



**February 2018 – International Scholars Edition**

## **INTRODUCTION FROM THE ONE CHAIR**

Welcome to the ONE Winter Newsletter. As you read this, work is heating up to get the Program ready for AOM 2018 in Chicago. I want to thank everyone who has dedicated so much of their time to this – from the many of you who organized PDW and Symposia and who chose to submit your research to ONE’s portion of the Scholarly Session to the many reviewers who agreed to help evaluate the submissions, and of course, the program team who has the unenviable task of choosing among those submissions, and putting together the schedule.



In the midst of this submission and reviewing season, it can be tempting to think about the August conference as our main, or even only, point of contact with ONE. Last month, however, we introduced our new platform, “Connect@AOM”, which I believe can transform the way we interact during those 358 days/year when we are not together for the Annual Meetings. The Connect platform can help us create a community where we interact on important research, teaching, and career questions, and where we can get to know each other better, and build professional relationships and enhance the ONE community.

An issue that was identified during the Division’s 5 year review that Dev Jennings spearheaded for us last year was the opportunities for engagement and leadership for our members who live outside North America. Connect can, I believe, help to foster these global relationships by creating online communities where our members can contribute to discussions in a topic of their choosing, and where we can virtually meet to address issues pertinent to ONE. I encourage all our members to update their profiles within Connect, and to engage with the platform in an effort to get to know our members, and to be ready to learn from scholars from all over the world.

This edition of the ONE Newsletter features profiles of some of ONE’s scholars from around the world – I hope that as you read the newsletter and familiarize yourself with colleagues from across the globe, you will be inspired to engage with them, both on Connect, and in just 6 short months in Chicago.

**Glen Dowell, ONE Chair**

## ONE PROFILES

In this edition of the ONE Times, we asked a diverse group of scholars from different geographies and with different interests to answer some questions about their experiences. Below we present these responses.

### **Ralph Hamann, Professor**

*University of Cape Town Graduate School of Business, South Africa*



#### ***Can you describe your background and what brought you to Academia?***

I cared deeply about nature from a young age. I remember being teased by schoolmates for distributing Greenpeace flyers in class! After my MSc, I worked as an environmental consultant, but I was annoyed by the assumptions we were making about business behavior. That's what motivated my PhD. But even then, I didn't expect to go into academia, much less a business school. That became an aspiration when I eventually realized that I really enjoyed research and that much of the best research on corporate responsibility was being done at business schools.

#### ***What have been some of the key moments/events/people in your career development?***

Academia allows for such contrasting experiences! I was inspired by my fieldwork traipsing around poor, polluted, and dusty communities surrounding massive platinum mines in South Africa. This sense of injustice fired fervent discussion in Johannesburg's sociology scene. The following week, I'd be strolling up a verdant alpine slope talking to management students and faculty from around the world. I met Tima Bansal at such a PhD workshop – she clarified for me the challenge of connecting local stories of injustice to global management theory. More recently, I've been lucky to work with people like Steph Bertels, Ted Baker, and Erin Powell to eventually succeed at least a little in that ambition. So, I've learnt that it's not what I know, but who I work with, that counts (at least in my case)!

#### ***What does the organizations and environmental (ONE) field mean to you?***

ONE has played an important role as a community of scholars and also symbolically. I think for many young scholars with a strong environmental orientation, management academia was perceived as a bit alien and aloof, because of the way the environment has for so long been disregarded or at best considered a "context." ONE has been a corrective to this. ONE scholars have played such an important role in shaking the sometimes smug foundations of management scholarship (if I think of the 1995 AMR special issue on the environment, for instance). However, ONE now faces challenges resulting from its success. As environmental issues have become more mainstream, at least in the academy, it needs to ensure that it keeps pushing the boundaries of our thinking, while also keeping the quality of reviews top-notch. Another

opportunity is to provide more practically helpful responses to the dismal state of (environmental) politics in places like the US.

***What are you working on at the moment? Why is it exciting do you?***

One of the papers I'm excited to work on this year is based on our experience in a multi-stakeholder initiative we started eight years ago, the Southern Africa Food Lab, which focuses on creating a more just and resilient food system. Together with Warren Nilsson and Scott Drimie, we are arguing that dialogue is not just a form of institutional work, but a discrete mode of agency in contradistinction to dialectic agency. I love the way this piece connects multi-year experiences in trying to make a practical difference to a potentially profound theoretical argument. You know it's a fun project when you start a short morning meeting and suddenly realize it's time for lunch!

***What do you do to get and stay inspired?***

A paradox of my academic work – and I think this applies to others, too – is that the work itself is inspiring... the interesting discussions, stimulating articles, crafting text... so much so that I end up overloading myself and then becoming annoyed by time pressures. So, I gain inspiration from taking time out, going for a surf or doing something with the kids.

***A book, paper, video, essay, or other that inspires you at the moment...***

I've been inspired by Yuval Noah Harari's two books, *Sapiens* and *Homo Deus*. His arguments are both surprising and compelling, and they also connect to some of our scholarly interests, for instance on the role of stories in making sense of things, or on the risks of emerging technologies for worsening inequality. But I've put even *Homo Deus* on the backburner recently because I'm enthralled by Elena Ferrante's Neapolitan series. They are superbly evocative and both entertaining and educational.

***What do you like about your job?***

I like the contrasting experiences, the interesting conversations with diverse people, the opportunity to read stuff in coffee shops and to call this work, and also being part of an international community of people doing inspiring work.

***What advice do you give Ph.D. students?***

Scholarship is conversation. (Of course, Anne Huff's book is useful here). This means that feedback is a resource to improve your argument, even if it feels like personal criticism sometimes. It means that you need to immerse yourself in the conversation to understand how to contribute to it, or perhaps even change it. It also suggests that you ought to find as many diverse opportunities as possible to talk about your research, without taking it all too seriously.

## **Céline Louche, Professor of Business & Society**

*Audencia Business School, France*

***Can you describe your background and what brought you to Academia? What have been some of the key moments/events/people in your career development?***

I am born in France, somewhere in a village on the east part of the country. My school journey has not always been easy and smooth. It had its bumps, roundabouts and stops. But finally, driven by my concern for the environment, I did a European master in environmental management that brought me to Greece and the Netherlands. I then joined a social bank in the Netherlands, Triodos Bank, where I worked as a sustainability analyst for several years. 1998, when I started, was quite an exciting time for responsible investment (called ethical investment at that time) as everything from methodology, networks and legitimacy had to be built. For a reason that is still unknown to me, I wrote a PhD proposal, sent it to the Erasmus University Rotterdam, and to my surprise, it got accepted. I decided to keep my job at the bank while doing my PhD. As I did my PhD on the institutionalization of responsible investment, my job became one of my fields of study. A fantastic opportunity to do action research!



