fuqua School of Business, Strategy Seminar, 2019
36. MIT Sloan School of Management, Operations Management Seminar, 2016
35. Ohio State, Fisher College of Business, Management Sciences Seminar, 2016
34. University of Michigan, Ross School of Business, Strategy Seminar, 2016
33. Georgetown University, McDonough School of Business, Strategy Seminar, 2015
32. University of California at Berkeley, Haas School of Business, Operations and Information Technology Management Seminar, 2015
31. University of Pennsylvania, Wharton School, Operations & Information Management Seminar, 2014
30. NYU Stern School of Business, Management Department Seminar, 2014
29. University of Michigan, Ross School of Business, Joint Seminar of Technology & Operations and Erb Institute for Global Sustainable Enterprise, 2014
28. University of Minnesota, Carlson School of Management, Supply Chain & Operations Seminar, 2013
27. Northwestern Kellogg School of Management, Operations Seminar, 2013
26. Harvard School of Public Health, Education & Research Center Seminar, 2013
25. Harvard Kennedy School, Regulatory Policy Program Seminar, 2013
24. George Washington School of Business, Strategic Management & Public Policy Seminar, 2012
23. Emory University, Goizueta Business School, Organization & Management Seminar, 2011
22. Duquesne University, Sustainable+MBA Seminar, 2011
21. University of Pennsylvania, Wharton School, Operations & Information Management Seminar, 2010
20. Georgia Institute of Technology, Scheller College of Business, Operations Management Seminar, 2010
19. UCLA Anderson School of Management, Strategy Seminar, 2010
18. Cornell University, Johnson School, School-wide Seminar, 2010
17. Duke University, Fuqua School of Business, Strategy Seminar, 2009
16. Stanford Graduate School of Business, Operations, Information & Technology Seminar, 2009
15. MIT Sloan School of Management, Institute for Work & Employment Research Seminar, 2009
14. University of Western Ontario, Ivey School of Business, School-wide Seminar, 2009
13. University of Michigan, Erb Institute for Global Sustainable Enterprise Seminar, 2008
12. Harvard Kennedy School of Government, Environmental Economics & Policy Seminar, 2007
11. Harvard Kennedy School of Government, Business & Government Seminar, 2007
10. Harvard Business School, Technology and Operations Management Seminar, 2006
9. Cornell University, Johnson School, School-wide Seminar, 2006
8. University of North Carolina, Kenan-Flagler School of Business, Innovation & Entrepreneurship Seminar, 2006
7. University of Maryland, Smith School of Business, Logistics, Business & Public Policy Seminar, 2006
6. University of Oregon, Lundquist College of Business, Management Seminar, 2006
5. Singapore Management University, Management Seminar, 2006
4. University of Vermont, School of Business Administration, School-wide Seminar, 2005
3. Georgetown University, Walsh School of Foreign Service, School-wide Seminar, 2005

2. Santa Clara University, Leavey School of Business, Management Seminar, 2005
1. Vanderbilt University, Owen Graduate School of Management, School-wide Seminar, 2005

### **Academic Conference Presentations**

32. Academy of Management (AOM), Boston, 2019
31. Responsible Research Summit, Rotterdam, 2019
30. Utah Winter Operations Conference, 2017
29. Alliance for Research on Corporate Sustainability (ARCS) Annual Conference, Northwestern, 2015
28. Production and Operations Management Society (POMS) Annual Conference, Washington DC, 2015
27. Workshop on Empirical Research in Operations Management, Wharton, 2013
26. Strategic Management Society Annual Conference, Atlanta, 2013
25. Alliance for Research on Corporate Sustainability (ARCS) Annual Conference, Berkeley, 2013
24. Society for the Advancement of Socio-Economics (SASE), MIT, 2012
23. Group for Research on Organizations and Natural Environment (GRONEN) Research Conference, Saint-Maximin la Sainte-Baume, France, 2012
22. University Paris Dauphine / French Agency for Standards, Annual Conference, Paris, 2012
21. Alliance for Research on Corporate Sustainability (ARCS) Annual Conference, Yale, 2012
20. Innovation in Operations Workshop Annual Conference, London Business School, 2011
19. Workshop on Empirical Research in Operations Management, Wharton, 2010
18. INFORMS Annual Conference, Austin, 2010
17. Production and Operations Management Society (POMS) Annual Conference, Vancouver, 2010
16. Strategy and the Business Environment Annual Conference, UCLA, 2009
15. Strategy and the Business Environment Annual Conference, Duke, 2008
14. Workshop on Empirical Research in Operations Management, Wharton, 2008
13. Academy of Management Annual Conference, Philadelphia, 2007
12. Institutional Mechanisms for Industry Self-Regulation, Harvard, 2007
11. Workshop on Empirical Research in Operations Management, Wharton, 2007
10. Strategy and the Business Environment Annual Conference, Harvard, 2007
9. Strategy and the Business Environment Annual Conference, Stanford, 2006
8. Institutional Mechanisms for Industry Self-Regulation, Dartmouth, 2006
7. Academy of Management Annual Conference, New Orleans, 2004
6. Consortium on Competitiveness and Cooperation (CCC), Atlanta, 2004
5. Greening of Industry Network Conference, San Francisco, 2003
4. Strategy and Global Trade, INSEAD, 2002
3. Business Perspectives on Closed-Loop Supply Chains, INSEAD, 2002
2. Conference on Labeling Products of Food Biotechnology, Stanford, 2002
1. European & American Perspectives on Regulating Genetically Engineered Food, Berkeley, 2002

