MICHAEL J. LENOX

Darden School of Business
University of Virginia
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Date of Birth: February 1971
Family: Macy (wife), Ben and Haley (children)

ACADEMIC POSITIONS

2008-Present **University of Virginia**, Charlottesville, VA

University Professor (2024-present)
Tayloe Murphy Professor of Business Administration (2015-present), Darden School of Business
Samuel L. Slover Professor of Business Administration (2008-2015), Darden School of Business

Donna & Richard Tadler University Chair in Entrepreneurship (2023-2025)
Senior Faculty Fellow, Miller Center for the Presidency & Public Affairs (2023-present)
Professor of Public Policy (by courtesy), Batten School for Leadership & Policy (2023-present)

2002-2008 **Duke University**, Durham, NC
Associate Professor of Strategy (with tenure starting in 2006), *Fuqua School of Business*
Associate Professor of Environmental Policy (secondary appointment), Nicholas School of Environment

1999-2002 **New York University**, New York, NY
Assistant Professor of Management, Stern School of Business

EDUCATION

1999 **Massachusetts Institute of Technology**, Cambridge, MA **Ph.D.**
Doctor of Philosophy in Technology Management and Policy (in Engineering Systems)
Dissertation Title: *Agency and Information Costs in the Intra-Firm Diffusion of Practice*

1994 **University of Virginia**, Charlottesville, VA **M.S.**
Master of Science in Systems Engineering (Concentration in Environmental Systems)
Thesis Title: *Selection of Probability Distributions for Extreme Events with Sparse Data*

1993 **University of Virginia**, Charlottesville, VA **B.S.**
Bachelor of Science in Systems Engineering (Concentration in Environmental Systems)
Graduated with Distinction. Member of Omega Rho, IMP Society, Raven Society, Order of Omega, Tau Beta Pi, Omicron Delta Kappa, Golden Key Society, Phi Eta Sigma. Honor Committee Chairman for UVA and Student President of the Engineering School.

VISITING APPOINTMENTS

2013 (Summer) *Visiting Professor*, **Stanford School of Engineering, Stanford University**, Palo Alto, CA
2010 (Summer) *Visiting Academic,* **University College & Said Business School, Oxford University**, Oxford, UK
2007 (Summer) *Visiting Professor,* **Harvard Business School, Harvard University**, Cambridge, MA
2001 (Summer) *Visiting Professo*r, **Institute for Management Development (IMD)**, Lausanne, Switzerland

ADMINISTRATIVE APPOINTMENTS

2026 *Dean, UVA Darden School of Business (Interim, did not seek full-time role)*

Appointed to lead the school on an interim basis from January through July after the previous dean assumed the presidency at UVA. Oversaw the school and all its operations which includes over 1250 degree seeking students, 4000 annual executive education participants, and 20,000 alumni. Responsible for stewarding financial resources and for guiding the strategic direction of the school. Initiated Launchpad 2026, an interim strategy and capital campaign, that resulted in advancements in AI, faculty support, and student life and raised over $77M in new donor activity. Led over 100 faculty and 300 staff members. Managed endowment assets over $1 billion and a $160M enterprise operating budget. Worked closely with numerous University stakeholders including UVA's President and Provost, the Deans of UVA's other schools, advancement, and alumni affairs, among others.

2023-2025 *Special Advisor to the Provost, UVA Innovates (informal Chief Innovation Officer for UVA)*

Charged by UVA's president and provost to lead a pan-university initiative to catalyze the university's entrepreneurial ecosystem. Envisioned, created and led UVA Innovates, a platform for advancing innovation and entrepreneurship at the university. Served as the informal Chief Innovation Officer for the university until we hired a full-time replacement. Worked with numerous stakeholders supporting faculty and student entrepreneurship including the Deans of each school. Engaged with the broader Charlottesville and Virginia entrepreneurial community in supporting venture growth and economic development. Launched a series of targeted efforts including The Foundry – a student entrepreneurship center, The Enterprise Studio – a concierge service for faculty and other founders, and The Commonwealth BioAccelerator – a wet lab incubator, and planned the Solutions Labs – catalyzing solutions to pressing challenges by translating discoveries into ventures. Helped secure over $20M in funding to support the initiative.

2016-2023 *Senior Associate Dean and Chief Strategy Officer, UVA Darden School of Business*

Charged with helping formulate and execute strategy for the Darden School. Initiatives include building out the school's data analytic capability and broader digital transformation strategy, helping formulate the school's capital campaign, and analyzing our financial forecasts to establish a robust operating model for the school. In 2016, led a comprehensive strategic planning effort for the school that engaged faculty, staff, students, and alumni in a collaborative process of fact finding and action identification. Oversaw and supported numerous strategic initiatives in areas such as online education, digital strategy, curriculum reform, research infrastructure, brand strategy, the school's global footprint, sustainability plan, and a master plan for the school's physical plant. Manage the school's Strategic IT function overseeing 25 staff members and a $5M+ budget. Manage the school's Office for Research Services and Research Institutes with 40+ staff members and a $20M+ budget. Served as a member of the Dean's senior operating team. By 2024, the school ranked #5 in Poets & Quants ranking of rankings of MBA programs.

2008-2016 *Associate Dean of Innovation Programs, UVA Darden School of Business*
Executive Director (2008-2013), *Academic Director* (2013-2016)*, UVA's Batten Institute*

Served as the Chief Innovation Officer for the school. Charged with leading the Darden School's Batten Institute, a research and education center established in 2000 with an endowment of over $100 million and a mission to advance thought leadership on entrepreneurship and innovation and to cultivated entrepreneurial leaders. Oversaw a staff of 14 employees and $5M+ annual operating budget. Responsible for setting the vision of the Institute and executing on the creation of new initiatives and programs. Served as a member of the school's leadership team. Initiated several new initiatives including the university-wide iLab, the Jefferson Innovation Summit, the Innovators Roundtable, the E*Conference, and the Global Entrepreneurship and Innovation Research Conference. Helped raise over $1.3M for capital investment in the iLab, $300K in corporate sponsorships for events, and $1.4M in research grants. In three years, Darden went from unranked to #3 in the Princeton Review/ Entrepreneurship Magazine ranking of entrepreneurship programs. In 2016, Darden ranked #3 by the Financial Times for entrepreneurship.

2007-2014 *Founder/Faculty Director/President, Alliance for Research in Corporate Sustainability*

Drafted proposal and formed an international alliance of over 25 research institutions including Harvard, Wharton, Yale, MIT, INSEAD, Duke, Dartmouth, and the University of Virginia. Activities included convening an annual research conference, an annual doctoral workshop, and creating data resources for scholars. Responsible for conceiving of and driving forward alliance projects, constructing the budget, and communicating with the Board. Oversaw the Managing Director. Continue to serve on the Board and support ARCS activities. ARCS built off the Corporate Sustainability Initiative (CSI) that I launched in 2007 while at Duke where I raised over $5M and brought together various schools and faculty across the university. Initiative evolved into Duke's Center for Energy, Development, and the Global Environment (EDGE).

FELLOWSHIPS & AWARDS

2026 Finalist for Best Paper Award, Strategy Division, Academy of Management
2025 Winner, Academy of Management Organizations & Natural Environment Distinguished Scholar Award
2024 Named a University Professor at the University of Virginia
2023 Nominated for State Council for Higher Education for Virginia (SCHEV) Outstanding Faculty Award
2022 Nominated for Darden Outstanding Faculty Award
2022 Winner of a 2022 Axiom Business Book Award for "The Decarbonization Imperative"
2021 University of Virginia Research Excellence Award
2020 Finalist for inaugural Academy of Management Journal Impact Award (1 of 3) for 2000 AMJ publication
2020 Nominated for Darden Outstanding Faculty Award
2020 Winner of a 2020 Axiom Business Book Award for "Can Business Save the Earth?"
2019 Selected Best Paper of 2018, *California Management Review*
2018 Henry St. George Tucker Faculty Award for contributions to the UVA Honor System
2016 Nominated for Darden Outstanding Faculty Award
2015 Named a top 100 entrepreneurship professor in the world, Hot Topics Tech Entrepreneurs
2012 Nominated for Darden Outstanding Faculty Award
2012 Selected as the 2012 Fetner Fellow for Leadership in Sustainability
2012 Selected as a Fellow of the Strategy Research Initiative
2011 Named one of the 40 Best Business Professors under 40, Poets and Quants
2009 Winner, Strategic Management Society's Emerging Scholar Award
2009 Winner, Aspen Institute's Faculty Pioneer Award
2008 Runner-up for Duke's Chrysler Faculty Teaching Award
2007 Runner-up for Duke's Daimler-Chrysler Faculty Teaching Award
2007 Fuqua Footprints Faculty Award for bringing sustainability and social issues into the classroom
2006 Selected a Best Paper, ONE Division, Academy of Management
2005 Finalist for World Resources Institute/Aspen Institute Faculty Pioneer Award
2005 Selected a Best Paper, ONE Division, Academy of Management
2003 McKinsey Best Paper Prize Honorable Mention (1 of 4) (Strategic Management Society)
2003 Selected a Best Paper, TIM Division, Academy of Management
2001 Selected a Best Paper, ONE Division, Academy of Management
2000 Free Press Best Dissertation Award Finalist (1 of 4) (BPS Division, Academy of Management)
2000 ONE Best Dissertation Award Finalist (1 of 3) (ONE Division, Academy of Management)
1998 INFORMS Organization Science Dissertation Proposal Contest Finalist
1998 Martin Society Graduate Fellowship for Sustainability
1997 Fellow, Santa Fe Institute's Workshop in Computational Economics
1997 Stokes Fellowship for the study of business and environment issues
1996 Alfred Keil Fellowship for the wiser uses of science & technology
1995 Hugh Hampton Young Fellowship for future leadership in a multi-disciplinary field
1993 University of Virginia Alumni Association Distinguished Student Award
1993 University of Virginia Engineering Foundation Outstanding Student Award
1992 Hugh Cummings Fellowship for contribution to the University of Virginia Honor System

RESEARCH

BOOKS

1. Lenox, Michael. 2023. **Strategy in the Digital Age: Mastering Digital Transformation.** Stanford University Press, Palo Alto.

2. Lenox, Michael & Becky Duff. 2021. **The Decarbonization Imperative: Transforming the Global Economy by 2050**. Stanford University Press, Palo Alto.