In 2003, I got the chance and opportunity to spend several months at the SCANCOR at Stanford University with Woody Powell and Marc Ventresca (among others of course). My visit there was certainly decisive in my choice of pursuing an academic career. Someone else had (and still has) a huge impact: Frank Boons, my PhD co-supervisor. He is the one who initiated me to research, made me curious, brought me books and articles to read, always forced me to remain critical (he kept on saying: ‘*don’t take things for granted*’), helped me see the stories, imaginaries, and characters hidden in my data or in theories. While doing my Master Degree in Athens, I met Nigel Roome who has also been an important mentor. I had no intention to work in academia, but people and places made the difference.

***What does the organizations and environmental (ONE) field mean to you?***

Organization and Environment have always been my drivers in my research. The complexity of organizations is just captivating. Environmental and social issues are essential questions to be studied, debated and addressed. It is just a fascinating, dynamic, and engaged/engaging field.

***What are you working on at the moment? Why is it exciting do you?***

One of my main research areas is and remains sustainable finance. There are so many interesting and stimulating questions to be investigated such as the paradoxes of sustainable finance, the emergence and institutionalization of new practices (e.g. climate change, impact investing, etc.), the transformation of microfinance, the collective effort of actors in shaping a sustainable financial market, and so on.

The last few years I also explored issues around global value chains and business model innovation for sustainability. But right now what gets me the most excited is the plastic pollution challenge. It is a fascinating, amazing issue as well as extremely worrying and scary. I want to understand how we got into this terrible situation, but also how we can get out of it.

***What do you do to get and stay inspired?***

Going to the field: I love collecting data (observation, interviews, focus groups). We sometimes think that we know something, but when we go to the field and collect data we realise how little we actually know or understand.

Meeting practitioners: as an academic in management, I feel in a very privileged position where I get to meet, discuss and exchange with lots of practitioners. That's always a sure source of inspiration.

Exchanging with colleagues and reading: this is crucial.

***A book, paper, video, essay, or other that inspires you at the moment...***

The Darjeeling Distinction: labor and justice on fair-trade tea plantations in India by Sarah Besky. This is a very rich ethnographic study on one of the most expensive teas.

***What do you like about your job?***

Although I sometimes hate it (rejections are painful, constant evaluations are tiring, students are sometimes demanding) – and I must admit that I thought of doing something else more than once-- I really enjoy my work. I feel extremely lucky to do what I do, to have the chance of meeting extraordinary people, to explore phenomena, to ask questions, to have the time (although it is never enough) to study, read and write.

***What advice do you give Ph.D. students?***

Don't rush it. Enjoy it. Be open. Engage in communities like ONE!

**Dayna Simpson, Associate Professor**

*Monash University, Melbourne, Australia*

***Can you describe your background and what brought you to Academia?***

I know I should say the pursuit of truth or some such, but the flexibility to work hard, when you want to, and travel were big drawcards for me. I realized at some point too that I could do a lot more, and with more impact in academia than in the corporate world.



***What have been some of the key moments/events/people in your career development?***

Wow that's a big question! Moving to Oregon after my PhD was really defining for me – an amazing place where green entrepreneurship really works! Being a Division Chair for the Academy was very rewarding and I got to work with a lot of people I wouldn't have otherwise. I was downsized from a job once (when I was MUCH younger) and it propelled me into my Masters degree, then a PhD. And having a 2-year old daughter has taught me a lot about time management.

***What does the organizations and environmental (ONE) field mean to you?***

ONE has so much to offer other academic fields, and the world and the ONE division members are just the right kind of academics to deliver too – thoughtful, interested, enthusiastic and above all, nice! I admit I've not been as involved with ONE in recent years because of my other Division activities but I'm looking forward to catching up with the ONE Division more, and soon.

***What are you working on at the moment? Why is it exciting do you?***

I've been looking at consumer psychology and how it can lead people to recycle more, or buy used products.

***What do you do to get and stay inspired?***

A bit of trail running usually helps. And spending time at our house in the country – trees, space, no cars or people and the occasional kangaroo.

***What do you like about your job?***

All the same things that brought me to the profession in the first place! (See above).

***What advice do you give Ph.D. students?***

Just remember that you're learning how to be an academic, and enjoy this time as it's a truly a wonderful, one-time experience.

**Sara Soderstrom, Assistant Professor**

Organizational Studies and Program in the Environment  
University of Michigan, United States



***Can you describe your background and what brought you to Academia?***

I had a bit of a roundabout path to academia in management and organizations. My first love was engineering and I initially started a PhD program in Chemical and Environmental Engineering. I was focused on bioremediation of contaminated waste sites. But I found myself questioning more and more what could be done to prevent waste from happening. This drew me to management and I left graduate school in engineering to gain some work experience, first in management consulting, then in post-merger management. Through these experiences I was able to work with some incredible people on



challenging projects, and learn quite a bit more about the complexity of business, but was not involved in any environmental or sustainability work. In one of those life moments of intense self-reflection (that for me occurred with the birth of my first child), I realized that I missed academia. I wanted the academic freedom to study questions that challenged me – and once again focus on issues of environment sustainability through my research. I wanted to work with students again – through research and teaching. And that brought me back to Academia.

***What have been some of the key moments/events/people in your career development?***

I was able to take two years as Post Doctoral Fellow with the Erb Institute after I finished my PhD from Kellogg School of Management, at Northwestern University. I found the post-doc experience to be incredible in many ways. I had some fits and starts to new research and the flexibility of time to learn from some of those mistakes. I was able to immerse myself in various spaces for research – across management, sociology, the school for environment and sustainability – and learn from many who were also navigating more interdisciplinary research paths. Importantly for me, I was truly in a space where my “management” side and my “environmental” side were both recognized. It helped me solidify my own commitment to and identity around research in sustainability.

***What does the organizations and environmental (ONE) field mean to you?***

I think of ONE as my home in AOM. I’m not necessarily one to love big meetings, and for a while the AOM annual conference seemed to be more something I just “needed to do.” However, as I’ve done more work with others in ONE and participated in ONE PDWs and symposiums, I’ve found myself instead looking forward to August as a chance to catch up with friends and meet others who care passionately about the world around us and the work we can do through our research and teaching to hopefully help make it a little better.

***What are you working on at the moment? Why is it exciting do you?***

I’m working on two projects right now that I find particularly exciting. One is an on-going research project with Kate Heinze that focuses on FoodLab Detroit, an organization committed to building a network of triple-bottom-line food businesses in the city. We are exploring how FoodLab mobilized diverse entrepreneurs to create market change in Detroit. Detroit is a city that has so much potential, but also a long history of racial and economic struggles. It’s exciting to see so many of the business and non-profits that are working towards city revitalization, while also grappling with issues of environmental and social justice. More than any other research project I have been part of, the study of FoodLab has brought front and center the social and environmental components of sustainability, rather than a primary focus on the environment.