### **Presentations to Practitioners**

33. National Academies of Sciences' Evaluation of the Bureau of Safety and Environmental Enforcement (BSEE) Offshore Oil and Gas Operations Inspection Program, "How to evaluate inspection programs," 2019
32. Future 500 Corporate Affiliates Network webinar, CEO Activism, 2018.
31. Business Network for Civic Freedoms and Human Rights Defenders webinar, CEO Activism, 2018.
30. HBR Webinar, "The new CEO activism: What leaders must know," with Aaron Chatterji, 2018.
29. HBR IdeaCast podcast, "Why CEOs are taking a stand," with Aaron Chatterji, 2018
28. HBR IdeaCast podcast, "How the U.S. Navy is responding to climate change," with Forest Reinhardt, 2017.
27. ELEVATE Leadership Series, 2017

26. Ethical Sourcing Forum, 2016
25. Transformation Challenges and Opportunities for the Bangladesh Garment Industry, 2015
24. Research on Effective Government: Inspection and Compliance Workshop: Bringing Academia and Agencies Together, 2015
23. Participant Spotlight at the Social Accountability International Advisory Board Meeting, 2015
22. Ethical Sourcing Forum, 2015
21. Supply Chain Auditing Webinar, Elevate Limited, 2014
20. Organisation for Economic Co-operation and Development (OECD), the United Nations Environment Programme (UNEP), the World Bank, and Global Green Growth Institute: Green Growth Knowledge Platform Conference, Paris, 2013
19. U.S. Environmental Protection Agency: Next Generation Environmental Compliance Workshop, Washington DC, 2012
18. U.S. Environmental Protection Agency and Resources For the Future: Research Implications of the EPA's Greenhouse Gas Reporting Program, Washington DC, 2012
17. Liberty Mutual Research Institute for Safety, Hopkinton, MA, 2012
16. U.S. Department of Labor: Use of Workers' Compensation Data for Occupational Safety and Health, Washington DC, 2012
15. Penn Program on Regulation: Beyond Compliance Costs Workshop, Washington DC, 2012
14. U.S. Environmental Protection Agency: Toxics Release Inventory National Conference, Washington DC, 2012
13. Wharton Service Supply Chain Thought Leaders Forum, San Francisco, 2011
12. Independent Association of Accredited Registrars, Milwaukee, 2010
11. Global Reporting Initiative Conference on Sustainability and Transparency, Amsterdam, 2010
10. The Conference Board: Working Group on Governance and Sustainability, New York, 2009
9. Enterprise Carbon Accounting Conference, Boston, 2009
8. Corporate Transparency and Accountability: The Role of Information Disclosure, Washington DC, 2009
7. U.S. Small Business Administration: Environmental Roundtable, Washington DC, 2008
6. U.S. Environmental Protection Agency: Toxics Release Inventory National Training Conference, Washington DC, 2008
5. Just Supply Chains Workshop: Monitoring and Beyond? Cambridge, MA, 2008
4. California Commission on Health and Safety and Workers' Compensation, Oakland
3. U.S. Environmental Protection Agency: National Environmental Partnership Summit, Chicago, 2005
2. Singapore Human Resources Institute: Keynote address, Singapore, 1997
1. Asia-Pacific Roundtable on Cleaner Production, Bangkok, 1997

