



# *Yale Center for Business and the Environment*



## **4th Annual Research Conference**

**May 16–18, 2012**

Kroon Hall  
Yale School of Forestry &  
Environmental Studies  
195 Prospect Street  
New Haven, CT



## Welcome to ARCS 2012 at Yale...

On behalf of the Yale Center for Business and the Environment (CBEY), the joint Center of the Yale School of Management and the Yale School of Forestry and Environmental Studies, it is my privilege to welcome you to New Haven for the 4th Annual Research Conference of the Alliance for Research on Corporate Sustainability (ARCS).

Our Conference will take place in a building at Yale that matches the mission and ambition of the ARCS community. Kroon Hall is a truly sustainable building: a showcase of the latest developments in green building technology, a healthy and supportive environment for work and study, and a beautiful building that actively connects students, faculty, staff, and visitors with the world outside our windows.

This year, for the first time, we have added a pre-conference teaching agenda to our ongoing research one. During the day on May 16th, 100 practitioners and academics will gather in Kroon Hall for the 2012 Corporate Sustainability Teaching Summit entitled **"From Classrooms to Boardrooms: Embedding Sustainability Research in Curriculum and Corporate Strategy."** The Teaching Summit will showcase effective translation of academic sustainability research to the MBA classroom and will also explore perspectives of corporate leaders on the fundamental skills that MBA students need to be successful as corporate sustainability practitioners. The Summit is a collaborative effort of CBEY, ARCS, and the Aspen Institute Business and Society Program.

**The 4th Annual ARCS Conference officially begins on Wednesday, May 16th at 6 pm and concludes on Friday, May 18th at 3 pm.** For those of you who are new to the ARCS community, this Conference brings together scholars from a variety of disciplinary and methodological perspectives interested in advancing research on corporate sustainability. ARCS is a consortium of leading universities (see Conference Program Committee list below) that seeks to provide data, tools, and networking opportunities to researchers who are developing a greater understanding of the opportunities and limits of policies and strategies to foster sustainable business.

The most important element of ARCS is building a community of scholars and practitioners who, together, can advance corporate sustainability. The principal way we do this is by reviewing working papers in open sessions. For 2012, we had 80 submissions and, following peer review, chose 14 papers for presentation that appear on the ARCS website. Another nine were chosen for shorter research sketches that are in earlier stages of development, and we will have 12 posters for viewing on Thursday evening. We are also honored to hear from an extraordinarily accomplished group of featured speakers whose biographies appear in this brochure. We put these elements together and voilà: the ARCS Conference.

The ARCS Board is looking forward to sharing our community with you. We offer many thanks to Stuart DeCew and his staff from CBEY for the hard work it has taken to bring this conference into living color. Finally, we locals love New Haven and are always happy to share our enthusiasm for the Elm City.

Warm regards,



Marian Chertow (Conference Chair)

And the 2012 ARCS Conference Program Committee:

Tima Bansal (Western Ontario), Lori Benneer (Duke), Glen Dowell (Cornell), Andrew Hoffman (Michigan), Andrew King (Dartmouth), Mike Lenox (Virginia), Tom Lyon (Michigan), John Maxwell (Indiana), Dylan Minor (Northwestern), Eric Orts (Penn), Craig Smith (INSEAD), John Sterman (MIT), Mike Toffel (Harvard), David Vogel (Berkeley), and Erika Herz, ARCS Managing Director

# Wednesday, May 16 • Corporate Sustainability Teaching Summit

## From Classrooms to Boardrooms: Embedding Sustainability Research in Curriculum and Corporate Strategy

Burke Auditorium, Kroon Hall, 3rd Floor

**7:45 – 8:45 am** Continental Breakfast

**8:45 – 9:00 am** Welcome  
Andrew King, Dartmouth

**9:00 – 10:15 am** What do employers want?  
**Moderator:** Marian Chertow, Yale

**Plenary session:** The panel will consider the requirements for training of business graduates.  
Roberta Bowman, Duke Energy; Michael Deane, Turner Construction; Hewson Baltzell, Risk Metrics; Frank O'Brien-Bernini, Owens Corning; Alison Taylor, Siemens