Another project, with Todd Schifeling, studies the Environmental Defense Fund’s Climate Corps Fellows program and their efforts to engage companies across the US in climate and sustainable energy strategies. We’re using mixed methods of surveys, interviews, and archival data to explore the evolution of the program, as well as a deeper dive into one cohort of fellows. I’ve really enjoyed getting a stronger understanding of both how individuals “issue sell” around

sustainability, as well as how organizational structures enable and constrain those efforts. It's also been exciting to explore different methods of analysis and grapple with the triangulation across quantitative and qualitative data.

***What do you do to get and stay inspired?***

I've found a few shared characteristics of research projects that really excite me. I love working with collaborators who push me to do better work. I've had some amazing collaborators – both as co-authors and at research sites. I enjoy studying organizations that inspire me – where I want to uncover the theoretical and practical insights to better understand how they work and share those learnings. And I've come to really love having a research team of undergraduate students (I'm joint in two departments that are undergraduate only which was new to me when I started here).

My biggest struggle is often writing. I've definitely been hit with writer's block, imposter syndrome, or whatever you want to call it when you stare at the screen – or just think about staring at the screen – and nothing comes out. That's when I find I'm often inspired to get back at it by my students. It's energizing to talk about a project with them as it may connect to something we've discussed in class, or that they experienced with an internship, or that they're simply curious about. Their interest and energy help push me back to the keyboard so that I can (hopefully) write a paper that shares the work with others. 30-minute timers for writing don't hurt either!

My family also helps me stay inspired and grounded. During that moment of intense self-reflection that pushed me back to academia when my now 13 year old was newborn, I really felt academia was a place I could have a small role in make things better for my kids and others in their generation. It sometimes sounds naïve or idealistic, but those ideas still inspire me in the midst of some of the challenges on this path.

***A book, paper, video, essay, or other that inspires you at the moment...***

I've been re-reading "Mountains Beyond Mountains" by Tracy Kidder. It's about Paul Farmer and his work to provide accessible healthcare across the world. I talk with students all the time who question what they can do as just one individual. There's clearly a need for large-scale systems change, but it can be easy to fall into a trap of just thinking others should do the work, because I can't (as Jason Jay and Gabriel Grant would say in another great book, "Breaking Through Gridlock"). I find heroes like Paul Farmer inspiring because of the change they did make.

***What do you like about your job?***

I'm in a joint appointment between two, undergraduate-only, interdisciplinary programs – Organizational Studies and Program in the Environment. While I'd be the first to admit that the challenges of joint appointments and interdisciplinary work are real, I also love the benefits. Through the nature of my job, I am constantly thinking about the overlap between sustainability and organizations – through my research, teaching, and advising. I love that. I also am able to



integrate a lot of my research into the courses I teach, and engage with undergrads in various research projects. I often find my conversations with undergrads, who are often so passionate and committed to careers in sustainability, inspiring and motivating.

***What advice do you give Ph.D. students?***

I would first advise students to really develop a thesis idea that you're passionate about – especially at the beginning. I know very few people who weren't saying towards the end that “a good dissertation is a done dissertation” and perhaps it's difficult to feel that initial excitement about your work in that last bit! But given the amount of time you need to spend on your thesis, and the influence your thesis has on the initial jobs you consider, I think it's really important to focus on an area that you are excited to become an expert in. I occasionally got advice instead about “what's popular” or “hot theories” and while maybe I could have pushed through a thesis on some other area, it's not the identity I wanted for myself and I'd have made myself miserable trying to fit into that.

I would also advise PhD students to build a support network - perhaps other students in your grad school cohort, people who you meet at AOM, or others. I had a few key groups – my cohort at Kellogg, other junior sustainability scholars (thanks to the ONE PhD consortium and the Ivey/ARCS sustainability academy for the connections to many who became part of my support network!), and an on-line network of moms – that helped me maintain my commitment to work, navigate some of the challenges of balancing graduate school and parenting, and learn from and lean on others who cared about me.

**Simon Schillebeeckx, Assistant Professor of Strategic Management**

*Lee Kong Chian School of Business, Singapore Management University, Singapore*

***Can you describe your background and what brought you to Academia?***

I read Commercial Engineering in Belgium which is a combination of business strategy, applied economics and basic courses in the exact sciences, after which I specialized in Corporate Social Responsibility in Nottingham. After two years of travelling and working in ad-hoc jobs, I became a sustainable innovation consultant for about two years in a boutique consultancy that later got acquired by EY. I went to Imperial College London to do my PhD in 2011 and eventually moved to Singapore together with my supervisor Gerry George in 2015.



***What have been some of the key moments/events/people in your career development?***

- 1) Looking for a dissertation topic in my first master year (Belgium has a 3+2 system) and bumping onto the field of ethics and Professor Luc van Liedekerke, under whose guidance I wrote my first dissertation on Buddhist Economics

- 2) Seeing the 2007 TED talk from William McDonough during my studies at the University of Nottingham on Cradle to Cradle Design. I still watch it once a year at least to remind me of why we have to continue working on positive environmental solutions for the world. <https://www.youtube.com/watch?v=IoRjz8iTVoo>
- 3) Getting talked out of pursuing a PhD by Professor Andy Crane in 2007. He told me to leave university, do something else, and eventually, if I really wanted to, come back with real life experience.
- 4) Getting talked out of pursuing a PhD in Chile again by Professor Andy Crane in 2011. He convinced me to apply for Imperial College London instead and try to work with Gerry George
- 5) Doing the most difficult interview of my life and eventually and totally unexpectedly getting accepted into the PhD program at Imperial under the supervision of Gerry George
- 6) Finishing my PhD a year sooner than anticipated due to my supervisor's immanent departure from London and getting a Post-Doc position for 18 months at SMU. After this period I started as an assistant professor in this amazing school.

***What does the organizations and environmental (ONE) field mean to you?***

For me the ONE field is probably the most important field there is, perhaps in combination with behavioral science that is trying to understand how we can make people change their habits. Given the magnitude and the urgency of the environmental challenges we face and the fundamental existential threat this imposes upon us as a species, I am always baffled that there are so many people who do not seem to care about this at all. I am interested in innovation and strategy in general but the phenomena and contexts I really care about are all related to the natural world. I hope that as my career evolves I will be able to spend more and more of my time researching and teaching these topics to advance academic insights and have real world impact.

***What are you working on at the moment? Why is it exciting do you?***

My research remains eclectic with papers investigating topics as diverse as knowledge recombination, team dynamics and technological landscapes (innovation), the ethics of big data (issue evolution), and theorizing natural resource dependence. I am conducting case studies on companies engaged in agricultural innovation and am hopeful we will receive funding to set up a living lab of small-scale rooftop Spirulina production to study team innovation processes over time. The book I edited with Gerry George called "Managing Natural Resources" is being published end of this month which is something I really look forward to (<http://www.e-elgar.com/shop/managing-natural-resource>). The most exciting things at the moment for me are happening on the cross-section of sustainability, transparency, and blockchain innovation. In teaching, case studies, industry outreach, and hopefully soon academic research, I thoroughly enjoy studying the possibilities enabled by this new technology.