## **TEACHING EXPERIENCE**

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### **MBA Required Curriculum**

2006–8, 2014–	Technology and Operations Management (TOM)
2015	FIELD 3 core MBA course (launching a viable microbusiness).
2013	Innovation in Business, Energy, and Environment (team taught)
2012 (January)	FIELD 2

### **MBA Elective Curriculum**

2011–2012	Environmentally Sustainable Strategy and Operations
2009–2010	Business and the Environment <ul style="list-style-type: none"> <li>▪ Awarded <i>Grand Prize, Page Prize for Sustainability Issues in Business Curricula</i></li> </ul>

## Doctoral Courses

- 2020 Empirical Technology and Operations Management (team taught)
- 2007–2011 Doctoral Seminar for Technology and Operations Management (team taught)
- 2013 (January) Business Education for Scholars and Teachers (BEST) / Foundations – Technology and Operations Management
  - Awarded *HBS Apgar Award for Innovation in Teaching*

## Executive Education

- 2019 – HBS – Robert R. Wilson Charitable Trust Program on Strategic Management for Environmental Leaders (Program Chair)
- 2012 – Corporate Social Responsibility–Strategies to Create Business and Social Value
- 2013 AREVA Program for IAE Management School Program
- 2010 Advanced Management Program “Sustainability Day”

## ACADEMIC SERVICE

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### Harvard Business School

- Faculty Chair, Business and Environment Initiative, 2016-
- Course Head, Technology and Operations Management (core MBA course), 2015-
- Lateral Recruiting Head, Technology and Operations Management, 2017-
- TOM Seminar co-chair, Technology and Operations Management, 2016-2019

### Harvard Faculty Committees

- Harvard Presidential Committee on Sustainability, 2019-2020
- Harvard University Climate Change Task Force, 2016-2017
- HBS Academic Performance Committee, 2010-2013
  - Reviewed MBA students with poor grades to assess whether they possessed or needed to develop the skills and focus to succeed in the MBA program
- HBS Doctoral Review Task Force Member, 2011-2012
  - Analyzed strengths and weaknesses of HBS Doctoral Programs and recommended curriculum reforms, structural improvements, and new support activities

### Harvard Doctoral Program

- Dissertation committees (initial placement): William Schmidt (Cornell), Fern Jira (McKinsey), Maria Ibanez (Northwestern), Yanhua Bird, Kala Viswanathan, Ashley Palmarozzo
- Co-authorships: Anil Doshi (TOM), Andrea Hugill (STR), Fern Jira (TOM), Erin Reid (OB), Yanhau Zhou / Bird (OB), Maria Ibanez (TOM), Ashley Palmarozzo (TOM), Kala Viswanathan (TOM)
- HBS Technology and Operations Management (TOM) Doctoral Program Coordinator, 2007-2016
  - Strengthened curriculum requirements, created dissertation proposal requirement, revised field exam requirements, manage admissions process

### Conference and Workshop Organizer

- *Confronting Climate Change: Risks and Opportunities*, Harvard Business School, 2020, with George Serafeim and Ramana Nanda
- *Responsible Research Summit*, Rotterdam, 2019, Organizing Committee member
- *Research on Effective Government: A Workshop on Evaluating Innovative Approaches to Foster Environmental Compliance*, Washington DC, 2017, with Jay Shimshack and Katharine Abraham
- *Research on Effective Government: Inspection and Compliance Workshop - Bringing Academia and Agencies Together*, Washington DC, 2015, with Ginger Jin
- *Corporate Transparency and Accountability: The Role of Information Disclosure*, Washington DC, 2009, with John Mayo & Tom Lyon

- *Practitioner Workshop on Quality Management in Operations and Supply Chains*, Harvard Business School, 2011
- *Alliance for Research on Corporate Sustainability (ARCS) Conference*, Harvard Business School, 2010
- *Managing Human Rights in Operations and Supply Chains*, Harvard Business School, 2008
- *Institutional Foundations for Industry Self-Regulation*, Harvard Business School, 2007, with Michael Lenox & Andrew King