**10:15 – 10:30 am** Coffee Break

**10:30 – 11:45 am** What are we delivering now?  
**Moderator:** Michael J. Lenox, University of Virginia

**Plenary session:** The panel will consider the design and message of courses in top programs.  
**Instructors:** Andrew Hoffman, Michigan – Management; Glen Dowell, Cornell – Organization Theory; Andrew King, Dartmouth – Economics  
**Discussants:** Bryan Garcia, Clean Energy Finance; Mark DeAngelis, Macro Climate Solutions; Cary Krosinsky, Trucost

**11:45 am – 12:45 pm** Lunch – No speaker. Location: Kroon Courtyard Tent

**12:45 – 1:00 pm** Walk to Yale School of Management

**1:00 – 2:30 pm** Case Examples: Bringing Experience into the Classroom  
Yale School of Management, Watson Center, 60 Sachem Street

Location	SOM – Classroom B-60	SOM – Classroom A-48	SOM – Classroom A-30
Topics	Globalization, Brandjacking	Renewables, Self-regulation	Strategy, Expansion
Case	<i>Coke in the Cross Hairs</i>	<i>Fishbanks Simulation</i>	<i>Trina Solar – China</i>
Leader	Andrew Hoffman, U. Mich.	Jason Jay, MIT	Will Goetzmann, Yale

**2:30 – 2:45 pm** Walk to Burke Auditorium, Kroon Hall

**2:45 – 4:00 pm** New Directions for Education and Research  
**Moderator:** Tima Bansal, Ivey

**Plenary session:** The panel will bring new insights to emerging business trends and needs that should inform research and teaching.  
Armond Cohen, Clean Air Task Force; Paulette Frank, Johnson & Johnson; Curtis Ravenel, Bloomberg; Paul Ligon, Casella Resource Solutions

**4:00 – 4:15 pm** Coffee Break

**4:15 – 5:00 pm** Summarizing Comments: Derek Yach (SVP, Global Health & Agriculture Policy, PepsiCo) and Andrew King (Dartmouth)

## Wednesday, May 16 • ARCS Conference Officially Begins

**6:00 – 7:00 pm**    **Opening Reception** Kroon Courtyard Tent – 195 Prospect Street, New Haven

**7:15 – 9:30 pm**    **Dinner** Kroon Hall, 3rd Floor

**Welcome:** ■ Bradford Gentry, *Director, Yale Center for Business and the Environment*

■ Michael J. Lenox, *ARCS Faculty Director*

**Introduction:** ■ Marian Chertow, *Conference Chair*

**Speaker:** ■ James E. Rogers, *Chair, President and CEO, Duke Energy*

## Thursday, May 17

**Location: Burke Auditorium, Kroon Hall 3rd Floor**

*Names of presenters are in **boldface***

**7:45 – 8:45 am**    **Registration and Continental Breakfast**

**8:45 – 9:00 am**    **Welcome Remarks**

■ Dean Peter Crane, *Yale School of Forestry & Environmental Studies*

■ Dean Ted Snyder, *Yale School of Management*

**9:00 – 10:30 am**    **Topic #1: Environment and Financial Performance**

**Moderator:** ■ K. Geert Rouwenhorst (*Yale School of Management*)

**Paper 1: Portfolio Greenness and the Financial Performance of REITs**

■ Piet Eicholtz (*Maastricht University, The Netherlands*)

■ Nils Kok (*Maastricht University, The Netherlands*)

■ **Erkan Yonder** (*Maastricht University, The Netherlands*)

**Paper 2: The Linkage between Going Green and Corporate Financial Performance: Perspectives from AEC Industry**

■ Yujie Lu (*University of Maryland*)

■ **Qingbin Cui** (*University of Maryland*)

**Paper 3: Stakeholder Capital and Performance in Tough Times**

■ **Sinziana Dorobantu** (*University of Pennsylvania – The Wharton School*)

■ Witold Henisz (*University of Pennsylvania – The Wharton School*)

■ Lite Nartey (*University of South Carolina – Moore School of Business*)