***What do you do to get and stay inspired?***

Listen more to non-academics than to academics

*A book, paper, video, essay, or other that inspires you at the moment...*

Everything on the cross-section of blockchain technology and sustainability, natural capital accounting, the future of money and so on (e.g.

<https://www.youtube.com/watch?v=AH0uLmymkeU>).

*What do you like about your job?*

In 2015 shortly after moving to Singapore, I received an email invitation to attend a lecture about Ethereum, to be held by Vinay Gupta. The email contained about 15 words I had never heard about which sparked my interest. After listening to Vinay for 90 minutes, I walked straight to the Dean's office and explained him that I wanted to spend half of my time during the next year on studying this new technology called blockchain. He said, "sounds good" and down the rabbit hole I went. In no other job would this be possible.

*What advice do you give Ph.D. students?*

I would probably give them bad advice, but let me try. Study many theories in the first two years and spend your time reading broadly. Focus on topics that you care about, on phenomena that are important to you, and on contexts that you are actually interested in. Use theories as lenses through which you can see the world, as tools in a toolbox rather than as an ontological stance about how the world works. Put the phenomena you are passionate about at the heart of your research and seek to contribute to real world understanding while you are making academic contributions. As a business school professor, I believe you should be trying to have an effect on the people who are actually in business, and probably on government as well. Those people are unlikely to ever read your academic work, so find other ways to spread your ideas and engage with them. Not only do they possess a wealth of information and pull you out of the ivory tower academia can be, but the direct reality check a business person or industry expert offers to your ideas should never be disregarded. It is your moral duty to make your work matter.

## ONE ENGAGEMENT PROJECT

Academic engagement in public and political discourse is critically important for both the security of our society as well as the future relevance and vitality of the academy. Yet, the decision to add this aspect of work to a professor's portfolio is an individual decision. Each academic must decide for themselves how much they want to engage, in what form and to which audiences. Further, each academic will build their own "brand" through such portfolio development and it must represent something special that they are willing to cultivate. With that sense of ownership as a cornerstone, the ONE Response Project has been initiated to act as an enabler and source of knowledge for how best to work engagement into our individual academic portfolios. The Project will encompassing six action items: (1) Rapid Response Team, (2) Clear Output Channel, (3) Publish Video and Print Interviews with Engaged Scholars, (4) Establish a Pilot Project as a Clearinghouse for Scholarly Assistance to External Events/Practitioners, (5) Organize an Engagement Conference and (6) Create an Engagement Handbook. The ONE

Engagement Project leadership will consist of 2-3 members of the ONE community, selected by the Executive Committee with two-thirds vote confirmation. These members will be on a staggered rotation with 3 year terms and one replacement each year. The funding for the ONE Engagement Project shall be, first, from within the ONE budget and its initiatives will be line items in the ONE spreadsheets. However, we hope that the Engagement Project will be able to attract sponsorship over time.

For more information go [here](#)

## NEW PUBLICATIONS

**Congratulations to all ONE members that recently published – below are several of these:**

Albort-Morant, G.; Henseler, J.; Cepeda-Carrión, G.; Leal-Rodríguez, A.L. (2018) Potential and Realized Absorptive Capacity as Complementary Drivers of Green Product and Process Innovation Performance. *Sustainability*, 10, 381.

Breuer, H.; Fichter, K.; Lüdeke-Freund, F. & Tiemann, I. (2018, forthcoming): Sustainability-Oriented Business Model Development: Principles, Criteria, and Tools, *International Journal of Entrepreneurial Venturing*.

Breuer, H. & Lüdeke-Freund, F. (2017): Values-based innovation management – Innovating by what we care about. Houndmills: Palgrave.

Breuer, H. & Lüdeke-Freund, F. (2017): Values-Based Network and Business Model Innovation, *International Journal of Innovation Management*, Vol. 21, No. 3, 1-35.

Burwell C, Darnall N. 2017. Want a successful sustainable purchasing policy? Six policy elements that cities should know. *Professional Purchasing* 45(11/12), 14-15.

Busch, T., Lewandowski, S. (2017): Corporate carbon and financial performance – a meta-analysis. *Journal of Industrial Ecology* (in press), DOI: 10.1111/jiec.12591

Carlos, W. Chad, and Ben W. Lewis. 2018. "Strategic silence: Withholding certification status as a hypocrisy avoidance tactic." *Administrative Science Quarterly*. 63(1) 130-169

Corbett, J. and Montgomery, A.W. (2017). "Environmental Entrepreneurship and Interorganizational Arrangements: A Model of Social-benefit Market Creation." *Strategic Entrepreneurship Journal*, 11, 422-440.

Cremades, R., Surminski, S. Máñez-Costa, M., Hudson, P., Shrivastava, P. Gascoigne, J. "Using the Adaptive Cycle in Climate-Risk Insurances to Design Resilient Futures". *Nature Climate Change*, December 2017.

- Damert, M., Paul, A., & Baumgartner, R. J. (2017). Exploring the determinants and long-term performance outcomes of corporate carbon strategies. *Journal of cleaner production*, 160, 123-138.
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- de Lange, D. 2018. Challenges for leading firms in the solar industry: Why did SunEdison fail? *SAGE Business Cases*.
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- Dreyer, B.; Lüdeke-Freund, F.; Hamann, R. & Faccar, K. (2017): Upsides and downsides of the sharing economy: Collaborative consumption business models' stakeholder value impacts and their relationship to context, *Technological Forecasting and Social Change*, Vol. 125, 87-104.
- Durand, R., Hawn, O, Ioannou, I. forthcoming. Willing and Able: A general model of organizational responses to Normative Pressures. *The Academy of Management Review* (<http://amr.aom.org/content/early/2017/11/20/amr.2016.0107.abstract?papetoc>)
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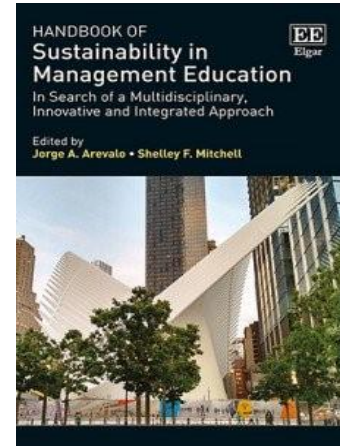
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## NEW BOOKS AND JOURNAL ISSUES

### **Handbook of Sustainability in Management Education - In Search of a Multidisciplinary, Innovative and Integrated Approach**

Edited by **Jorge A. Arevalo**, Associate Professor of Management, William Paterson University and **Shelley F. Mitchell**, Professor of Management and Sustainability, Hult International Business School and Instructor, University of New Hampshire. This Handbook strives to enhance knowledge and application within sustainability in management education (SiME) across different academic programs, geographic regions and personal/professional contexts. Cross-disciplinary and boundary-spanning, this book focuses on specific themes and is therefore split into four distinct sections: one on theory and practice, one on transformational interventions in business programs, one on the role of external agents and the last on innovative approaches in SiME.