   Winner of a 2022 Axiom Business Book Award

3. Lenox, Michael & Ronnie Chatterji. 2018. **Can Business Save the Earth? Innovating Our Way to Sustainability**. Stanford University Press, Palo Alto.

   Winner of a 2020 Axiom Business Book Award

4. De Figueiredo, John, Michael Lenox, Felix Oberholzer-Gee, and Rick Vanden Bergh (co-editors). 2016. **Strategy Beyond Markets.** *Advances in Strategic Management, Volume 34.* Emerald Publishing, London.

5. Harris, Jared, & Michael Lenox. 2013. **The Strategist's Toolkit**. Darden Business Publishing, Charlottesville.

JOURNAL ARTICLES

6. Lenox, Michael. 2026. "Hannah Ritchie's *Not the End of the World: How We Can Be the First Generation to Build a Sustainable Planet*." **Administrative Science Quarterly**. Published online May 16.

7. Lenox, Michael & Michael Toffel. 2022. "Diffusing Environmental Management Practices within the Firm: The Role of Information Provision." **Sustainability**. 14(10): 5911.

8. Jones, Jessica, Michael Conger, Michael Lenox, Sid Vedula, & Jeff York. 2019. "Constructing Green Building: The Role of Entrepreneurial Action in Institutionalizing Industry Standards." **Academy of Management Perspectives**. 33(4): 425-449.

9. York, Jeff, Sid Vedula, & Michael Lenox. 2018. "It's Not Easy Building Green: The Intersection of Private and Public Institutions in the Adoption of Voluntary Certification Standards." **Academy of Management Journal**. 61(8): 1492–1523.

10. Ahuja, Gautam, Laurence Capron, Michael Lenox, & Dennis Yao. 2018. "Strategy and the Institutional Envelope." **Strategy Science**. 3(2): 2-10. (Lead Article to special issue on "Institutional Strategy")

11. Lyon, T., M. Delmas, J. Maxwell, P. Crifo, M. Chiroleu-Assouline., T. Bansal, R. Durand, A. King, M. Lenox, M. Toffel, & F. Wijen. 2018. "CSR Needs CPR: Corporate Sustainability and Politics." **California Management Review**. 60(4): 5-24. (Lead Article)

    Selected best paper of 2018, California Management Review.

12. Chao, Raul & Michael Lenox. 2018. "Toward a Unified Model of Innovation and Technological Change." **Journal of Enterprise Transformation**. DOI: 10.1080/19488289.2018.1424060. p1-16.

13. Eesley, Chuck, Katy DeCelles, & Michael Lenox. 2016. "Through the Mud or in the Boardroom: A Broad Spectrum Approach for Examining Activist Types and Their Strategies in Targeting Firms for Social Change." **Strategic Management Journal**. 37(12): 2425-2440.

14. York, Jeff & Michael Lenox. 2014. "Exploring the Socio-Cultural Drivers of De Novo versus De Alio Entry in Emerging Industries." **Strategic Management Journal.** 35(13): 1930-1951.

15. Hall, Jeremy, Greg Daneke, & Michael Lenox. 2010. "Sustainable Development and Entrepreneurship: Past Contributions and Future Directions." **Journal of Business Venturing.** 25(5): 439-448. **(**Lead Article to Special Issue on Sustainable Development and Entrepreneurship)

16. Lenox, Michael, Scott Rockart, & Arie Lewin. 2010. "Does Interdependency Affect Industry Profitability? An Empirical Test." **Strategic Management Journal.** 31(2): 121-139. (Lead Article)

17. Lenox, Michael & Chuck Eesley. 2009. "Private Environmental Activism and the Selection and Response of Firm Targets." **Journal of Economics & Management Strategy**. 18(1): 45-73.

18. Lenox, Michael, Scott Rockart, & Arie Lewin. 2007. "Interdependency, Competition, and Industry Dynamics." **Management Science**. 53(4): 599-615.

    Reprinted with a new introduction in G. Markman & P. Phan (eds). 2012. *Market Entry, Competitive Dynamics, and Entrepreneurial Market Entry*. Edward Elgar Publishing: Cambridge, MA. 2012.

19. Lenox, Michael. 2006. "The Role of Private, Decentralized Institutions in Sustaining Industry Self-Regulation." **Organization Science**. 17(6): 670-690. (Lead Article)

20. Dushnitsky, Gary & Michael Lenox. 2006. "When Does Corporate Venture Capital Create Firm Value?" **Journal of Business Venturing**. 21(6): 753-772.

21. Eesley, Chuck & Michael Lenox. 2006. "Firm Responses to Secondary Stakeholder Action." **Strategic Management Journal**. 27(8): 765-782.

22. Lenox, Michael, Scott Rockart, & Arie Lewin. 2006. "Interdependency, Competition, and the Distribution of Firm and Industry Profits." **Management Science**. 52(5): 757-772.

23. Dushnitsky, Gary & Michael Lenox. 2005. "When Do Firms Undertake R&D by Investing in New Ventures?" **Strategic Management Journal**. 26(10): 947-965.

    Reprinted in S. Zahra (ed). *Frontiers of Entrepreneurship Research 2005: Proceedings of the Twenty-Fifth Annual Entrepreneurship Research Conference*. AMBCE: Wellesley, MA. 2005.

24. King, Andrew, Michael Lenox, & Ann Terlaak. 2005. "The Strategic Use of Decentralized Institutions: Exploring Certification with ISO 14001 Management Standard." **Academy of Management Journal**. 48(6): 1091-1106.

25. Dushnitsky, Gary & Michael Lenox. 2005. "When Do Incumbents Learn from Entrepreneurial Ventures? Corporate Venture Capital and Incumbent Firm Innovation Rates." **Research Policy**. 34(5): 615-639.

26. Lenox, Michael & Andrew King. 2004. "Prospects for Developing Absorptive Capacity through Internal Information Provision." **Strategic Management Journal**. 25(4): 331-345.

27. Lenox, Michael & Jennifer Nash. 2003. "Industry Self-Regulation and Adverse Selection: A Comparison Across Four Trade Association Programs." **Business Strategy and Environment**. 12(6): 343-356.

28. King, Andrew & Michael Lenox. 2002. "Exploring the Locus of Profitable Pollution Reduction." **Management Science**. 48(2): 289-299.

29. Lenox, Michael. 2002. "Organizational Design, Information Transfer, and the Acquisition of Rent-Producing Resources." **Computation and Mathematical Organization Theory**. 8(2): 113-131.

30. King, Andrew & Michael Lenox. 2001. "Lean and Green? Exploring the Spillovers from Lean Production to Environmental Performance." **Production and Operations Management**. 10(3): 244-256.

31. King, Andrew & Michael Lenox. 2001. "Does it Really Pay to Be Green? An Empirical Study of Firm Environmental and Financial Performance." **Journal of Industrial Ecology**. 5(1): 105-116.

32. King, Andrew & Michael Lenox. 2000. "Industry Self-Regulation Without Sanctions: The Chemical Industry's Responsible Care Program." **Academy of Management Journal**. 43(4): 698-716.

In 2020, one of three finalists for inaugural *Academy of Management Journal Impact Award* for most impactful article on the world ever published in AMJ.

33. Lenox, Michael, Andrew King, & John Ehrenfeld. 2000. "An Assessment of Design-for-Environment Practices in Leading U.S. Electronics Firms." **Interfaces**. 30(3): 83-94.

34. Lenox, Michael & John Ehrenfeld. 1997. "Organizing for Effective Environmental Design." **Business Strategy & Environment**. 6(4): 187-196.

35. Lenox, Michael & John Ehrenfeld. 1997. "The Development & Implementation of DfE Programs." **Journal of Sustainable Product Design**. 1(1): 17-27.

36. Lenox, Michael & John Ehrenfeld. 1995. "Design for Environment: A New Framework for Strategic Decisions." **Environmental Quality Management**. 4(4): 37-52.

    Reprinted in Marcus & Willis (eds.) *Moving Ahead with ISO 14000*. Wiley & Sons: New York, NY. 1997.

37. Lenox, Michael & Yacov Haimes. 1996. "The Constrained Extremal Distribution Selection Method (A Method for Assessing the Risk of Hazardous Material Accidents at U.S. Facilities)." **Risk Analysis**. 16(2): 161-176.

BOOK CHAPTERS

38. Lenox, Michael. 2025. "Democratic Capitalism, Industrial Policy, and the Challenge of Climate Change." In S. Milkis & S. Miller (Eds.) *Can Democracy and Capitalism be Reconciled?* Oxford University Press: Oxford, UK.

39. Lenox, Michael & Jeffrey York. 2011. "Environmental Entrepreneurship." In T. Bansal & A. Hoffman (Eds.) *Oxford Handbook on Business and the Environment*. Oxford University Press: Oxford, UK.

40. Lenox, Michael. 2007. "The Prospects for Industry Self-Regulation of Environmental Externalities." In N. Woods (Eds.) *Making Global Regulation Effective: What Role for Self-Regulation?* Oxford University Press: Oxford, UK.

41. King, Andrew, Michael Lenox, & Michael Barnett. 2001. "Strategic Responses to the Reputation Commons Problem." In Hoffman & Ventresca (Eds.) *Organizations, Policy and the Natural Environment: Institutional and Strategic Perspectives*. Stanford University Press: Stanford, CA.

REFEREED PROCEEDINGS

42. Hou Young, Jared Harris, and Michael Lenox. 2026. "Is Where You Sit, Where You Stand? The Complementarity of Strategic and Social Positioning." *Best Paper Proceedings of the 2026 Academy of Management Conference*. Philadelphia, PA. August, 2026. Finalist for Best Paper in Strategy Division.

43. Jones, Jessica, Jeff York, Michael Lenox, Michael Conger and Siddharth Vedula. 2018. "Constructing Green Building: Sustainability Transition through an Entrepreneurial Lens." *Best Paper Proceedings of the 2018 Academy of Management Conference*. Chicago, IL. August, 2018.

44. Eesley, Chuck & Michael Lenox. 2006. "Secondary Stakeholder Actions and the Selection of Firm Targets." *Best Paper Proceedings of the 2006 Academy of Management Conference*. Atlanta, GA. August, 2006.

45. Eesley, Chuck & Michael Lenox. 2005. "Firm Responses to Secondary Stakeholder Action." *Best Paper Proceedings of the 2005 Academy of Management Conference*. Honolulu, HI. August, 2005.