**10:30 – 10:45 am**    **Break**

**10:45 am – 12:15 pm**    **Topic #2: Environmental Values in Business**

**Moderator:** ■ Andrew Hoffman (*University of Michigan – Ross School of Business and School of Natural Resources and Environment*)

**Paper 4: Corporate Social Responsibility and Shareholder Value: The Environmental Consciousness of Investors**

■ **Caroline Flammer** (*MIT – Sloan School of Management*)

**Paper 5: Short on Time: Temporal Tensions in Business Sustainability**

- Natalie Slawinski (Memorial University of Newfoundland)
- **Tima Bansal** (University of Western Ontario – Ivey School of Business)

**Paper 6: Planetary Boundaries: Ecological Foundations for Corporate Sustainability**

- Gail Whiteman (Erasmus University, The Netherlands)
- Brian Walker (The Commonwealth Scientific and Industrial Research Organisation, Australia)
- **Paolo Perego** (Erasmus University, The Netherlands)

**12:15 – 1:45 pm**

**Speaker:**

**Lunch** Kroon Courtyard Tent

- Commissioner Dan Esty, Connecticut Department of Energy and Environmental Protection

**2:00 – 2:30 pm**

**ARCS Updates** Kroon Hall, 3rd Floor

Teaching Day: Andrew King (Dartmouth – Tuck School of Business)

ARCS Updates: Michael J. Lenox (University of Virginia – Darden School of Business)

**2:30 – 3:30 pm**

**Moderator:**

**Research Sketches** Kroon Hall, 3rd Floor

- John Maxwell (Indiana University – Kelley School of Business)

**Sketch 1: Sustainable Incentives: Experimental Evidence**

- **Pablo Hernandez** (University of California – Berkeley)
- Dylan Minor (Northwestern University – Kellogg School of Management)
- Dana Sisak (Erasmus University, The Netherlands)

**Sketch 2: The Environmental Consequences of Shared Ownership**

- **R. Ryan Raffety** (University of Western Ontario – Ivey School of Business)
- Adam Fremeth (University of Western Ontario – Ivey School of Business)

**Sketch 3: The Informational Value of Toxics Release Inventory Performance**

- Elizabeth Connors (Northeastern University)
- **Holly H. Johnston** (University of Massachusetts – Boston)
- Lucia S. Gao (University of Massachusetts – Boston)

**Sketch 4: The Globalization of Corporate Environmental Disclosure: Accountability or Greenwashing?**

- Christopher Marquis (Harvard Business School)
- **Michael Toffel** (Harvard Business School)

**3:30 – 3:45 pm**

**Break**

**3:45 – 5:00 pm**

**Moderator:**

**Topic #3: Policy and Information** Kroon Hall, Burke Auditorium

- Eric Orts (University of Pennsylvania – The Wharton School)

**Paper 7: Technology Adoption in Regulated Industries: An Empirical Study of the Southern California Garment Cleaning Industry**

- **Bryan Bollinger** (New York University – Stern School of Business)

**Sketch 5: Constructing Institutional Ambiguity: Technology Definitions and Entrepreneurship in the U.S. Geothermal Power Sector**

- Sangchan Park (National University of Singapore)
- **Shon Hiatt** (Harvard Business School)

<b>3:45 – 5:00 pm</b>	<b>Topic #3: Policy and Information</b> (continued)  <b>Paper 8: Saving Power to Conserve Your Reputation? The Effectiveness of Private vs. Public Information</b> ■ <b>Magali Delmas</b> (UCLA – Anderson School of Management) ■ Neil Lessem (UCLA)
<b>5:00 – 5:15 pm</b>	<b>Announcements</b>
<b>5:15– 6:15 pm</b>	<b>Travel Time/Break</b>
<b>6:15 – 7:15 pm</b>	<b>Cocktail Reception, Poster Session, Networking, and The Duke’s Men of Yale</b> (President’s Room, Woolsey Hall, 500 College Street, 2nd Floor) See appendix for featured posters
<b>7:30 – 9:30 pm</b> <b>Introduction:</b> <b>Speaker:</b>	<b>Dinner</b> ■ Marian Chertow, Conference Chair ■ Ma Jun, Executive Director, Institute of Public and Environmental Affairs – Beijing, China (by Video Conference)