If you are looking for the latest research—and inspiration for teaching in this area you'll want to purchase this book. Here is [the link](#) where you can see the table of contents and other details. Although the less expensive paper cover version is not available until next summer, here is a 35% discount code (AOM17) for the hard cover version. Also, the eBook is available for \$48 on Google Play [here](#) . In addition, you can download PDFs of the Front Matter, Introduction and Chapter One [here](#) (<https://www.elgaronline.com/view/9781785361234.xml>). Please feel free to share this information within your networks to help promote the book for those interested in Sustainability in Management Education. Thank you!

### **The 12th issue of the Annual Review of Social Partnerships (ARSP) is out!**

The ARSP is an annual journal, aiming to bridge theory and practice of cross-sector partnerships by: using innovative, open-access publication formats; engaging an international, cross-disciplinary Editorial Board; and ensuring the cross-fertilisation of insights from both academics and practitioners. The ARSP is a public good with more than 50,000 direct recipients and, through its partnership with Routledge Publishers, is categorised and available via Ingenta Connect, one of the largest databases for professional publications and books.



Check out a list of the latest publications on cross-sector partnerships (CSPs), a toolbox full of pedagogical ideas, insights from practitioners, and introductions to our newest CSSI community members: Download the ARSP 12 [here](#).

From our team of 30 editors from four continents we bring you this year's ARSP across five sections, 1 thought gallery, and 140 pages:

- A **review of over 100 publications** on CSPs from 2016/2017, with attention to various cross-sector forms and pracademic publications.
  - A spotlight in **pedagogy on** cross-sector competency “steering wheels” and numerous CSP case study resources.
  - Food for thought as to how academic **research** can bridge gaps across geographies, backgrounds and disciplines by exploring the roles of partner, co-creator, platform and translator.
  - Numerous **praxis** examples of leadership in a broad range of collaboration contexts across public, private and civil society sectors.
  - An **expert interview** with Dr. John Bryson, the McKnight Presidential Professor of Planning and Public Affairs at the Hubert H. Humphrey School of Public Affairs, University of Minnesota. Feel free to download it ([open access](#)), enjoy the reading, and share it freely with colleagues and practitioners working in the area of cross-sector partnerships.
- The ARSP Editorial Team

## ANNOUNCEMENTS: AWARDS, GRANTS, AND OTHER GREAT NEWS

**Nicole Darnall** was awarded an Abe Fellowship by the Social Science Research Council for her research that compares the U.S. and Japan’s implementation of sustainable purchasing in local governments.

**Nicole Darnall, Justin M Stritch, Stuart Bretschneider** and **Lily Hsueh** launched Arizona State University’s Sustainable Purchasing Research Initiative (<https://spa.asu.edu/spri>). SPRI is committed to developing actionable research on how organizations can facilitate sustainable purchasing.

**Ben Lewis** was one of two recipients of the Newman Award for the Best Paper Based on a Dissertation last August at AOM. The paper was nominated through the SIM division, but Ben is an active ONE member. The announcement on the AOM website can be accessed [here](#). His college also wrote a short blurb about it on their [website](#). An abstract of the paper can be accessed [here](#).

**Giuseppe Delmestri** is starting his Sabbicycle (sabbatical on the bike) part of the movement “Slow academics for a better world”. The bike as a plural symbol for environmental sustainability, for a slow academy with time for thinking and for connecting with the people through engaged scholarship. The tour will take me into at least six countries (Austria, Hungary, Slovenia, Italy, Switzerland, France, ...) and give me the chance to visit colleagues at several universities (University of Graz, Venice, Bocconi, Bergamo, Lugano, EM Lyon, to name a few), visit a conference and a PhD workshop, as well as giving talks to practitioners, activists and citizens interested in contributing to create a better world. Slow academics means also LESS 'salami slicing' papers, flying, meat on the plate, car miles and MORE quality and academic engagement, virtual conferences, and deep travel.

**Simon Lockrey** has an exciting research project to report on entitled [Management of construction and demolition waste in Vietnam](#). Vietnam is in an upwards development trend, with construction activity in Vietnam forecast to increase by nearly 50% between 2013 to 2018

(AECOM 2013). Despite the rapid growth of construction activity in Vietnam (AECOM 2013), construction and demolition (C&D) waste performance in Vietnam are not well documented. This is an environmental conundrum as development escalates. Hence ONE member Simon Lockrey teamed up with RMIT University Vietnam to identify and quantify the C&D waste collection pathways for the dominant C&D waste constituent, concrete, in Vietnam. For the first time, current concrete waste management practices in Vietnam were mapped, including disposal practices used (e.g. landfill and recycling), logistics pathways and processing quantities of informal and formal recyclers. The team also engaged key organisational stakeholders to identify constraints in the existing recycling system, such as formal recycling infrastructure. These data were then be used to estimate quantities of concrete from C&D streams that could be diverted towards recycling streams, as well as providing insight into existing recycling bottlenecks, which limit higher recycling rates. The project has now concluded with two articles published in Journal of Cleaner Production, one on the [stakeholder perspectives on the recycling system](#), and the other just published [quantifying environmental impacts and potential opportunities for the future](#).

[SMU's Lee Kong Chian School of Business](#) is planting the seeds of a knowledge center in Sustainable Resource Management, Climate Innovation, and Resilient Supply Chains. As part of an ongoing project on innovation in agriculture and natural capital, we have been studying [Worldview International Foundation](#), an NGO pioneering mass-scale mangrove restoration in Thor Heyerdahl Climate Park in Myanmar, where Worldview has planted over 3.4 million mangroves since 2012 and achieved record-setting survival rates of over 86%!

These “miracle trees” sequester 5 times the carbon of terrestrial trees (approximately 970 kg over 20 years), provide a living architecture for wetland ecosystems, and create a “Green Wall” against coastal flooding.

In 2018, Worldview celebrates its successful [Verified Carbon Standard Certification](#) and is pursuing new collaborations with UN Environment and the Foreign Ministry of Norway, while spearheading a transnational effort to build a [Global Mangrove Trust](#) to empower mass-scale reforestation and carbon mitigation globally.





Our research employs academic and educational case studies to examine two major innovations at Worldview.

In partnership with Swiss Fintech firm, [Lykke](#), Worldview has produced the world's first natural capital backed cryptocurrency, called TREE, as a colored coin on the Bitcoin blockchain. TREE coins enable anyone in the world to directly invest in mangrove trees to sequester carbon, improve livelihoods, and offset their carbon emissions.

- one TREE coin costs 1USD and equals 1 mangrove tree -

The second innovation, with Oxford-based [BioCarbon Engineering](#), employs drone technology for mapping and planting mangrove forests with geocoding and real-time verification. Aerial planting not only empowers mass-scale reforestation, but also frees vital community resources to engage in land preparation, weeding, and protecting young seedlings from predators, activities critical to the long term survival of restored forests.