### **Journal Editorial Roles**

- 2017-present Associate Editor (AE), *Manufacturing and Service Operations Management*
- 2016-present Editorial Board, *California Management Review*
- 2014-2017 Associate Editor (AE), *Management Science*, Operations Management
- 2013-present Editorial Review Board, *Organization Science*
- 2011-present Editorial Review Board, *Strategic Management Journal*
- 2011-2012 Guest Associate Editor, *Manufacturing and Service Operations Management*
- 2011 Guest Associate Editor, *Management Science*
- 2011 Associate Editor, Academy of Management Annual Conference

### **Alliance for Research on Corporate Sustainability (ARCS)**

- Co-founder and Board Member, 2009-
- Executive Committee 2019-
- Practitioner Engagement Committee chair, 2016-2019
- Conference Committee chair, 2013-2016
- Doctoral Committee member, 2012-2016

### **Academic Panels Convened**

- Heterogeneity in Organizational Responses to Institutional Pressures, at Academy of Management Conference, Atlanta, 2006
- Institutional and Economic Approaches to Voluntary Standards, at Academy of Management Conference, New Orleans, 2004

### **External Doctoral Student Support**

- Instructor, Next Generation ESG Workshop, Bentley University, 2013
- Instructor, PhD Sustainability Academy, Univ. of Western Ontario, Ivey School of Business, 2012
- Instructor, Operations Management Doctoral and Junior Faculty Consortium, Academy of Management Conference, Boston, 2012
- Co-authorships: Matt Johnson (Boston U.), Susan Kayser (Michigan)

### **Peer reviewing**

- *Management Science, Manufacturing and Service Operations Management, Strategic Management Journal, Organization Science, Production and Operations Management, Journal of Economics and Management Strategy, Regulation & Governance, California Management Review, Journal of Management Studies, Business & Society*
- Manufacturing and Service Operations Management (MSOM) conference, 2012
- Alliance for Research on Corporate Sustainability (ARCS) conference, 2009-2014
- Academy of Management conference, 2003-2004, 2007, 2011-2012

### **OUTSIDE ACTIVITIES**

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- Advisory Board, Social Accountability International, 2015-present
- Advisory Board, Newsweek Green Rankings, 2010-2012

## PROFESSIONAL EXPERIENCE

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- 1997 – 2000    **Jebsen and Jessen Group of Companies (South East Asia)**, Singapore  
***Director–Environment, Health, and Safety***
- Developed policies, standards, procedures, training programs, and internal audit protocols to reduce environmental impacts and improve occupational health and safety for a \$1 billion conglomerate of 40 manufacturing, chemical, and trading companies throughout Southeast Asia, reporting to the company’s Executive Board.
  - Helped implement ISO 14001 Environmental Management System standard in factories and Responsible Care voluntary program in chemical warehouses.
- 1996 – 1997    **Arthur Andersen LLP**, New York, NY  
***Senior Management Consultant***, Environment, Health and Safety Consulting Practice
- Developed method to calculate return on investment of projects that sought to improve occupational health and safety performance.
- 1995            **Arthur D. Little**, Boston, MA  
***Environmental Management Consultant Intern***
- Analyzed environmental performance data from over 40 facilities to help create a corporate environmental report.
- 1994            **Xerox Corporation**, Rochester, NY  
***Corporate Environmental Management Intern***
- Conducted feasibility studies to recycle photocopier components and consumables.
  - Performed environmental audits of manufacturing lines and hazardous waste treatment facilities.
- 1990 – 1993    **JP Morgan and Company**, New York, NY  
***Manager of Administration***, Global Brokerage
- Managed client administration, reducing costs by 33% while business grew tenfold.
- Operations Management Training Program***
- Conducted business process reengineering projects to streamline business lines.
  - Developed methods to calculate costs of various service lines.

## COMMUNITY SERVICE

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- 2012 – present    School Site Council, Edward Devotion Public School, Brookline, MA
- 2002 – 2006    Mayor’s Appointee and Chair, Community Environmental Advisory Commission, Berkeley, CA
- 2002 – 2003    Homeless shelter volunteer, Dorothy Day House, Berkeley, CA
- 1998 – 2000    Environmental Committee Member, American Chamber of Commerce of Singapore
- 1998 – 2000    Award Committee Member, Singapore Environment Council, Singapore