## Friday, May 18

**Location: Burke Auditorium, Kroon Hall 3rd Floor**

<b>7:30 – 8:30 am</b>	<b>Continental Breakfast</b>
<b>8:30 – 10:00 am</b> <b>Moderator:</b>	<b>Topic #4: Supply Chain and Waste</b> ■ Michael Toffel (Harvard Business School)  <b>Paper 9: Do Managers Systematically Underestimate The Potential for Waste Reduction?</b> ■ <b>Luca Berchicci</b> (Rotterdam School of Management) ■ Andrew A. King (Dartmouth – Tuck School of Business)  <b>Paper 10: Fair and Efficient Implementation of Collective Extended Producer Responsibility Legislation</b> ■ <b>Luyi Gui</b> (Georgia Institute of Technology) ■ Atalay Atasu (Georgia Institute of Technology) ■ Ozlem Ergun (Georgia Institute of Technology) ■ L. Beril Toktay (Georgia Institute of Technology)  <b>Sketch 6: Green Supply Chain Formation through By-product Synergies</b> ■ <b>Weslynne Ashton</b> (Illinois Institute of Technology – Stuart School of Business) ■ Navid Sabbaghi (Illinois Institute of Technology – Stuart School of Business) ■ Jiong Sun (Illinois Institute of Technology – Stuart School of Business)  <b>Sketch 7: Determinants of Supplier Environmental Collaboration</b> ■ Elena Revilla (IE Business School, Spain) ■ <b>James J. Cordeiro</b> (State University of New York – Brockport) ■ Joseph Sarkis (Clark University)
<b>10:00 – 10:15 am</b>	<b>Break</b>



10:15 – 11:30 am

Moderator:

**Topic #5: Entrepreneurship and Institutions** Kroon Hall, Burke Auditorium

- Anastasia O'Rourke (Big Room Inc.)

**Paper 11: The Emergence of Green Industries: Socio-Cultural Determinants of Entrepreneurial Entry**

- **Jeffrey G. York** (University of Colorado – Boulder – Leeds School of Business)
- Michael J. Lenox (University of Virginia – Darden School of Business)

**Sketch 8: Institutional Work in the Design of Voluntary Sustainability Initiatives: The Role of Key Resources**

- Nils J. Peters (McKinsey & Company)
- **Joerg S. Hofstetter** (University of St. Gallen, Switzerland)
- Jens Hamprecht (ETH Zurich, Switzerland)

**Paper 12: Conferring Legitimacy: Takeoff in Venture Capital Clean Energy Investment**

- **Alfred Marcus** (University of Minnesota – Carlson School of Management)
- Joel Malen (University of Minnesota – Carlson School of Management)
- Shmuel Ellis (Tel Aviv University – Recanati Business School, Israel)

11:30 am – 1:15 pm

Speaker:

Moderator:

**Lunch** Kroon Hall, 3rd Floor

- Mark Vachon, Vice President of GE Ecomagination
- Connie Bagley, Yale School of Management

1:15 – 2:45 pm

Moderator:

**Topic #6: Stakeholder Management** Kroon Hall, Burke Auditorium

- Glen Dowell (Cornell University – Johnson School of Management)

**Paper 13: Categorical Cleaning: An Exploratory Study of Sustainability Induced Divestitures, 1992–2010**

- **Joel Gehman** (Pennsylvania State University)

**Sketch 9: Symbolic Management with Multiple Stakeholder Groups: Evidence from Corporate Environmental Management**

- **Eun-Hee Kim** (George Washington University)
- Thomas P. Lyon (University of Michigan – Ross School of Business)

**Paper 14: Let's Talk: An Analysis of the "Vote vs. Negotiated Withdrawal" Decision for Social Activist Environmental Health Shareholder Resolutions**

- John Byrd (University of Colorado – Denver)
- **Elizabeth Cooperman** (University of Colorado – Denver)