Photos: Thor Hyerdahl Climate Park, Shwethaungyan, Myanmar; *Avicennia alba*; 2/18' Yangon stakeholder meeting on Global Mangrove Trust; Research Team: Schillebeeckx & Merrill; Interview w/ Dr. Lyngdoh Worldview Impact Foundation; Pathein U Forestry Student w/ propagules; Project Team: BioCarbon Engineering

Research made possible by SMU Grant: *Sustainability of Natural Resources: Seeding an SMU Community and Research Agenda on Food and Water with an ASEAN Focus* 16-C207-SMU-023: Simon JD Schillebeeckx and Gerry George

## **CALLS FOR SUBMISSIONS**

### **Business & Society – “Collaborative Cross-Sector Business Models for Sustainability”**

**Full paper deadline: December 1, 2018.**

In the last few decades, there has been a wave of interest in business models, which has also impacted the debates about corporate sustainability and corporate social responsibility. But what is often missing or lost in the business model discussions is the fact that the development of businesses is often dependent on the *collaboration* of multiple actors such as suppliers, customers, universities and government – namely cross-sector collaboration.

Therefore, the purpose of this special issue is to explore the role of cross-sector collaboration and partnerships for new and potentially sustainable business models and sharing platforms. To date, collaboration with stakeholders has often been lumped together and drawn as a ‘key partners’ box in the business model canvas, which in turn leads to an underrepresentation of partners and networks, or stakeholders in general, in dominating business model frameworks and theories.

Addressing collaborative models will blur the boundaries of conventional business model thinking, which remains dominated by well-defined boxes and clear-cut boundaries.

This special issue aims at motivating authors *to explore the theoretical, conceptual and practical areas where narrow perspectives on customers and suppliers are extended or replaced by considering the whole range of possible stakeholders* related to business models and sharing platforms. The aim is *to develop insights about how collaborative business models and sharing platforms can be stimulated, managed and lead to outcomes that are beneficial for both business and society.*

Possible topics include (but are not limited to):

- When do collaborative business models supplement or replace conventional business models?
- What types of sharing and collaboration are needed for social innovations to thrive?
- How do hybridization approaches inform collective action models?
- How is economic, social and environmental value(s) balanced among the different actors in collaborative business models?
- How is value created, delivered and captured from cross-sector collaboration shared among actors from business and society?
- What tensions, dilemmas and paradoxes emerge when managing and operating collaborative business models for sustainability?
- ...

A more extensive list can be found in the full call for papers (link below).

<http://journals.sagepub.com/pb-assets/cmscontent/BAS/Cross-sectorSpecialIssueCFP.pdf>

### **IVBEC Conference**

We invite you to submit an Abstract/Proposal for the 25<sup>th</sup> Annual International Vincentian Business Ethics Conference (IVBEC) to be held in New York City at the Downtown Marriott from October 25<sup>th</sup> – October 27<sup>th</sup> 2018. The conference is hosted by the *Center for Global Business Stewardship* at the Peter J. Tobin College of Business, St. John's University, in cooperation with DePaul University and Niagara University.

**Deadline for Submissions is APRIL 1<sup>st</sup>, 2018**

The theme of the IVBEC 2018 conference, ***People, Planet, Progress: Business Ethics for a Global Society***, addresses topics in all areas of business and professional ethics, with a focus on the Sustainable Development Goals (SDGs) developed by the United Nations in 2015. Keynote addresses by UN and business leaders, panel sessions, academic paper sessions, and paper development workshops led by journal editors will be used to spur discussion amongst conference participants on Sustainability and Ethics in business and society. The conference will feature work that highlights the progress made in achieving global development goals and the challenges that remain in institutionalizing them. We encourage proposals from academics,

business professionals and young scholars that relate to the role that ethical business plays in the implementation and integration of the SDGs in the organizational ethos, and that move us toward a better understanding of targets, measurement and ethical adjustment in our policies and processes.

Please visit our website for more conference details at [IVBEC 2018](https://ivbec2018.weebly.com) (if link does not open, please type the following into your browser: <https://ivbec.weebly.com>)

## **Call for Papers – Special Issue on The Sustainable Development Goals**

### **Marketing Intelligence and Planning**

In 2015, the UN General Assembly instituted the global Sustainable Development Goals (SDGs) <http://www.un.org/sustainabledevelopment>. These SDGs, extensions of the UN Millennium Development Goals, include 17 goals and 169 targets to “end poverty, protect the planet and ensure prosperity for all”. From 2015 until 2030, governments, private companies and organizations, are challenged to collaborate to build infrastructure, change business practices, and adapt society to the challenges posed by poverty, lack of education, climate change, resource scarcity, inequalities, and waste, among others.

Marketing Intelligence and Planning is proposing a Special Edition to motivate research into the role of marketing to advance, promote and deliver on the SDGs. What is going on in industry, academia, government and nongovernmental agencies related to the planning, implementation and measurement of the SDGs? Special Issue on Sustainable Development Goals aims to provide insight into existing research, practice and outcomes that could clarify and promote the state of the literature on the following questions:

- How do SDGs affect marketing strategies?
- How do organizations begin to implement SDGs?
- To what extent can the SDGs drive innovation in organizations?
- How do government policies support affect implementation of SDG strategies?
- Are SDGs strategies initiated from the top down or the bottom up within the company?
- What is the role of supply chains with respect to supporting specific types of SDGs?
- Are organizations integrating suppliers in their SDGs strategies?
- How do consumers affect the implementation of the SDGs?
- How do competitors affect the implementation of the SDGs?
- How can marketing organizations measure the impact of strategies on SDGs?
- What are the characteristics of successful public-private partnerships that address SDGs?

We encourage research from academics, practitioners, NGOs and governmental sources or focus in a variety of formats including: High quality qualitative or quantitative research, Case studies, Theoretical papers, Systematic and thematic reviews with theoretical or managerial implications. All submissions should follow the Marketing Planning and Intelligence submission guidelines <http://emeraldgroupublishing.com/MIP>. The submission deadline is August 31, 2018.



Special Editor,

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## **Call for Contributions – Environmental & Social Sustainability for Business Advantage**

Business Expert Press's focus is on publishing concise, academically sound, applied books aimed at providing supplemental material for advanced



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undergraduate and MBA business education as well as for the business executive education marketplace, an underserved market segment. These short books (150 pages or less) will be used in executive education, and as supplementary material in undergraduate and MBA programs. They are useful for the professional market. The books will be supplemented, as necessary, with cases, articles, newsletters and simulations, and to this end BEP distributes its books through University Readers, Xanadu and in selected cases Harvard Business Publishing – the leading providers of cases and course packs.

As the collection editors for the Environmental & Social Sustainability for Business Advantage collection, we will review your proposal and offer you feedback on your manuscript prior to making the approval decision. Professional copy editors will also help you with the final manuscript. Business Expert Press employs a quick, 120-day production timeline from start to printed book in-stock.