46. Dushnitsky, Gary & Michael Lenox. 2003. "When Do Firms Undertake R&D by Investing in New Ventures?" *Best Paper Proceedings of the 2003 Academy of Management Conference*. Seattle, WA. August, 2003.

47. King, Andrew & Michael Lenox. 2001. "Who Adopts Management Standards *Early*? An Examination of ISO 14001 Certifications" *Best Paper Proceedings of the 2001 Academy of Management Conference*. Washington, DC. August, 2001.

48. Lenox, Michael, Ben Jordan, & John Ehrenfeld. 1996. "Design for Environment: A Survey of Current Practice." *Proceedings of the IEEE International Symposium on Electronics & Environment*. Dallas, TX. May, 1996.

REPORTS

49. Duff, Rebecca and Michael Lenox. 2025. "Policy Playbook for Catalyzing Innovation in the Commonwealth of Virginia." Deliverable from the 2025 *Jefferson Innovation Summit*. Charlottesville, VA.
50. Duff, Rebecca and Michael Lenox. 2023. "Policy Playbook for Decarbonization." Deliverable from the 2023 *Jefferson Innovation Summit*. Charlottesville, VA.
51. Duff, Rebecca and Michael Lenox. 2019. "Path to 2060: Decarbonizing the Agriculture Sector." *Batten Briefing Series*. Charlottesville, VA.
52. Duff, Rebecca and Michael Lenox. 2018. "Path to 2060: Decarbonizing the Industrials Sector." *Batten Briefing Series*. Charlottesville, VA.
53. Duff, Rebecca and Michael Lenox. 2018. "Policy Playbook for Innovating for Climate Change." *Batten Briefing Series*. Charlottesville, VA.
54. Duff, Rebecca and Michael Lenox. 2018. "Path to 2060: Decarbonizing the Electric Utility Sector." *Batten Briefing Series*. Charlottesville, VA.
55. Duff, Rebecca and Michael Lenox. 2017. "Path to 2060: Decarbonizing the Automobile Sector." *Batten Briefing Series*. Charlottesville, VA.
56. Glinska, Gosia and Michael Lenox. 2016. "Innovating for Sustainability: Challenges and Opportunities." *Batten Briefing Series*. Charlottesville, VA.
57. King, Andrew, Michael Lenox, Chuck Eesley, and Asif Mehedi. 2014. "The Economic Impact of Entrepreneurial Alumni: A Case Study of the University of Virginia." *Batten Briefing Series*. Charlottesville, VA.
58. Carr, Sean and Michael Lenox. 2014. "Entrepreneurship and the Middle Class: Can Startups Save the American Dream?" *Batten Briefing Series*. Charlottesville, VA.
59. Bierenbaum, Dan, and Mary Margaret Frank, Michael Lenox, and Rachna Maheshwari. 2012. "Winning the Green Innovation Economy: An Analysis of Worldwide Patenting." *Batten Briefing Series*. Charlottesville, VA.
60. King, Andrew & Michael Lenox. 1999. "Quantitative Assessment of U.S. Manufacturing Companies' Environmental Performance (1987-1997)." The Innovest Group: New York, NY.
61. Ehrenfeld, John & Michael Lenox. 1997. "Implementing Design for Environment: A Primer." Digital Equipment Corporation: Maynard, MA.

WORK IN PROGRESS

62. Allen, Ryan, Mana Hasmati, Michael Lenox, Rory McDonald, and Maelle Perez. 2025. "AI, Disruption, and Strategic Decision Making." Revise & Resubmit, **Strategic Management Journal**.
63. Burbano, Vanessa, Olga Hawn, Witold Henisz, and Michael Lenox. 2025. "What Do Strategy Scholars Have to Say About Grand Challenges?" Under review for publication in **special edited volume**.
64. Chen, John, Michael Leiblein, Michael Lenox, and Hart Posen. 2025. "Technology Transitions in the Presence of Uncertain Learning Curves". Working Paper.
65. Hou Young, Jared Harris, and Michael Lenox. 2025. "Is Where You Sit, Where You Stand? The Complementarity of Strategic and Social Positioning." Working Paper.

66. DesJardine, Mark and Michael Lenox. 2026. Working Paper. "Who Governs the Green Corporation? Shareholders and the Durability of Environmental Commitment." For publication in edited volume **Redefining Corporate Governance: From Value Capture to Durable Value**, Editors: Willie Ocasio, Mike Bednar, Joe Mahoney. Elgar Publishing.
67. Lenox, Michael, Tatjana Minulla, and Hieu Le. 2025. "Artificial Intelligence and the Race to Decarbonize Electricity Generation." Working Paper.
68. Miller, Scott, Thomas Roberts, Zach Johnson, Kate Shadlock, Michael Lenox, and Sid Milkis. 2025. "The Global Capitalism Index: A Multimodal Index of Measuring Market Systems." Working Paper.
69. Cheong, So-Min, Michael Lenox, and Sid Vedula. "Geographic Locus of Cleantech Innovation." Under development. Target, **Research Policy**.
70. Lenox, Michael and Maelle Perez. "AI Adoption and Changes in the Structure of Competition." Under Development. Target, **Strategic Management Journal**.
71. Lenox, Michael and Scott Rockart. 2009. "Interdependencies, Competitive Dynamics, and Firm Innovation Policy." Working Paper.

GRANTS

$100K	**Principal Investigator**. Jefferson Trust grant to convene a Decarbonization Summit and standup a Decarbonization Lab (with Deborah Lawrence & Jonah Fogel)	2022-2023
$500K	**Principal Investigator**. Private grant to conduct a research initiative on business innovation and climate change	2017-2018
$105K	**Co-Principal Investigator**. Kauffman Foundation and Nesta Foundation grant to run experiments on entrepreneurial decision making (with Andrew King & Sean Carr)	2014-2017
$50K	**Principal Investigator**. National Science Foundation grant to convene a workshop on metrics to assess corporate sustainability	2009-2010
$300K	**Co-Principal Investigator**. US EPA StarGrant to examine the efficacy of information disclosure to encourage industry self-regulation (with Andy King & Lori Bennear)	2006-2009
$12K	**Co-Principal Investigator**. Duke Innovating Program in the Social Sciences grant to develop a firm environmental performance database (with Lori Bennear)	2005-2006
$10K	**Co-Principal Investigator**. Duke Innovating Program in the Social Sciences grant to develop social science computational models (with Scott Rockart and Scott DeMarchi)	2005-2006
$521K	**Co-Principal Investigator**. General Motors grant to study radical technological change as it applies to the development of fuel cell technology (with Will Mitchell and Wes Cohen)	2003-2005
$250K	**Co-Principal Investigator**. National Science Foundation grant, cosponsored by the US EPA and US Census Bureau to study industry self-regulation (with A. King & R. Radnor)	1999-2003
$250K	**Research Assistant**. National Science Foundation grant to study pollution prevention (Center for Technology Policy & Industrial Development, MIT)	1994-1999
$250K	**Research Assistant**. National Science Foundation grant to study assessing risk of extreme events (Center for Risk Assessment, University of Virginia)	1992-1994

OUTREACH

PODCASTS

Good Disruption Podcast Series with Yael Grushka-Cockayne.

Episode 37. Brain-Computer Interfaces. August 2026
Episode 36. Disruptor: Savannah Bananas. July 2026
Episode 35. LDES. June 2026.
Episode 34. Disruptor: Faraj Aalaei. May 2026.
Episode 33. Disruptor: Ralph Sampson. April 2026.
Episode 32. Fintech. March, 2026.
Episode 31. CES Highlights. February, 2026.
Episode 30. Disruption 101. January, 2026.
Episode 29. Year in Review. December, 2025.
Episode 28. LLMs. September, 2025.
Episode 27. Commercial Drones. September, 2025.
Episode 26. GLP-1 Medications. August, 2025.
Episode 25. Small Module Nuclear. April, 2025.
Episode 24. Quantum Computing. March, 2025.
Episode 23. Digital Twins. February, 2025.
Episode 22. Humanoid Robots. January, 2025.
Episode 21. Year in Review. December, 2024
Episode 20. Voter Tech. November 2024.
Episode 19. Distributed Energy. October 2024.
Episode 18. Social Media. September 2024.
Episode 17. AI Companions. August, 2024.
Episode 16. Vertical Farming. July, 2024.
Episode 15. Autonomous Vehicles. June, 2024.
Episode 14. Digital Fashion. May, 2024.
Special. 2024 Technology Forecasts. January, 2024.
Episode 13. Year in Review. December, 2023.
Episode 12. AI + Entertainment. November, 2023.
Episode 11. Renewable Energy. February, 2023.
Episode 10. Remote Work. February, 2023.
Episode 9. NFTs. February, 2023.
Episode 8. Deep Fakes. February, 2023.
Special. Leading Women Disruptors. November, 2022.
Episode 7. Precision Medicine. June, 2022.
Episode 6. Artistic AI. June, 2022.
Episode 5. Metaverse. June, 2022.
Episode 4. Clean Meat. June, 2022.
Episode 3. Online Education. April, 2022.
Episode 2. Cryptocurrency. April, 2022.
Episode 1. Electric Vehicles. April, 2022.
Episode 0. An Introduction. April, 2022.

THOUGHT AND OPINION PIECES

"On the Future of Business Education"
Darden Dean's Blog. June 24th, 2026.

"On Viewpoint Diversity"
Darden Dean's Blog. June 11th, 2026.

"On Academic Freedom"
Darden Dean's Blog. June 5th, 2026.

"On Academic Integrity"
Darden Dean's Blog. April 20th, 2026.

"Why We Serve"
Darden Dean's Blog. March 12th, 2026.

"Why We Research"
Darden Dean's Blog. February 25th, 2026.

"Why We Teach"
Darden Dean's Blog. January 27th, 2026.

"Robots-taxis Waymo: lorsque le logiciel devient le cœur d'un produit…,"
Le Monde, April 1, 2026.

"Will Tesla Become the Blackberry of Electric Vehicles?" An interview with McGregor McCance.
Darden Ideas to Action. September 2nd, 2025.

"Trump Backs Bold AI Agenda. What Are the Risks and Rewards?" An interview with McGregor McCance.
Darden Ideas to Action. January 22nd, 2025.