2:45 – 3:00 pm

**Closing Remarks – Marian Chertow**

3:00 pm

**ARCS Conference Concludes**

*Yale Center for Business and the Environment*



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## Featured Posters

### Third-Party Opportunism and the (In)Efficiency of Public Contracts

- Marian Moszoro (IESE Business School, Spain)
- Pablo T. Spiller (University of California – Berkeley)

### The Double-edged Sword of Superior Ratings: How Positive Recognition Licenses Subsequent Reductions in Firm Performance

- Ben Lewis (Cornell University)

### Sustainability, Responsibility, and Consumption: A Consumer Perspective and a Scale of Consumers' Felt Responsibility for Sustainability

- Michael Gerhard Luchs (College of William and Mary)
- Rebecca A. Miller (Teach for America)

### Media Exposure and NGOs Activity: Crowding In or Crowding Out?

- Mathieu Couttenier (Paris School of Economics (Universite Paris 1) and Sciences Po)
- Sophie Hatte (Centro Studi Luca d'Agliano (GIST), University of Rouen and Paris School of Economics)

### Green Moments of Truth: Environmental Signaling Using Eco-labels in High Contact Service Systems

- Nitin Joglekar (Boston University)
- Rohit Verma (Cornell University)
- Jie Zhang (University of Vermont)

### Competencies for Organizational Sustainability: A Proposal for an Analytical Tool for Assessing Eco-Efficiency

- Rafael Borim-de-Souza (Universidade Federal do Paraná, Brazil)
- Bárbara Galleli Dias (Universidade Estadual de Londrina, Brazil)
- Luciano Munck (Universidade Estadual de Londrina, Brazil)

### Doing more with Less in Base of the Pyramid Markets: Effective Structuring of Community Institutions

- Mohamad Fakhreddin (INSEAD)
- Stephen Mezas (INSEAD)
- Erik Simanis (Cornell University)

### Corporate Social Responsibility Department in Korean Organizations: Institutional and Economic Approaches

- Kyungmin Baek (University of Minnesota)

### Sustainability and Competitiveness in Mexico

- Dennis J. Aigner (University of California – Irvine and EGADE Business School, Tecnológico de Monterrey)
- Antonio Lloret (Instituto Tecnológico Autónomo de México)

### Interorganizational Roles in An Environmental Network

- Arno Kourula (Stanford University)
- Raymond Levitt (Stanford University)
- Andrew Peterman (Stanford University)

### Engaging Supply Chains in Climate Change

- Chonnikarn (Fern) Jira (Harvard Business School)
- Michael Toffel (Harvard Business School)

### Getting Sustainability Ratings Right: A Corporate Assessment

- Margo Mosher (Yale School of Forestry & Environmental Studies)
- Yupu Zhao (Yale School of Forestry & Environmental Studies)



## Featured Speakers

### Marian Chertow

*2012 Alliance for Research on Corporate Sustainability Conference Chair*



Marian Chertow is Associate Professor of Industrial Environmental Management at the Yale University School of Forestry and Environmental Studies and the Yale School of Management. Her teaching and research focus on industrial ecology, the intersection of business and the environment, waste management, and

environmental technology innovation. She holds teaching appointments in Singapore and China and has been serving on Advisory Boards at Duke Energy, Ingersoll-Rand, and for the renewable energy start-up Soltage.

Prior to Yale, Marian spent ten years in environmental business and state and local government including service as President of the Connecticut Resources Recovery Authority charged with developing a billion dollar waste infrastructure system for the State. She is a frequent international lecturer and has testified on waste, recycling and other environmental issues before committees of the U.S. Senate and House of Representatives. She is President-Elect of the International Society of Industrial Ecology (2013-2014).

### James E. Rogers

*Chairman, President and CEO of Duke Energy*



Jim Rogers has served as a CEO in the utility industry for more than 23 years. Over that period, he has delivered an average total shareholder return of more than 12 percent per year by focusing on sustainable growth and executing a series of well-timed mergers, acquisitions and divestitures. Jim became President and CEO

of Duke Energy following the merger between Duke Energy and Cinergy in 2006. Before the merger, he served as Cinergy's Chairman and CEO for more than 11 years. Prior to the formation of Cinergy, he joined PSI Energy in 1988 as the Company's Chairman, President and CEO.