The collection is envisioned as a comprehensive set of teaching material designed primarily for the needs of executive education programs across functions and disciplines. While Sustainability, Corporate Social Responsibility, and Environmental Management are a prime focus of the collection, we see core management courses, such as accounting, finance, organizational behavior, strategy, marketing, leadership, and operations as prime targets for the content and spirit of the sustainability-related publications. To meet the needs of such a diverse audience, we have an open call for proposals and invite your submissions for book proposals for the following subject areas: sustainability, sustainable value, shared value, green marketing, change management for sustainability, extended producer responsibility, sustainable measurement/accounting and reporting, entrepreneurship, and sustainable operations. Additional subjects and focus areas, relevant for the overall goals of the collection, will also be considered.

There are several reasons why you might want to consider publishing a book with BEP. You could use such a book in your teaching, both in traditional settings and executive settings. The book could enhance your consulting practice. It will also enhance your vita. Business Expert Press will sell your book both in print and in digital collections to the business school libraries of the world. The library market is large – 7000 libraries globally – and the prices paid for these one-time sales are relatively high when compared to one-time, direct-to-consumer sales. Thus they yield good royalty potential.

Converting your expertise into a short focused book for the business education market will be a valuable contribution. If you have an idea for a book that would fit this business model, please contact us via email. We look forward to discussing this opportunity with you.

Sincerely,

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## **CALLS FOR AWARDS**

### **Page Prize for Sustainability Issues in Business Curricula - Call for Submissions**

The Darla Moore School of Business at the University of South Carolina is honored to announce the 10th annual Dr. Alfred N. and Lynn Manos Page Prize for Sustainability Issues in Business Curricula. For more information and submission details visit [http://sc.edu/study/colleges\\_schools/moore/academic\\_departments\\_and\\_research/sustainable\\_enterprise/page\\_prize/call\\_for\\_submissions.php](http://sc.edu/study/colleges_schools/moore/academic_departments_and_research/sustainable_enterprise/page_prize/call_for_submissions.php)

**The call for submissions is open and will close March 30, 2018.** All submissions must be made electronically to: [pageprize@moore.sc.edu](mailto:pageprize@moore.sc.edu).

The grand prize is \$1,000, plus a framed print of Aegean Sea #6 certifying the award. Honorable mention prizes will also be awarded at levels of \$250 each. Each finalist will receive a print of Aegean Sea #6. The winners will be chosen by a three-member faculty committee from the University of South Carolina. The database of top submissions is available for adoption by business faculty around the world to use in their home institutions.

## **CALLS FOR CONFERENCES AND EVENTS**

### **The SIM-ONE-PNP Junior Faculty Consortium (JFC)**

**Junior faculty and Postdoctoral fellows mark your 2018 AOM conference calendars!**

The SIM-ONE-PNP Junior Faculty Consortium (JFC) is an annual event that provides an opportunity for early career faculty members and postdocs that are members of the Social Issues in Management (SIM), Organizations and the Natural Environment (ONE) and/or the Public and Nonprofit (PNP) divisions, to network with senior faculty members and develop their research ideas. An outstanding group of senior faculty will be joining us for this year's event, now all we need is you!

- Date/ time: Saturday August 11th from 8AM to 1PM (to be confirmed)
- You must be in the first five years of your employment as a faculty member or in a postdoctoral position
- An application including a short CV and a long abstract of a working paper will be required. Application details to follow in March via SIM, ONE and PNP listservs

The organizers for this year's consortium are:

José Carlos Marques and Nolywé Delannon (SIM)

Garima Sharma (ONE)

Deborah E. de Lange (PNP)

The lead sponsor for this year's SIM/ONE/PNP Junior Faculty Consortium is the SIM Division. Please email any questions/ comments to José Carlos Marques, [jc.marques@telfer.uottawa.ca](mailto:jc.marques@telfer.uottawa.ca) (CC: Nolywé Delannon, [nolywe.delannon@fsa.ulaval.ca](mailto:nolywe.delannon@fsa.ulaval.ca)).

### **Co-Create Research with Managers**

Interested in having sustainability impact on practice and conducting rigorous research? The Network for Business Sustainability wants to support you.

Intractable sustainability issues require problem solvers to come together. Managers and researchers can bring complementary insights to co-create knowledge for sustainability impact.

But despite its promise, knowledge co-creation with managers is neither easy nor incentivized in academia.

Bridging research and practice is core to the Network for Business Sustainability's mission. We seek to help researchers navigate the path of co-creation with managers — by learning from each other and sharing challenges and advice.

Explore our existing resources, which include:

- [Co-creating Research: How to Manage Practitioner and Reviewer Expectations](#)
- [How to Publish Research Co-created with Practitioners: Advice from Editors](#)
- [Jean Bartunek: How to Maintain Productive Tensions](#)
- [Video: Involving managers as knowledge partners](#)

And, join us as a contributor to future resources. Please share your interest by emailing [Garima Sharma](mailto:gsharma@nbs.net) ([gsharma@nbs.net](mailto:gsharma@nbs.net)).

Additional information on this initiative is on our [co-creation](#) page.

### **Sustainability Centres Community Workshop – Register Now**

Registration is now open for the [fourth bi-annual workshop](#) for leaders of sustainability research centres, **June 25-27, 2018**, at the Cornell Tech campus in New York City.

The workshop is an initiative of the [Sustainability Centres Community](#) (SCC). Since 2012, the SCC has brought together more than 130 sustainability centres from business schools around the world to share ideas — all with the aim of advancing knowledge and practice on business sustainability.

The workshop will offer three days of discussion and problem solving around the challenges and opportunities that we face as sustainability centre leaders. Two days will focus specifically on centres, and a third will explore shared concerns with the broader sustainability community, including business managers and people from the government and non-profit sectors.

Visit the [event website](#) to review the draft agenda and register. And, please [become a member](#) of the SCC. It's free, and we can do much more by learning from each other and building community than by working independently.

Tima Bansal  
Network for Business Sustainability

Mark Milstein and Monica Touesnard  
Center for Sustainable Global Enterprise  
Cornell SC Johnson College of Business

### **3rd International Conference on New Business Models, 27/28 June 2018, Sofia, Bulgaria,**

After the successful 2nd edition of our International Conference on New Business Models hosted by the University of Graz, we are thrilled to announce the **2018 edition** under the topic of “**New Business Models with impact: focused, scalable and international**”. The University of National and World Economy, Sofia, will host the conference. The event is organised by the Vrije Universiteit Brussel in cooperation with other institutions across Europe.