"Green Tech: Disrupting the Status Quo to Slow Climate Change." with Becky Duff.
SDG Action. November11th, 2024.

"Strategic Alignment in the Age of AI: The 7 Foundations of Competitive Success." with Tom Schaumburg.
Darden Ideas to Action. June 28th, 2024.

Forbes India. July 5, 2024. (Reprint)

"Autonomous Vehicles: A Winding Road Toward Us Adoption." with Sharon Zhou.
Darden Ideas to Action. June 14th, 2024.
SmartCity Mag (France). July 24, 2024. (Excerpted)

"Electric Vehicles Hit Some Recent Potholes." An interview with McGregor McCance.
Darden Ideas to Action. March 12th, 2024.

"Triathlete Professors: Mastering Teaching, Research, and Practice at Darden" with Yael Grushka-Cockayne.
Darden Report. February 20th, 2024.

"Is Silicon Valley the Next Detroit?" with Alex Cowan.
Darden Ideas to Action. February 6th, 2024.

"5 Ways Digital Technology Is Redefining Competitive Dynamics" An interview with Seb Murray.
Darden Ideas to Action. August 29th, 2023.

"Is Generative AI a Disruptive Paradigm-Shifter? The Questions to Ask." with Tom Schaumburg.
Darden Ideas to Action. August 9th, 2023.

"Policy in the Digital Age." (Excerpt from Strategy in the Digital Age)
Porchlight Books. *ChangeThis*. July 19th, 2023.

"The hunt for technologies to disrupt carbon." with Becky Duff.
Financial Times. July 5th, 2023.

"5 Difficult but Feasible Steps to Reverse the Climate Crisis." with Becky Duff.
Darden Ideas to Action. June 15th, 2023.

"Climate Change: The Window is Closing to Take Action." with Becky Duff.
Darden Ideas to Action. March 18th, 2022.
Forbes India. June 6, 2022. (Reprint)

"We must rethink food production to decarbonize agriculture by 2050". with Becky Duff.
Face the Current. October 25, 2021.
Le Monde. January 7, 2022. (Reprint)

"How to tackle decarbonization when fossil fuels are the backbone of the economy." with Becky Duff.
The Hill. October 15, 2021.

"The Core of Apple's Strategy." with Jared Harris and Aine Doris.
Darden Ideas to Action. August 6, 2021.

"Welcome to the Post-Information Age." with Alex Cowan.
Darden Ideas to Action. January 21, 2021.

"Post-Covid: An Opportunity for a Greener Future." with Becky Duff.
Darden Ideas to Action. July 1, 2020.

"Can *Your* Business Save the Earth?"
Taking Care in Business. March 24, 2020.

"On Words: Disruption and Climate Change? They are Connected."
UVA Today. December 12, 2019. Reprinted in *Forbes India*. January 15, 2020.

"No industry will be impacted by climate change worse than agriculture." with Becky Duff.
The Hill. August 14, 2019.

"3 Ways Entrepreneurs Can Influence the Adoption of Environmental Standards" with Jeff York, Sid Vedula
Greenbiz. November 27, 2018.

"Surprising Advantages Environmental Entrepreneurs Have Over Established Companies" with Jeff York, Sid Vedula
Entrepreneurship Magazine. October 10th, 2018.

"Sustainable Disruption." with Ronnie Chatterji
Stanford Social Innovation Review. August 21st, 2018.

"How can we unlock the power of the innovation system for good?" with Ronnie Chatterji.
Fast Company. June 14th, 2018.

"Put the Pieces Together: How We Save The Earth" with Ronnie Chatterji.
Darden Ideas to Action. June 8, 2018.

"Can Business Save the Earth?" with Ronnie Chatterji.
Earth Talk. May 22, 2018.

"Leadership Comes in Many Forms. Helping Business Save the Earth."
Great Leadership. May 17th, 2018.

"Trumps Anti-Climate Stance Will Obstruct Green Innovation"
Forbes.com. June 7th, 2017.

"Greenwashing: In the Eye of the Beholder" with Jenny Abel.
Darden Ideas to Action. April 20, 2017.

"Strategy Beyond Markets: The Intersection of Business, Public Policy and Ethics." with Jenny Abel.
Darden Ideas to Action. March 23, 2017.

"Three Things: What is Disruptive Innovation".
Darden Ideas to Action. Feb 27, 2017.

"Innovating for Sustainability: Will Business Rise to the Challenge?" with Gosia Glinska.
Darden Ideas to Action. November 4, 2016.

"Strategy Maps." with Jared Harris.
Darden Ideas to Action. March, 2016.

"Turning Down the Heat: Climate Control Through Policy and Innovation" with Erika Herz.
Darden Ideas to Action. March, 2016.

"Climate Action After Paris: Not the Yellow Brick Road" with Erika Herz.
Huffington Post. February, 2016.

"Innovation in the Time of Disruptive Rule-Breaking" with Jay Hodgkins.
Darden Ideas to Action. February 1st, 2016.

"Do Startups and Incumbents Differ on Reasons for Entering into Green Industries?" with Jeff York.
Huffington Post. August 12th, 2015.

"The Path to Disruption: Entrepreneurs, Incumbents, and the Next (R)evolution in Online Education"
Forbes.com. May 27th, 2015.

"Interdependency, Swiss Army Knives, and the Limits to MOOCs"
Forbes.com. July 23rd, 2014.

"Warby Parker and the Hands-on of Retailing" with Rebecca Goldberg.
Washington Post. Case in Point Series. February 21st, 2014.

"'More' not 'Or': Fear and Loathing the World of MOOCs"
Forbes.com. January 9th, 2014.

"In the Game Console Market, a Holiday Battle" with Rebecca Goldberg.
Washington Post. Case in Point Series. December 6th, 2013.

"A New Use for MOOCs: Real-World Problem Solving" with Zafrin Nurmohamed and Nabeel Gillani.
Harvard Business Review Blog Network. July 4th, 2013.

"The Imminent Shakeout? Disruptive Innovation and Higher Education"
Forbes.com. March 29th, 2013.

"Will Social Entrepreneurs Build a Sustainable Future?"
Network for Business Sustainability (NBS.net). August 7, 2012.

"Who is poised to lead the clean energy revolution?"
Forbes.com. May 29th, 2012.

"Using an Acquisition to Rev Up a Company"
Washington Post. Case in Point Series. May 27th, 2012.

"Is Alternative Energy in BP's Future?"
Washington Post. Case in Point Series. May 2nd, 2011.

"Sustainability Strategy as Corporate Strategy" with Dean Krehmeyer and Brian Moriarty.
EthiSphere Magazine. November 2nd, 2009.

"Make Sustainability Strategy Your Corporate Strategy" with Dean Krehmeyer.
Investor Relations Newsletter. November, 2009.

"What to Make of Corporate Sustainability?"
CaseInPoint. Aspen Institute. September, 2007.

KEYNOTES, LECTURES, AND PANELS (Select*)

** Have chaired or participated in hundreds of panel discussions aimed at a general audience.*

"The Three Critical Questions in Life" (Graduation Speaker)
Darden 2026 Graduation Academic Regalia Ceremony. Charlottesville, VA. May 16th, 2026.

"AI 360" (Keynote Speaker)
MIT Alumni Event. Washington, DC. November 17th, 2025.

"Strategy in the AI Age" (Conference Keynote)
Future Business Leaders of America. Charlottesville, VA. April 12th, 2025.

"Strategy in the Digital Age" (Conference Keynote)
Strategy Winter Conference. Park City, UT. March 2nd, 2024.

"Strategy in the Digital Age" (Conference Keynote)
Thought Leadership on the Sales Professional Conference. Washington, DC. June 15, 2023.

"Transformation in the Digital Age" (Conference Keynote)
Edward Jones Trailblazers Conference. St Louis, MO. May 25, 2023.

Honor Keynote at UVA Convocation
University Opening Convocation. University of Virginia. Charlottesville, VA. August 21st, 2022.

"The Decarbonization Imperative" (Conference Keynote)
Strategy & the Business Environment Conference. Austin, Texas. May 6, 2022.

Conducted a series of keynote lectures to promote the launch of the Decarbonization Imperative:
The Decarbonization Imperative. Sponsored by the Seattle Times. (10/21/2021)
Innovation Hubs Migrate Beyond Traditional Geographies. GreenBiz Summit. (10/28/2021)
Climate Change & Business. Fuqua School of Business / EDGE Series. (11/4/2021)
The Decarbonization Imperative. ERI Convergence Dialogue @ UVA. (11/11/2021)
The Decarbonization Imperative. Darden Alumni Webinar. (11/11/2021)
Decarbonization and Climate Mitigation. Grand Challenges Forum on Climate Change. UVA. (11/17/2021)
The Decarbonization Imperative. Sponsored by Stanford Research Park. (12/14/2021)

"Contributions in Strategy Modeling"
Academy of Management Virtual Symposium. December 16, 2021.

"Path to 2050: Industry Transformation and Climate Change" (Conference Keynote)
Swedbank Sustainability Conference. Vilnius, Lithuania. February 14, 2020.

"Can Business Save the Earth? Innovating our way to sustainability"
UVA Bicentennial Sustainability Summit. Charlottesville, VA. October 29, 2018.

"Can Business Save the Earth? Innovating our way to sustainability"
UVA Sustainability Program. San Francisco, CA. June 19, 2018.

"Can Business Save the Earth? Innovating our way to sustainability"
Executive Program. Shanghai, China. May 9, 2018.

"Can Business Save the Earth? Innovating our way to sustainability"
Asia Society. Hong Kong, China. May 8, 2018.

"Can Business Save the Earth? Innovating our way to sustainability"
TomTom Festival. Charlottesville, VA. April 12, 2018.

"The Prospects for Innovating our Way to Sustainability" (Conference Keynote)
Sustainability Ethic and Entrepreneurship Conference. Denver, CO. May 16, 2016.

Speaker at "Angels, Venture Capital, and Corporates in the National Research Commercialization Enterprise"
Congressional Briefing. US Congress. Washington, DC. February 11, 2016.

"The End of Higher Education as We Know It? The Potential and Limits of Online Education"
UVA Flash Seminar. University of Virginia. Charlottesville, VA. February 2, 2016.

"Towards a Unified Behavioral Theory of Strategy"
Vienna Conference on Strategy, Organizational Design, and Innovation. Vienna, Austria. June 20, 2015.