Previously, Jim was deputy general counsel for litigation and enforcement for the Federal Energy Regulatory Commission (FERC); Executive Vice President of interstate pipelines for the Enron Gas Pipeline Group; and a partner in the Washington, D.C. law office of Akin Gump Strauss Hauer & Feld. Prior to those appointments, Rogers served as assistant to the chief trial counsel at FERC; as a law clerk for the Supreme Court of Kentucky; and as assistant attorney general for the Commonwealth of Kentucky, where he advocated for the state's consumers in gas, electric and telephone rate cases. Jim was also a reporter for the Lexington (Kentucky) Herald-Leader for three years.

In the course of his career, Jim has served on the boards of directors of eight Fortune 500 companies, and is currently a director of Cigna Corp. and Applied Materials, Inc. In 2010 and 2011, he was named by the National Association of Corporate Directors' Directorship Magazine to its annual Directorship 100, recognizing the most influential people in corporate governance. He has also been awarded Honorary Doctorate degrees from four universities.

### Daniel C. Esty

*Commissioner of the Connecticut Department of Energy and Environmental Protection*



Appointed by Governor Dannel Malloy in February 2011, Dan Esty works to advance the Governor's commitments to establish an energy strategy for the State (designed to yield cheaper, cleaner, and more reliable electricity as well as expanded energy efficiency), streamline the State's pollution control and regulatory processes, redesign Connecticut's "brownfields" program that aims to revitalize older industrial sites, restructure the State's approach to waste disposal with a greater focus on recycling and materials management, and establish a new "business model" for Connecticut's state parks and forests.

Author or editor of ten books and numerous articles on sustainability and environmental issues including corporate strategy, trade, and governance, Dan is on leave from Yale University where he is the Hillhouse Professor of Environmental Law and Policy. At Yale since 1994, he holds faculty appointments in both Yale's Environment and Law Schools and is founding director of the Yale Center for Environmental Law and Policy and the Center for Business & Environment at Yale.

### Ma Jun

*Founding Director of the Institute of Public and Environmental Affairs*



Ma Jun leads the Institute of Public and Environmental Affairs (IPE), established in 2006 as a registered non-profit organization based in Beijing. IPE's aim is to expand environmental information disclosure to allow communities to fully understand the hazards and risks in the surrounding environment, thus promoting widespread public participation in environmental governance. IPE has developed two pollution databases (water & air) to monitor corporate environmental performance. The IPE is a member of a coalition of NGOs throughout China, promoting a global green supply chain by pushing large corporations to concentrate on procurement and the environmental performance of their suppliers.

Ma Jun was a Yale World Fellow and named by Time Magazine in 2006 as one of the 100 most influential people in the world. He received the 2012 Goldman Environmental Prize for his work as a grassroots environmental advocate. While working at the South China Morning Post in the 1990s, Ma Jun had the opportunity to travel extensively in the country and subsequently his book “China’s Water Crisis” became a national call for environmental protection.

Ma Jun’s most recent high-profile effort involved Apple, one of 29 companies named in a 2010 Green IT report about heavy metal pollution in China. He led a coalition of NGOs in protest over the company’s lack of supply chain oversight. In September 2011, after a year and a half of silence, Apple approached Chinese environmental groups and began to drive its suppliers to clean up their practices. Ma Jun and his partners continue to communicate with Apple representatives on a regular basis.

## Mark Vachon

*Vice President of GE ecomagination*



Mark Vachon, a 29-year GE veteran and Corporate Officer and member of GE’s Corporate Executive Council, leads ecomagination, GE’s business strategy that has invested \$5 billion in clean tech research and development and generated \$106 billion in revenues through 2011. Most recently, Mark served as President & CEO of

GE Healthcare’s \$9 billion Americas Region, leading activities in the United States, Canada and Latin America. His responsibilities spanned across all of GE Healthcare’s diagnostics, health information technology and life sciences product and service offerings.