## MEDIA MENTIONS

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1. Newspaper’s footprint: Environmental toll of all the news that’s fit to print, *Science News*, June 12, 2004
2. Planet-friendly press, *Toronto Globe and Mail*, July 13, 2004
3. Online news versus the Sunday paper, *National Public Radio* via Great Lakes Radio, July 2004

4. The impacts of being there, *The Green Business Letter*, Sept. 2004
5. Wireless news means less pollution, *IEEE Spectrum Online*, Oct. 29, 2004
6. Statistically speaking...upgrade. It's eco-friendly, *Popular Science*, Jan. 2005
7. New interactive website offers balanced view of industrial environmental performance, *Houston Chronicle*, Nov. 28, 2007
8. New interactive website offers balanced view of industrial environmental performance, *Denver Post*, Nov. 28, 2007
9. Exposing Big Polluters, *MIT Technology Review: Editors Blog*, Nov. 28, 2007
10. Pollution is put on the map, *Financial Times*, Nov. 30, 2007
11. Mapping out the environment, *CNN*, Dec. 14, 2007
12. News from the schools: Dirty work, *Economist*, Dec. 18, 2007
13. Recent research: The corporate confessional, *strategy+business*, Spring 2008
14. Social responsibility: Do outside ratings affect companies? *The Globe and Mail*, Sept. 22, 2008
15. Research Insight: Changing the climate on climate change: Shareholder challenges to one firm can inspire industry-wide changes, *Network for Business Sustainability*, Jan 12, 2010
16. Study: Companies, employees benefit directly from ISO 9001, *Quality Progress*, March 2010
17. Study: Companies, employees benefit directly from ISO 9001, *ANSI-ASQ National Accreditation Board (ANAB)*, March 1, 2010
18. Aspen Skiing Co. Kleenex boycott intrigues Harvard, *Aspen Times*, Sept. 28, 2010
19. Quality management ISO 9001 - The nuts and bolts of ISO certification, *British Standards Institute (BSI)*, Oct. 5, 2010
20. Harvard does case study on Aspen, *ESPN*, Oct. 11, 2010
21. Research: Virtue or else, *Stanford Social Innovation Review*, Summer 2011
22. Debunking the myths of management systems certification, *The Independent Association of Accredited Registrars (IAAR)*, Aug. 2011
23. The value of accredited certification, *ANSI-ASQ National Accreditation Board (ANAB)*, Aug. 2011
24. Evidence that sets the record straight – How management system standards add value to any organization, *The Independent Association of Accredited Registrars (IAAR)*, Aug. 2011
25. Why management system standards add value, *Quality Digest*, Aug. 8, 2011
26. Quality management systems: The 10 most common myths, *Quality Digest*, Aug. 10, 2011
27. Environmental policy globalisation means better reporting, *Ethical Corporation*, Sept. 23, 2011
28. LRQA talks to world's leading management systems expert, *LRQA Business Assurance*, Jan. 20, 2012
29. Harvard Business School professor discusses importance of ISO standards, *Quality Digest*, Feb. 1, 2012
30. Adhering to health and safety standards 'can save firms money', *British Standards Institute*, March 21, 2012
31. You lie, we die, *Hazards Magazine*, April-June 2012
32. Study finds government job-safety inspections reduce injuries without hurting profits, *Washington Post*, May 17, 2012
33. Harvard study: workplace inspections save money, *Boston Business Journal*, May 17, 2012
34. Job killer? Try bottom line booster: Workplace safety inspections save money, jobs, limbs, *Scientific American*, May 17, 2012
35. OSHA's safety tests protect workers at little cost: Study, *U.S. News & World Report*, May 17, 2012
36. Safety inspections don't hurt businesses-study, *Chicago Tribune*, May 17, 2012
37. Safety inspections don't hurt businesses-study, *Reuters*, May 17, 2012
38. Study: Safety inspections don't hurt profits, *Bloomberg Businessweek*, May 17, 2012
39. Study: Safety inspections don't hurt profits, Associated Press, May 17, 2012, published in more than 150 venues including *Bloomberg Businessweek*, *CBS News*, *Fox News*, *Huffington Post*, *San Francisco Chronicle*, *Seattle Times*.