"My MOOC Journey: Insights into the Brave New World of Online Education"
More-Than-The-Score Lecture Series. University of Virginia. Charlottesville, VA. October 25th, 2014.

Honor Keynote at UVA Convocation
University Opening Convocation. University of Virginia. Charlottesville, VA. August 24th, 2014.

"My MOOC Journey: Insights into the Brave New World of Online Education"
Aspen Institute Business and Society Symposium. New York, NY. September 26th, 2013.

"Global Trends in Renewable Energy Innovation"
Virginia Policy Review Energy Forum. University of Virginia. Charlottesville, VA. April 20th , 2012.

"Global Trends in Renewable Energy Innovation"
UVA Venture Summit. University of Virginia. Charlottesville, VA. April 19th, 2012.

"Global Trends in Renewable Energy Innovation"
Fetner Lecture. Syracuse University. Syracuse, NY. April 11th, 2012.

"What Does Corporate Sustainability Mean Today" (Conference Keynote)
Partners in Business Ethics Conference. University of Texas. Austin, TX. September, 2011.

RESEARCH SEMINARS

"AI, Data Centers, and Decarbonization"
Environmental Entrepreneurship Conference. Stanford University. Palo, Alto, CA. March 2026.
Strategy Seminar. Duke University. Durham, NC. October 2024.
LaCross Ethical AI Institute Annual Conference. University of Virginia. Charlottesville, VA. December 2024.
Sustainability Seminar. University of Virginia. Charlottesville, VA. December 2024.

"The Path to 2050: Industry Transformation and Climate Change"
C-PREE Energy Seminar. Princeton University. Princeton, NJ. October 2023.
Precourt Energy Seminar. Stanford University. Palo Alto, CA. November 2022.
ARCS Seminar. Alliance for Research in Corporate Sustainability. Virtual. February 2021.
Strategy Seminar. Rice University. Dallas, TX. October 2020.
Strategy Seminar. Purdue University. West Lafayette, IN. September 2020.
Gerhart Center Seminar. American University of Cairo. Cairo, Egypt. September 2020.
System Dynamics Seminar. MIT. Cambridge, MA. October 2019.
Strategy Seminar. Cornell University. Ithaca, NY. October 2019.

"The Prospects for Innovating Our Way to Sustainability"
Strategy Seminar. University of Melbourne. Melbourne, AU. June 2019.
Strategy Seminar. University of Minnesota. Minneapolis, MN. March 2019.
Strategy Seminar. Boston University. Boston MA. November 2018.
Strategy Seminar. Brigham Young University. Provo, UT. February 2017.
Strategy Seminar. University of Michigan. Ann Arbor, MI. December 2016.

Strategy Seminar. Nanyang Technological University. Singapore. October 2016.
Strategy Seminar. University of North Carolina. Chapel Hill, NC. March 2016.
Strategy Seminar. Miami University. Oxford, OH. March 2016.

"The Locus of Greentech Entrepreneurship and Innovation"
Strategy Seminar. INSEAD. Fontainebleau, France. April 2014.
Strategy Seminar. University of Southern California. Los Angeles, CA. April 2013.
Strategy Seminar. Cornell University. Ithaca, NY. April 2013.
Entrepreneurship Seminar. University of Colorado. Boulder, CO. April 2013.
Entrepreneurship Seminar. Whitman School, Syracuse University. Syracuse, NY. April 2012.
Strategy Seminar. Ross School, University of Michigan. Ann Arbor, MI. March 2012.
Management Seminar. Business School, University of Maryland. College Park, MD.. March, 2012.
Policy Seminar. George Washington University. Washington, DC. March, 2012.
Strategy Seminar. London Business School. London, UK. July 2010.
Policy Seminar. Oxford University. Oxford, UK. July, 2010.

"The Intersection of Private and Public Institutions in the Adoption of Voluntary Certification Standards."
Strategy Seminar. Warrington School of Business, University of Florida. September 2015.
CORE Seminar. Darden School of Business, University of Virginia. September 2010.
Strategy Seminar. University of Minnesota. Minneapolis, MN. March, 2010.
ARCS Conference. University of Michigan. Ann Arbor, MI. May, 2009.
Strategic Research Forum Conference. Annapolis, MD. May, 2009.

"Interdependency, Competition, and Industry Dynamics."
Druid Conference. Copenhagen, Denmark. June, 2009.
Strategy Seminar. The Ohio State University. Columbus, OH. November 2008
Cross-Strategy Seminar. Stern School. New York University. New York, NY. April, 2008.
TOM Seminar. Harvard Business School. Harvard University. Boston, MA. February, 2008.
Strategy Seminar. Ross School, University of Michigan. Ann Arbor, MI. December, 2006.
Summer Institute in Competitive Strategy. Hass School, UC Berkeley. Berkeley, CA. June, 2006.
Strategic Research Forum Conference. Toronto, ON. May, 2004.
Organization Science Winter Conference. Steamboat Springs, CO. February, 2004.

"Environmental Stakeholder Actions and the Selection and Reaction of Firm Targets."
CRES Strategy Seminar. Olin School. Washington University. St. Louis, MO. November, 2008.
Strategy Seminar. Darden School. University of Virginia. Charlottesville, VA. October, 2007.
Erb Institution Seminar Series. University of Michigan. Ann Arbor, MI. December, 2006.
DUSP Seminar Series. Massachusetts Institute of Technology. Cambridge, MA. November, 2006.
Industry Self-Regulation Conference. Tuck School, Dartmouth College. Hanover, NH. February, 2006.

"Corporate Venture Capital and Incumbent Firm Innovation Rates."
Department Seminar. Department of Social and Decision Sciences, CMU. Pittsburg, PA. 2005.
Entrepreneurship Seminar. Darden School. University of Virginia. Charlottesville, VA. November, 2003.
Wharton Technology Mini-Conference. University of Pennsylvania. Philadelphia, PA. March, 2003.
Strategy Seminar. Boston University. Boston, MA. September 2002.
Technology Seminar. Wharton, University of Pennsylvania. Philadelphia, PA. March, 2002.

"Exploring the Prospects for Industry Self-Regulation."
Corporate Social Responsibility Workshop. Yale University. New Haven, CT. January, 2007.
EPA Cutting Edge Speaker Series. Research Triangle Park, NC. May, 2006.
Seminar Series on Global Self-Regulation. Oxford University. Oxford, UK. June, 2003.
Center for Environmental Solutions. Nicholas School, Duke University. Durham, NC. September, 2002.
Dean's Seminar. Stern School, New York University. New York, NY. March, 2002.

"Exploring Certification with the ISO 14001 Management Standard."
Regulatory Policy Seminar. Kennedy School, Harvard University. Cambridge, MA. October, 2005.
EPA Policy Workshop. Washington, DC. April, 2004.
International Business Seminar. Stern School, New York University. New York, NY. April, 2001.

"The Locus of Profitable Pollution Reduction."
Management Seminar. Tuck School, Dartmouth College. Hanover, NH. December, 2001.
Management Seminar. Business School, University of Maryland. College Park, MD. December, 2001.
Management Seminar. McCombs School, University of Texas. Austin, TX. December, 2001.
Management Seminar. Fuqua School, Duke University. Durham, NC. November, 2001.
EPA Workshop on Capital Markets and Environmental Performance. Laguna Beach, CA. February, 2001.

"Overcoming Agency and Information Problems in the Diffusion of Best Practice within Firms."
Wharton Technology Mini-Conference. University of Pennsylvania. Philadelphia, PA. March, 2001.
Management Seminar. Stern School, New York University. New York, NY. February, 1999.
Management Seminar. William & Mary College. Williamsburg, VA. February, 1999.
Management Seminar. Tulane University. New Orleans, LA. January, 1999
Strategy Seminar. McDonough School, Georgetown University. Washington, DC. January, 1999.

"Governing the Reputation Commons." *Kellogg Conference on Organizations, Policy and the Natural Environment*. Kellogg School, Northwestern University. Evanston, IL. May, 2000. (With Andrew King)

REFEREED CONFERENCE PRESENTATIONS

"Is Where You Sit, Where You Stand?" (with Young Hou and Jared Harris)
2026 Academy of Management Conference. Philadelphia, PA. August, 2026.

"Technology Transitions in the Presence of Uncertain Learning Curves "
2025 Wharton Corporate Strategy & Innovation Conference. Philadelphia, PA. December, 2025.

"Technology Transitions in the Presence of Uncertain Learning Curves "
2023 Strategic Management Society Conference. Toronto, ON. October, 2023. (With Michael Leiblein)

"Technology Transitions in the Presence of Uncertain Learning Curves "
2023 Academy of Management Conference. Boston, MA. August, 2023.

"Technology Transitions in the Presence of Uncertain Learning Curves "
2023 Alliance for Research in Corporate Sustainability Conference. Washington, DC. June, 2023.

"Constructing Green Building: Sustainability Transition through an Entrepreneurial Lens"
2018 Academy of Management Conference. Chicago, IL. August, 2018. (With Jessica Jones)

"It's Not Easy Building Green: The Intersection of Private and Public Institutions."
2016 Strategy Ethics and Entrepreneurship Conference. Boulder, CO. May, 2016. (With Jeff York)

"Building Green Industries: Exploring the Socio-Cultural Determinants of De Novo vs. De Alio Entry."
2013 Academy of Management Conference. Orlando, FL. August, 2013. (With Jeff York)

"Building Green Industries: Exploring the Socio-Cultural Determinants of De Novo vs. De Alio Entry."
2012 Strategic Management Society Conference. Prague, Czech Republic. October, 2012. (With Jeff York)

"Building Green Industries: Socio-Cultural Environment and Entrepreneurial Entry."
2011 Academy of Management Conference. San Antonio, TX. August, 2011. (With Jeff York)

"Revisiting: Interdependencies, Competition, and Industry Dynamics."
2011 Academy of Management Conference. San Antonio, TX. August, 2011.