As a key leader of GE’s healthymagination initiative, Mark also focused on strategic engagement of governments and clinicians to lower costs, improve quality and achieve greater access to healthcare. Prior to leading the America’s Region, Mark served as President and CEO of GE Healthcare’s \$8 billion Global Diagnostic Imaging organization headquartered in Waukesha, Wisconsin, providing world-class technology in imaging and diagnostics.

## Sir Peter Crane

*Carl W. Knobloch, Jr. Dean of the School of Forestry & Environmental Studies and Professor of Botany*



Peter Crane has been Dean of Yale F&ES since 2009. His academic work focuses on the diversity of plant life: its origin and fossil history, current status, and conservation and use. From 1992 to 1999, he was director of the Field Museum in Chicago with overall responsibility for the museum’s scientific programs. During this time he established the Office of Environmental

and Conservation Programs and the Center for Cultural

Understanding and Change, which today make up the Division of Environment, Culture, and Conservation (ECCo). From 1999 to 2006, he was director of the Royal Botanic Gardens, Kew, one of the largest and most influential botanical gardens in the world. His tenure at Kew saw strengthening and expansion of the gardens’ scientific, conservation, and public programs.

Peter was elected to the Royal Society (the U.K. academy of sciences) in 1998. He is a fellow of the American Academy of Arts and Sciences, foreign associate of the U.S. National Academy of Sciences, a foreign member of the Royal Swedish Academy of Sciences, and a member of the German Academy Leopoldina. He was knighted in the U.K. for services to horticulture and conservation in 2004. Peter currently serves on the Board of the Global Crop Diversity Trust, the Missouri Botanical Garden, the Chicago Botanic Garden, the Lady Bird Johnson Wildflower Center at the University of Texas, and the Gaylord and Dorothy Donnelley Foundation.

## Edward A. Snyder

*Dean and William S. Beinecke Professor of Economics and Management at the Yale School of Management*



Ted Snyder, an economist with expertise in industrial organization and antitrust issues, was appointed Dean of Yale’s School of Management in July, 2011. Previously, he served as Dean of the University of Chicago Booth School of Business from 2001 until 2010. Under his leadership, Booth almost doubled its number of

endowed professorships and more than tripled its scholarship assistance to students. Ted oversaw the move to the School’s new Hyde Park campus on time and on budget, expanded the school’s presence in Singapore, and established a new campus in London. In 2008, he announced a \$300 million gift from Chicago alumnus David Booth and his family, which was the largest donation in the history of the University of Chicago and the largest gift to any business school in the world.

Ted started his professional career as an economist with the Antitrust Division of the U.S. Department of Justice, where he served for four years. He began his academic career on the faculty at the business school of the University of Michigan, where he also served as Senior Associate Dean and founding director of the Davidson Institute, which focuses on emerging markets. Ted was the Dean and Charles C. Abbott Professor at the University of Virginia Darden School of Business from 1998 to 2001. He currently serves on the Colby College Board of Trustees.



# Yale Center for Business and the Environment



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1157 Chapel Street  
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## *Yale Center for Business and the Environment*



### **Yale Center for Business and the Environment**

The Yale Center for Business and the Environment provides a focal point for education, research, and outreach to advance business solutions to global environmental problems. The Center focuses on (1) helping fold environmental thinking into business practice, (2) bringing business management principles into environmental organizations, and (3) fostering the creation of green businesses, products, and services.

The center joins the strengths of two world-renowned graduate schools—the Yale School of Management (SOM) and the Yale School of Forestry & Environmental Studies (F&ES)—together with a network of internal and external thought leaders at the business-environment interface. Professors, students, alumni, guest scholars, and affiliates of each school contribute to the Center's mission through an integrated set of activities that address business approaches to the world's most significant environmental issues. Our work spans perspectives in finance, innovation, marketing, industrial ecology, operations, and strategy on issues involving energy, water, carbon, forests, environmental health and safety, development, and policy.

For more information about the Yale Center for Business and the Environment, visit [www.yale.edu/cbey](http://www.yale.edu/cbey).

# Yale



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