40. OSHA saves lives and jobs, (*Work in Progress*) *The Official Blog of the U.S. Department of Labor*, May 21, 2012
41. USA: Inspections are good for safety and jobs, *Risks e-bulletin*, May 26, 2012
42. Special Issue: New study finds that OSHA inspections reduce worker injuries while saving employers money, *U.S. OSHA Quick Takes*, May 28, 2012
43. Researchers: OSHA inspections saving employers billions, *EHS Today*, May 31, 2012
44. It's official: OSHA overstates claims of study on inspections, *U.S. Chamber of Commerce*, June 1, 2012
45. The \$20 billion business case for OSHA, *Social Accountability International newsletter*, June 2012
46. Inspections improve bottom lines, Study of Cal/OSHA results finds, *Bloomberg BNA*, June 5, 2012
47. Editorial: Job-killing regulations? Not so fast, *St. Louis Today*, June 6, 2012
48. Focus on HR, *Society for Human Resource Management (SHRM)*, June 7, 2012
49. USA: Employers don't pay injury costs, *Risks e-bulletin*, June 9, 2012
50. Study finds that safety inspections save lives, billions in workers' comp costs, *Home Channel News*, June 12, 2012
51. OHS inspections save businesses money, *SafetyAtWorkBlog*, June 14, 2012
52. How competition can encourage unethical business practices, *Psychology Today*, June 15, 2012
53. The path from compliance to performance, *Quality World*, Aug. 2012
54. Who is going to innovate and truly lead sustainable business? *Guardian Sustainable Business Blog*, Nov. 29, 2012
55. Build a strong safety culture or pay the price, *Plant Services*, June 10, 2013
56. The truth behind Walmart's green claims, *Huffington Post Blog*, April 1, 2014
57. Improving your business with Management System Standards, *Quality Magazine*, Aug 4, 2014
58. The End of Starbucks' "Race Together", *Milwaukee Courier*, March 28, 2015
59. Society is not ready for CEOs with fiery activism, *Rand Daily Mail*, March 31, 2015
60. Corporate America takes a stand: Indiana latest to feel sting of new CEO activism, *National Post*, April 2, 2015
61. Starbucks Is Serving Up Full Foam in a Frothy Market, *Minyanville*, April 15, 2015
62. Why companies are driving social change, *Newsweek*, May 5, 2015
63. Why CEO activism could change the world of public companies, *Ethical Systems*, July 24, 2015
64. When CEOs become activists, *Policy Innovations*, July 31, 2015
65. Business Research that Makes for Smarter Public Policy, *HBS Working Knowledge*, Oct. 19, 2015
66. The fascinating thing that happened when Apple CEO Tim Cook stood up for gay rights, *Washington Post*, March 18, 2016.
67. Apple CEO's gay rights activism 'helps boost iPhone sales', *Pink News*, March 18, 2016
68. Study says Tim Cook's LGBTI activism has helped to boost Apple's profits, *Gay Star Business*, March 21, 2016
69. Homo-activistische bedrijfsleiders goed voor zakencijfers [Gay activist managers is good for sales], *Zizo*, March 22, 2016
70. When Tim Cook speaks out on social issues, it helps his cause and boosts Apple sales, *Quartz*, March 22, 2016
71. Tim Cook's gay rights advocacy good for Apple's bottom line, *Chicago Pride*, March 23, 2016
72. Corporate America's embrace of gay rights has reached a stunning tipping point, *Washington Post*, April 5, 2016
73. [Corporate social activism: A new way to build reputational value while fighting for social justice](#), *Arthur W. Page Society Blog*, April 6, 2016
74. Corporate activism and the rise of the outspoken CEO, *US News & World Report*, April 8, 2016
75. [CEO activism reinforces brand connections, research finds](#), *Duke Fuqua Insights*, April 13, 2016
76. Big business speaks up on social issues: Corporate activism rises, as states debate laws viewed as discriminatory; concerns over recruiting, *Wall Street Journal*, April 17, 2016
77. Is political activism actually good for business? *Money*, May 3, 2016

78. Is it safe for CEOs to voice strong political opinions? *Harvard Business Review*, June 24, 2016
79. Business leadership, presidential politics and social engagement: Choose carefully, *Huffington Post*, July 22, 2016
80. What brands can do to monitor factory conditions of suppliers, *HBS Working Knowledge*, Sept. 12, 2016
81. The CEO as activist, *strategy+business*, Nov. 7, 2016
82. CEOs face off against Trump (or not), *Harvard Business Review*, Jan. 31, 2017
83. In Trump's America, the price of speech and silence, *Business of Fashion*, Feb. 8, 2017
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