"Policy Drivers of the Direction of Innovative Activity: An Examination of Renewable Energy Incentives."
2010 Strategic Management Society Conference. Rome, Italy. September, 2010. (With Jeff York)

"Policy Drivers of the Direction of Innovative Activity: An Examination of Renewable Energy Incentives."
2010 Academy of Management Conference. Montreal, ON. August, 2010. (With Jeff York)

"Building Green Industries: Socio-Cultural Environment and Entrepreneurial Entry."
2010 Academy of Management Conference. Montreal, ON. August, 2010. (With Jeff York)

"The Intersection of Private and Public Institutions in the Adoption of Voluntary Certification Standards."
2009 Strategic Management Society Conference. Washington, D.C. October, 2009. (With Jeff York)

"The Intersection of Private and Public Institutions in the Adoption of Voluntary Certification Standards."
2009 Academy of Management Conference. Chicago, IL. August, 2009. (With Jeff York)

"Mechanism Choice and the Sourcing of External Knowledge"
2008 INFORMS Conference. Washington, D.C. October, 2008.

"Does Interdependency Affect Industry Profitability? An Empirical Test"
2008 Academy of Management Conference. Anaheim, CA. August, 2008. (Presented by Scott Rockart)

"Environmental Stakeholder Actions and the Selection and Reaction of Firm Targets."
2007 Academy of Management Conference. Philadelphia, PA. August, 2007. (With Chuck Eesley)

"Environmental Stakeholder Actions and the Selection and Reaction of Firm Targets."
2007 Conference on Strategy and the Business Environment. Harvard, Boston, MA. March, 2007.

"Secondary Stakeholder Actions and the Selection of Firm Targets." (Selected as a Best Paper)
2006 Academy of Management Conference. Atlanta, GA. August, 2006. (With Chuck Eesley)

"Interdependency, Competition, and Industry Dynamics."
2006 Atlanta Competitive Advantage Conference. Atlanta, GA. June, 2006.

"The Implications of Complementarities on the Structural Evolution of Industries."
2005 Strategic Management Society Conference. Orlando, FL. October, 2005.

"Firm and Industry Profits when Complementarities Drive Resource and Capability Heterogeneity."
2005 Academy of Management Conference. Honolulu, HI. August, 2005.

"Absorptive Capability, Organization Structure, and Information Provision."
2005 Academy of Management Conference. Honolulu, HI. August, 2005.

"Firm Responses to Secondary Stakeholder Action." (Selected as a Best Paper)
2005 Academy of Management Conference. Honolulu, HI. August, 2005. (With Chuck Eesley)

"Firm and Industry Profits when Complementarities Drive Resource Heterogeneity." (Presented by Scott Rockart)
2005 Atlanta Competitive Advantage Conference (ACAC). Atlanta, GA. June, 2005.

"When Do Firms Undertake R&D by Investing in Entrepreneurial Ventures?"
2005 Babson Entrepreneurship Research Conference. Newton, MA. June, 2005.

"Complementarities, Competition, and Intra-Industry Heterogeneity in Profits."
2004 Strategic Management Society Conference. San Juan, PR. November, 2004.

"Exploring Certification with the ISO 14001 Management Standard"
2004 Wharton/United Nations Global Compact Conference. Philadelphia, PA. September, 2004.

"Sustaining Industry Self-Regulation in the Face of Free Riding"
2004 Conference on Management Strategy and the Business Environment. Philadelphia, PA. March, 2004.

"Investing in New Ventures as a Strategy to Generate Innovations" (Honorable Mention, Best Paper)
2003 Strategic Management Society Conference. Baltimore, MD. November, 2003. (With Gary Dushnitsky)

"The Evolution of External R&D: Exploring the Role of Equity Investment in Building Technology Alliances?"
2003 INFORMS Conference. Atlanta, GA. October, 2003. (Presented by Gary Dushnitsky)

"When Do Firms Undertake R&D by Investing in New Ventures?" (Selected as a Best Paper)
2003 Academy of Management Conference. Seattle, WA. August, 2003. (With Gary Dushnitsky)

"Corporate Venture Capital and Creating Firm Value"
2003 Academy of Management Conference. Seattle, WA. August, 2003. (With Gary Dushnitsky)

"Corporate Venturing Activity and Incumbent Firm Innovation Rates"
2002 Academy of Management Conference. Denver, CO. August, 2002. (With Gary Dushnitsky)

"Who Adopts Management Standards *Early*? An Examination of ISO 14001 Certifications" (Selected as a Best Paper) *2001 Academy of Management Conference*. Washington, DC. August, 2001.

"Does it *Really* Pay to Be Green?"
2000 Academy of Management Conference. Toronto, ON. August, 2000. (With Andrew King)

"Antecedents of Environmental Improvement."
1999 INFORMS Conference. Philadelphia, PA. November, 1999. (With Andrew King)

"The Role of Corporate Headquarters in DfE Adoption: A Longitudinal Study of the Electronics Sector."
1999 Greening of Industry Conference. Chapel Hill, NC. November, 1999.

"Emerging Institutional Arrangements for Environmental Regulation."
1999 Greening of Industry Conference. Chapel Hill, NC. November, 1999. (With Andrew King)

"The Effect of Environment Standards on Supply Chain Performance."
1999 Academy of Management Conference. Chicago, IL. August, 1999. (With Andrew King)

"Implications of Heterogeneous Expectations on Modes of Governance."
1998 INFORMS Conference. Seattle, WA. October, 1998. (Part of Dissertation Proposal Contest)

"The Management of Extramural Knowledge."
1998 INFORMS Conference. Seattle, WA. October, 1998. (With Andrew King & Anne-Marie Knott)

"Further Unpacking Stickiness: The Role of Biased Expectations in the Transfer of Knowledge."
1998 Academy of Management Conference. San Diego, CA. August, 1998.

"The Benefits of Membership: Performance Implications of the Responsible Care Program"
1998 Academy of Management Conference. San Diego, CA. August, 1998.

"Eco-transforming Electronics: Lessons from the Diffusion of DfE."
1997 Greening of Industry Conference. Santa Barbara, CA. November, 1997.

"Reverse Logistics & Industrial Ecology: Using Product Design to Increase the Returns from Recovery Efforts."
1996 INFORMS Conference. Atlanta, GA. November, 1996.

"Organizing for Effective Environmental Design." (Selected as a Best Paper.)
1996 Greening of Industry Conference. Heidelberg, Germany. November, 1996.

MEDIA MENTIONS, PODCASTS AND INTERVIEWS

On Digital Strategy:

New York Times. 7/22/2026. "Tesla Profit Falls Even as Car Sales Rebound." By Jack Ewing.
New York Times. 6/11/2026. "How Tesla's Stock Listing in 2010 Enables SpaceX's IPO." By Jack Ewing.
Business Insider. 2/10/2025. "Robotaxis are Brutally Expensive: This CEO Wants to Change That." By Tom Carter.
UVAToday. 01/24/2025. "Q&A: What Are the Risks and Rewards of a Bold AI Agenda?" by McGregor McCance.
Darden Report. 10/22/2024. "Automation Could Take Your Job. It Might Create a New One for You Too." By McGregor McCance.
Darden Report. 05/01/2024. "To Lead is Human. What does responsible leadership mean in the age of AI?" by Michael Blanding.
UVAToday. 08/30/2023. "How AI 'Voice Fakes' Are Changing Music." by Alice Berry.
Authority Magazine. 6/14/2023. "How to use digital transformation to take your company to the next level."
Conducted a series of podcasts to promote the launch of *Strategy in the Digital Age*:
The Best Business Minds. With host Marc Kramer (4/12/2024)
Mastering Digital Transformation. An interview by Bob Morris (6/19/2023)
The Business of Tech Podcast. With host David Sobel. (6/20/2023)
The Digital Transformation Podcast. With host Kevin Crain. (6/22/2023)
Monday Morning Podcast. With host Dean Robart (6/27/2023)
22nd Century Management Podcast. With host Kenneth Edmonds (6/28/2023)
Outthinkers Podcast. With Kaihan Krippendorff (7/2023)
Partnering Leadership Podcast. With host Mahan Tavakoli (7/2023)
Office Hours. With host David Meltzer (8/29/2023)

Duct Tape Marketing Podcast. With host John Jantsch (7/2023)
Phoenix Life Coach Podcast. With host Frank Garcia (7/2023)
The CTO Show Podcast. With host Mehmet Gonullu (7/2023)
Intel's Embracing Digital Transformation Podcast. With host Darren Pulsipher (7/11/2023)
Agile Digital Transformation Podcast. With host Tim Butara (8/24/2023)
Sales Leadership Show. With host Phil Gerbyshak (8/10/2023)
The Backpack Show LIVE with Chris Brogan (8/4/2023)
ARC Advisory Blog Interview. (7/2023)
Moontower Business Podcast. (10/25/23)

On Corporate Sustainability:

New York Times. 9/5/2025. "Elon Musk Could Become First Trillionaire Under New Tesla Pay Plan." By Jack Ewing and Peter Eavis.
New York Times. 7/9/2025. "Trump Says He's Making America More Competitive. Is He?" By Jess Bidgood.
New York Times. 7/2/2025. "How Republican EV cuts could put U.S. carmakers behind China" By Jack Ewing.
ABC News. 4/22/2025. "Earth Day 2025: How the Trump administration's policies will impact global decarbonization." By Julia Jacobo.
New York Times. 2/20/2025. "Does Elon Musk Still Care About Selling Cars?" By Jack Ewing.
Forbes. 12/11/2024. "Rare Earth Ban Fuels Doubt About the Viability of the US Auto Industry." By Steve Banker.
New York Times. 10/18/2024. "Tesla Self-Driving System Will Be Investigated by Safety Agency." By Jack Ewing.
Fast Company. 6/1/2024. "China is awash in $10,000 EVs. Importing them could have changed everything." By Adele Peters.
CNN Business. 5/1/2024. "No, the electric vehicle market isn't crashing. It just needs recharging." By Peter Valdes-Dapena.
New York Times. 3/18/2024. "Tesla's troubles raise questions about its invincibility." By Melissa Eddy & Jack Ewing
ICF Insights. 11/8/2023. "Energy in 30: Clean technology and changing behaviors".
AP News. 4/28/2023. "PGE announces major clean energy storage project in Portland." By Isabella O'Malley.
Livewire. 1/26/2022. "Your Car May Not Be the Only EV in the Future." by Sascha Brodsky.
Forbes India. 12/7/2021. "Data Matters: 4 Workplace Functions." by Michael Blandin.
Conducted a series of podcasts to promote the launch of the *Decarbonization Imperative*:
JENerational Change (10/7/2021)
Be Bold America (10/10/2021)
Convergence Dialogue (10/18/2021)
*Kenn O*n (10/19/2021)
Praxisnet (10/21/2021)
StorageCafe. 8/7/2021. "The Future is Electric." by Mirela Mohan.
Financial Times. 2/2/2021. "Business Schools Slow to Practise What They Teach on Sustainability" by Andrew Jack.
Fox Business. 9/2/20. "Jobs of the future: 10 fastest-growing occupations." by Audrey Conklin.
Taking Care of Business. 3/19/20. "Can Business Save the Earth?". (Podcast interview.)
Maeil Business Newspaper (South Korea). 2/27/20. "Companies are destroying the environment? Destructive Innovator to Save the Earth!"
White & Case. 12/3/19. "Considering Legal Implications of Open Sourcing Patents for Sustainable Vehicles" by Bijal Vakil.
RadioIQ. 9/12/19. "Electric Car Events" by Sandy Hausmann.
Daily Progress. 9/1219. "Downtown car show helps jolt interest in fossil fuel-free rides." by Bryan McKenzie
Knowledge@Wharton. 4/16/2019. "Why Toyota is Betting on Hybrid Technology"
Authority Magazine. 12/13/2018. "Entrepreneurs Tackling Climate Change." by Amine Rahal.
Forbes. 11/14/2018. "Our Best Bet To Avoid Climate Disaster May Be Entrepreneurs" by Tim Sparapani.
S&P Global Intelligence. 5/31/2018. "Global power sector may not decarbonize fast enough" by Esther Whieldon.
Clean Technica. 4/28/2018. "Does Toyota Prius History Foreshadow Tesla's Future?" by Matt Pressman.
Stanford eCorner. 4/22/2016. "It's Everybody's Business Now" by Mike Pena.
SF Chronicle. 9/24/2013. "Startups and Incumbents Differ on Reasons for Getting Into Green Building"
CNN Money/Fortune. 2/4/2013. "Why it Makes Sense for Auto Foes to Join Forces" by Shelly DuBois.
Christian Science Monitor. 12/26/2012. "Why are US firms going 'green': CEOs or customers?" by David Unger
BusinessWeek. 1/9/2012. "Renew and Improved: Sustainable Energy" by Alina Dizik

Bergen County Record. 10/14/2010. “High-Level Green Officers are Sprouting in NJ” by Hugh Morley
Virginia Business Magazine. 3/30/2010. “Corporate Sustainability is Reshaping Virginia’s Iconic Industries” by N.A.Ellis
BNET. 8/4/2009. “Green Leaders View Environmentalism as Strategic Opportunity” By Jeremy Dann
BizEd. July 2009. “Focus on Faculty: Advancing Sustainable Scholarship”
Richmond Times Dispatch. 2/27/2009. “Can green boost jobs, help environment?” by Kevin Morley.
NPR’s With Good Reason. 10/8/2008. “Going Green and Staying in the Black.”
Politco. 10/15/2008. “Can Green Jobs Save Us?” by Jeanne Cummings.
The News & Observer. 6/1/2008. “Green Saves Green: Companies' eco-friendly changes.” by John Murawski.
The Economist . 5/22/2008. “Strange Bedfellows.” by Gregory Dicum.
The News & Observer. 2/10/2008. “More Companies Aim to be Socially Responsible.” by Tim Simmons.
HBS Working Knowledge. Jan 14, 2008. “Mapping Polluters: Encouraging Protectors” by Martha Lagace
World Bank. Jan 11, 2008. “Withdrawing the claws from data: a new year's proposal”
GreenBiz.com. Jan 11, 2007. “MapEcos”
New York Times. 1/7/2008. “A Threat So Big, Academics Try Collaboration” by Claudia Deutsch
The Economist. Dec. 18, 2007 “MapEcos”
CNN. Dec. 14, 2007. “Mapping out the environment” by Peter Walker.
MIT Technology Review . November 28, 2007. “Exposing Big Polluters”
Financial Times. November 30, 2007. “Pollution is put on the map” by Della Bradshaw
Associated Press. 9/24/2007. “Green MBA’s Seek to Balance Profit and Planet.” by Michelle Locke Ho.
(Picked up by over 200 media outlets including New York Times, Business Week, NPR, CBS)
The News & Observer. 6/15/2007. “Wal-Mart Cutting Energy Use.” by Sue Stock.
NPR’s Morning Edition. 6/6/2007. “Bank to Build Green Branches.” by Leoneda Inge.
Reuters. 4/8/2007. “Citigroup Commits $50B to Green Projects.” by Jonathan Stempel.
The News & Observer. 3/7/2007. “Bank of America Bets on Green Future.” by Sue Stock.
Environmental Science & Technology. 11/1/2004. 38(23). “Responsible Care at 15 Years.” by Terry Yosie.
New York Times. 11/23/2002. “Dialogue on Pollution is Allowed to Trail Off.” by Barnaby Feder.
InsideEPA. 11/2002. “Research Examines the Chemical Industry’s Responsible Care Program.”
Chemical Policy Alert. 11/2002.
The Chronicle. 10/21/2002. “Fuqua Study Finds Pollution Problems.” by Liana Wyler.
Chemical Week. 7/5/2000. “Public Disclosure: Warts and All.” by Bill Schmitt.

On Innovation Strategy:

CNN. 11/14/2018. “Amazon HQ2 process highlights the company's data obsession.” by Kaya Yurieff.
CNN. 2/2/2018. “The genius strategy behind Amazon's HQ2 search.” by Kaya Yurieff.
International Finance News. 12/19/2014. “The short distance between scientific researches to business.”
The Economic Times. 8/16/2013. “15 global business leaders on how India Inc can beat economic slowdown”
USA Today. 9/6/2011. “Moves by HP, Google further marginalize the traditional PC” by Jon Swartz.
BNET. 7/15/2009. “Darden Prof: Tap Outside Resources to Rev Your Innovation Engine” by Jeremy Dann.
C-ville Weekly. 10/2009. “Darden Helps City to be on Money's List” by Chiara Canzi.
Financial Times. Jan 19, 2004. “GM powers fuel cell research” (Numerous media outlets picked up the announcement of GM-sponsored research project including the Associated Press and Ascribe Newswire.)
Forbes. 1/29/09. “Corporate VCs Hang Tough” by Charles Foster.
Appeared on SqueezePlay on Report on Business Television (Canada). 9/12/2006.
Appeared on WCHL, Chapel Hill, NC. 9/12/2006.
Electronic Business. 8/1/2006. “Show Me the Technology” by Bill Roberts.
Dow Jones Newswire. 3/23/2005. “How Do Start-ups Lock Up the Big Idea?” by Peter Loftus.
The Business – Europe’s Global Business News. 4/3/2005
Les Echos. 6/29/2005. “Les Industriels à Nouveau Séduits par les Start-up” by Virginie Robert.
Knowledge@Wharton. 10/6/2005. “How Corporate Venture Capital Investing Increases Innovation.”
National Dialogue on Entrepreneurship. 10/17/2005. “The Power of Corporate Venture Capital.”

On Online Education:

Forbes. 9/9/2019. “The Best Coursera Courses for Managers.” by Tom Taulli.
Entrepreneur Magazine. 3/25/2015. “10 Free Online Courses the Can Benefit Every Entrepreneur” by Thomas Smale.
Charlottesville Tomorrow. 12/5/2014. “Local Experts Discuss Impacts of Technology on Teaching.” by Brian Wheeler.

Philly.com. 12/2/2014. “A World-Class Business Education for Free? Here’s How.” by Sam Wood.
The Case Centre. 6/19/2014. “Making cases work on-line” by Emma Simmons.
Bloomberg Businessweek. 5/29/2014. “25 Essential MOOC Courses in Business for June.” by Jeff Schmitt.
Financial Review. 5/28/2014. “Get World Class Skills without Leaving Home.” by Tim Dodd.
Duke Magazine. 4/28/2014. “Mooc U?” by Robert Bliwise.
The Case Centre. 4/22/2014. “To Mooc or not to Mooc?” by Emma Simmons.
Fast Company. 10/31/2013. “The State Department Partners with Coursera to Support Free Education in Over 30 Countries.” by Anya Kamenetz.
AACSB. 8/16/2013. “MOOCs and Open Access Education.” Interview with John Fernandez.
Wall Street Journal Market Watch. 2/6/2013. “U.Va. Darden Strategy MOOC Enables Students To Help Entrepreneurs And Nonprofits.”
Virginia Business. 2/7/2013. “Darden Launches ‘Massively Open’ Online Course.”
Campus Technology. 2/7/2013. “U Virginia Business Strategy MOOC to Partner With Entrepreneurs, Nonprofits” by Kevin Hudson
NBC29. 2/7/2013. “Online UVA Business Class Teaches Strategic Analysis”
Business Week. 2/27/2012. “Pushing Free Online Learning in a New Direction” by Alison Damast.
US News. 2/27/2012. “Free Online Classes May Help MBA Students” by Menachem Wecker.

On Academic Integrity:
Virginia Magazine. 6/2016. “Modern Honor” by S. Richard Gard JR.
National Public Radio. 6/1992. All Things Considered.

TEACHING

DEGREE PROGAM COURSES

Darden School of Business, University of Virginia
Nominated, Outstanding Faculty Award (’12, ’16, ’20, ‘22)
Top 10% Darden Faculty Recognition (numerous)

First Year Strategy (5yr avg. teacher rating = 4.9/5.0) — 2010-Present
Residential MBA Core, Course Head (2010-2014)

Strategy in the Digital Age (5yr avg. teacher rating = 4.9/5.0) — 2020-Present
Residential MBA Elective

Mead Liberal Arts Seminar (5yr avg. teacher rating = 5.0/5.0) — 2010-Present
Residential MBA Elective

First Year Innovation, Design, and Entrepreneurship in Action (avg. teacher rating = 4.5/5.0) — 2016-2017
Residential MBA Core, Course Head (2015-2016)

Entrepreneurs Taking Action (avg. course rating = 4.7/5.0) — 2010-2011
Residential MBA Elective, Speaker Course

Strategy I (avg. teacher rating = 5.0/5.0) — 2010, 2015, 2023, 2025
PhD Seminar (faculty lead, joint with other strategy faculty)

College of Arts & Sciences, University of Virginia

The Lawn Seminar (avg. teacher rating = 5.0/5.0) — 2014-Present
Undergraduate 4th-year Elective

Fuqua School of Business, Duke University
Runner-up, Daimler-Chrysler Faculty Teaching Award (’07, ’08)

Foundations of Strategy (avg. teacher rating: 6.5/7.0) — 2003-2007
Daytime MBA Core, Course Coordinator (2003-2007)

Corporate Strategy (avg. teacher rating: 6.8/7.0) — 2006
Weekend Executive MBA Core, Course Coordinator
Highest rated teacher and course for Class of ‘06

Strategy I and II — 2007-2008
PhD Seminar (with Will Mitchell)

Stern School of Business, New York University
Dean’s Commendation for Teaching Excellence (’00,’01,’02)

Technology Innovation & Entrepreneurship (avg. teacher rating: 6.8/7.0) — 2001-2002
MBA Elective

Business Policy & Strategy (avg. teacher rating: 6.4/7.0) — 2000-2002
Undergrad Core

ONLINE COURSES

Darden School of Business, University of Virginia

Digital Business Strategy, Coursera (enrollment = 70,000+) — Since Fall 2023
Based on my book Strategy in the Digital Age.