The **Call for papers will be released on the first week of December 2017**. Authors are invited to **submit extended abstracts of 700-1200 words by 28 February 2018**. We are looking forward to contributions addressing issues such as:

- How do NBMs realize impact?
- How to increase the impact of NBMs?
- How to measure the impact of NBMs?
- How to report the impact of NBMs?
- How to create international impact with NBMs?
- Under what circumstances do NBMs decrease their impact?
- What are the determinants of scalability of new business models?
- What are the barriers for scalability?
- Small is beautiful – how to focus on resolving local sustainability issues?

**What type of contributions are we looking for?** Theoretical, conceptual or empirical papers are welcome, as well as literature reviews, qualitative and quantitative research papers. We invite a broad variety of scholarly disciplines (e.g., management, entrepreneurship, innovation, environmental studies, organisation theory, transition theory, change management) dealing with a broad variety of domains that are related to business model research (e.g., energy, health, agriculture, food, finance, retail).

<http://www.nbmconference.eu/>

## **CALLS FOR POSITIONS**

### **Erb Institute Post-Doctoral Fellowship Opportunity**

The Frederick A. and Barbara M. Erb Institute for Global Sustainable Enterprise at the University of Michigan seeks a post-doctoral scholar to help develop and lead a two-year research effort on measuring the impact of corporate sustainability efforts with the goal of advancing the triple-bottom-line. Specifically, the institute—in partnership with the Ford Motor Company—seeks answers to the following questions:

1. What is the current state-of-the-art with respect to identifying, operationalizing, and measuring sustainability impacts (broadly defined to include social, environmental, *and* economic outcomes)?
2. How might impact metrics be better integrated with corporate decision-making (e.g., about overall corporate strategy, the development of products and services, etc.) such that tradeoffs across social, environmental, and economic objectives are better accounted for by executives, managers, and stakeholders?

Based on our observations and experiences, there exist countless opportunities for improving upon the identification, operationalization, measurement, *and* integration (in corporate decision-making) of sustainability impacts. Thus, a key focus of this research will be on the development

and testing of approaches and/or tools for deployment in real-world corporate sustainability settings.

Post-Doctoral Research Fellows are appointed for two years in the Erb Institute and are expected to be in residence during the academic years of the fellowship, participate in the intellectual life of the Institute, and devote time to their independent research. If desired, classroom instruction may be included in the agreement, *pending the availability of suitable teaching opportunities*.

Supervision, support, and mentoring for this project will be provided by a consortium of faculty members appointed in the Erb Institute, company partners, and Erb Institute staff. Additional details about the expectations and responsibilities of post-doctoral fellows in the Erb Institute may be found [here](#).

The annual stipend will be \$65,000 based on an academic year, September 1 – August 31; a modest discretionary research fund will also be provided in addition to funds required for direct research expenses. Fellows are eligible for University employee benefits programs including health and life insurance options.

### **About the Erb Institute**

The Erb Institute sits between the Stephen M. Ross School of Business and the School for Environment & Sustainability. The Erb Institute is focused on addressing the world's sustainability challenges, broadly defined, by challenging and shaping markets and the private sector to become sources of positive solutions. The Institute emphasizes through research, and champions through teaching and engagement, a leadership role for the private sector in bettering our world and our society. Researchers in the Erb Institute are global in their approach, think in terms of systems, and adopt a view of broad sustainability.

### **To Apply**

**Until February 23, 2018**, The Erb Institute will be accepting applications from talented and creative early-career scholars who will conduct high-quality and interdisciplinary research that is responsive to opportunity outlined above; participate in seeking additional extramural funding related to their research; write jointly-authored and peer-reviewed articles; and contribute content for a broad array of audiences under the Erb Institute's thought leadership banner.

**We anticipate that interviews for this position will take place during the week of March 5, 2018.**

Applicants must be at the beginning of their academic careers, having received their Ph.D. or comparable degree between September 1, 2015, and August 31, 2018.

Individuals holding current academic positions at a rank above post-doctoral fellow are not eligible to apply. Fellowships are open to U.S. and non-U.S. citizens.

To apply, applicants must submit – *in a single, collated PDF document* – by 17:00 ET on February 23, 2018:

- A brief cover letter (maximum two pages), which provides a summary of the applicant's PhD research and career goals, and outlines how an Erb Institute post-doctoral fellowship will advance their career in sustainability research. For applicants who are currently doctoral candidates, please indicate the anticipated schedule of completion. A PhD or comparable degree is a prerequisite for this appointment;
- A proposal (maximum five pages) outlining the research the applicant would conduct while in residence; **the proposal must directly address the research opportunity outlined above.** Please keep in mind that proposals will be read by scholars, practitioners, executives, and managers. Proposals that involve more than one discipline approach are especially welcome;
- An up-to-date curriculum vitae. As an addendum, applicants are asked to provide a list of courses taken while a graduate student (a transcript is not required); and
- Two *short* (manuscript-length) examples of your written work. One of these examples should reflect applicants' dissertation research; however, applicants are asked to not send a copy of their dissertation.
- **Separate from these application materials, applicants must arrange to have *three* letters of recommendation sent to the selection committee care of the email address below. Recommendation letters must be from individuals qualified to write about the applicant's aptitude for the position. Without exception, letters of recommendation must also be received by the deadline on February 23, 2018.**

**NB:** *Incomplete applications, including those with missing recommendation letters, will not be reviewed.*

Application materials, including letters of recommendation, should be sent to [Dr. Joseph Árvai](mailto:Dr.Joseph.Arvai), Director of the Erb Institute, at [ErbPostDoc-Apply@umich.edu](mailto:ErbPostDoc-Apply@umich.edu). **Only electronic submissions will be accepted.**

For more information about the Frederick A. and Barbara M. Erb Institute for Global Sustainable Enterprise, please visit: <http://www.erb.umich.edu>

### **Call for PhD Positions**

15 open PhD positions for a Marie Curie project about “CIRCULAR ECONOMY: SUSTAINABILITY IMPLICATIONS AND GUIDING PROGRESS (CRESTING)”

Funded as a Marie Skłodowska-Curie Educational Training Network, CRESTINGS primary purpose is the training of early stage researchers (ESR) in research and readiness for employment relating to the Circular Economy. Therefore, we are looking to recruit 15 highly qualified and enthusiastic ESRs to join the project and thereby study for a PhD. The overall project is divided into 15 specific three-year research projects, each hosted by the first supervisor's university, these are the University of Hull, Utrecht University, University of Graz, University of



Technology Troyes, Universidade Aberta, Universidade NOVA de Lisboa, University “G. d’Annunzio” Pescara and University of Messina.

ESRs will spend time at the co-supervising University, as well as on secondment with other partner institutions. CRESTING therefore comprises an outstanding opportunity to gain knowledge, experience and build a personal network across different countries, academic fields and employment sectors. Please see here details about the recruitment process:

<http://cresting.hull.ac.uk/recruitment/>

*We hope you enjoyed the latest ONE Times, which was produced by the ONE Communications Team: Matthew Johnson, Dante Leyva, and Brent McKnight. Thank you to all the ONE members who contributed material to it.*

*Connect with us:*