Navigating the Risks and Opportunities of Climate Change, ExecOnline — Since Fall 2023
Derived from my book "The Decarbonization Imperative".

Digital Transformation, Coursera (enrollment = 150,000+) — Since Spring 2018
In partnership with BCG Consulting.
Rated one of the most popular online courses by ClassCentral (February 2022)
Rated one of the 12 Most Popular Business Courses on Coursera (May 2019)
Rated one of the top 5 online business courses by Forbes (September 2019)
Ranked top 2 course on Digital Transformation by Digital Defynd (April 2021)

Business Strategy Specialization, Coursera (enrollment = 100,000+) — Since Fall 2015
Four course specialization including Foundations of Business Strategy, Advanced Business Strategy, Growth Strategies, and Strategy Execution and Planning
Rated one of the top 5 online business courses by Forbes (September 2019)

Foundations of Business Strategy, Coursera (enrollment = 500,000+) — Since Spring 2013
Among 6 faculty to first offer courses on Coursera from the University of Virginia
Recognized by BusinessWeek as one of the top 10 MOOCs offered

Foundations of Business Strategy, Udemy (enrollment = 125,000+) — Since Spring 2012
Among 20 faculty selected nationwide for Udemy's Faculty Project

EXECUTIVE EDUCATION COURSES

Darden School of Business, University of Virginia

Introduction to Digital Transformation	2021 - Present
Strategy Essentials Specialization	2020 - Present
PhD+ Business in Society (UVA course for doctoral students)	2021 - 2023
Strategic Use of Data	2020 - 2021
Management Development Program	2011 - 2020
Leadership Partners in Healthcare Management	Jun 2016
Grow to Greatness	Nov 2012
Various corporate education programs including ABInbev, ASCOM, Capital One, CKGSB, Edward Jones, ESOP, EXL, Hylant, ICF, MAS, Merkel, MMI, NAMIC, Navy Federal Credit Union, USAID, US Army, US Navy, USMC, Pitney Bowes, PPG, Sewell, State Farm, UTC, Verisk	2009 - Present

Fuqua School of Business, Duke University

Advanced Management Program	Fall 2007, Spring 2008
Climate Change Leadership Program (*Faculty Leader*)	Spring 2007

Advisory University, PricewaterhouseCoopers

Foundations of Strategic Analysis	Fall 2007, Spring 2008
Changing & Emerging Business Models	Fall 2006

COURSE MATERIALS

Textbooks

The Strategist's Toolkit. 2013. Darden Business Publishing (UVA S-0195), Charlottesville, VA

Video Lectures

Darden Business School, University of Virginia: Charlottesville, VA.

Foundations of Business Strategy. 2012. (Series of 7 modules, 3hrs 45 minutes of content)
Foundations of Business Strategy. Revised 2015. (Series of 4 modules, each ~1 hour of content)
Advanced Business Strategy. 2015. (Series of 4 modules, each ~1 hour of content)
Growth Strategies. 2015. (Series of 4 modules, each ~1 hour of content)
Strategy Execution and Planning. 2015. (Series of 4 modules, each ~1 hour of content)
Digital Transformation. 2017. (Series of 4 modules, each ~1 hour of content)
Intro to Digital Transformation. Revised 2020. (Series of 5 modules, each ~1 hour of content)
Strategy in the Digital Age. 2023. (Series of 7 modules, each ~1 hour of content)

Teaching Cases

Darden Business Publishing, University of Virginia: Charlottesville, VA.

Traditional Cases
Everactive: Product Giant or Platform Pioneer? (UVA S-0450)
Intertrust Technologies: Digitizing and Decarbonizing the Electrical Grid (UVA S-0449)
Carbfix: Creating a Market for Permanent Carbon Storage (UVA S-0407)
Cryptocurrency and the Washington Nationals: Once Bitten, Twice Shy? (UVA S-0393)
Driving Waymo's Fully Autonomous Future (UVA S-0367)
Fluidigm's Survival Battle: Turnaround in the Midst of a Genomics Revolution (UVA S-0339)
Amazon's HQ2 in Arlington: New Digs, New Strategy? (UVA S-0323)
Nintendo Switch (UVA S-0302)
Zappos, Inc. and the Warehouse Decision (UVA S-0227)
Warby Parker (UVA Draft)
Redhook Ale Brewing (UVA S-0230)
JetBlue Airways versus American Airlines: A Competitive Dynamics Game (UVA S-0250)
Battle for Logan Airport: JetBlue vs. AA (UVA S-0229)
Sony Playstation 4: Aim and Fire (UVA S-0203)
Apple (Computer) Inc.: Whither the Mac? (UVA S-0202)
Tata Motors Ltd: Ratan's Next Steps (UVA S-0184)
BP: Beyond Petroleum (UVA S-0182)

Live Cases
Google, Inc.: Buy, Hold, or Sell? (UVA S-0179)
Home Depot, Inc: Buy, Hold, or Sell? (UVA Draft)
The Walt Disney Company: Mickey Mouse or Media Mammoth (UVA S-0178)
Apple (Computer) Inc. (UVA S-0177)
SonyPlaystation 4 (UVA S-0181)
Pepsico: Growing the Lead (UVA S-0180)

Technical Notes
Introduction to Strategy (UVA-S-0183)
Conducting Research in Ethics and Corporate Responsibility (UVA E-0353)
(Each chapter of the Strategist's Toolkit is also available as an individual technical note.)

World Resources Institute: Washington, DC.

Alpha Motors, Ltd.: Integrating lifecycle environmental concerns into product design (1998)

Stern School of Business, New York University: New York, NY.

Supervised the creation of 18 teaching cases by MBA students on the topics of technology strategy and entrepreneurship. Cases used in courses at NYU, Duke, and at other universities.

GUEST LECTURING

University of Virginia

Engineering Business 2830 & 90 (Doug Garland and George Prpich faculty)	Fall 2024
Engineering Systems Management of Climate Change (Michael Gorman faculty)	January 2020
Foundations of Engineering (James Kelly faculty)	Spring 1994
Introduction to Engineering Science (James Kelly faculty)	Fall 1993
School of Engineering and Applied Science	
Leadership in Practice (Nicole Eramo faculty)	Spring 2020
Community Engagement Seminar (Everett Fortner faculty)	Spring 2016
College of Arts and Sciences	
Design Entrepreneurship (Kim Tanzier and Warren Buford faculty)	Spring 2013
School of Architecture	
Sustainable Business (Dick Brownlee and Mark White faculty)	Fall '08, '09
General Managers Taking Action (John Colley faculty)	Spring '09,'10
Darden School of Business	

Duke University

Energy, Technology, and Climate Change (Jim Rabenhorst faculty)	Spring 2006
Nicholas School of Environment	
Environmental Law (Jim Salzman faculty)	Fall 2004-
Law School	Spring 2008
Managing Radical Technological Change (Jim Rabenhorst faculty)	Fall 2004
Fuqua School of Business	Spring 2004

New York University

Issues in Professional Practice - PhD Seminar (Amy Wrzesniewski faculty)	Spring 2002
Introduction to Research Methods - PhD Seminar (Zur Shapira faculty)	Spring 2001
Advanced Strategy - PhD Seminar (Frances Milliken faculty)	Spring 2001
Analyzing Large Datasets - PhD Seminar (Roy Radner faculty)	Spring 2001
Stern School of Business	

Northwestern University

Global Issues in Management (Max Bazerman faculty)	Spring 1998
Kellogg School of Management	

Massachusetts Institute of Technology

Strategic Environmental Management (Henry Jacoby faculty)	Spring 1997
Sloan School of Management	

PHD MENTORING

PhD Committee/ Advisor	Gary Dushnitsky	PhD 2004, Management, Stern School, New York University (Hired as an assistant professor at Wharton, University of Pennsylvania)
PhD Committee	Michael Roach	PhD 2007, Strategy, Fuqua School, Duke University (Hired as an assistant professor at Kenan-Flagler, UNC)
PhD Committee	Ankush Chopra	PhD 2007, Strategy, Fuqua School, Duke University (Hired as an assistant professor at Babson College)
Advisor	Chuck Eesley	PhD 2009, Entrepreneurship, Sloan School, MIT (Hired as an assistant professor at Stanford University)
PhD Committee/ Advisor	Jeffrey York	PhD 2009, Entrepreneurship, Darden School, University of Virginia (Hired as an assistant professor at University of Colorado)
PhD Committee	Sid Vedula	PhD 2015, Entrepreneurship, University of Colorado (Hired as an assistant professor at Babson College)
PhD Committee	Sid Pailla	PhD 2018, Systems Engineering, University of Virginia (Launched an entrepreneurial venture)
PhD Committee	Cat Summers	PhD 2022, Systems Engineering, University of Virginia (Hired as a post-doc at University of Michigan)
PhD Committee	Xian Qu	PhD 2024, Sociology, University of Virginia (Joined a consulting firm)
PhD Committee/ Advisor	Maelle Perez	Current PhD Student, Strategy, Darden School, University of Virginia
Advisor	Yalin Xing	Current PhD Student, Strategy, Darden School, University of Virginia

SERVICE

UNIVERSITY

University of Virginia

University Wide:

UVA Karsh Institute's Democracy & Capitalism Lab (Academic Co-Director)	2025-Present
Mead Endowment Advisory Board	2011-Present
Jefferson Fellows Selection Committee (for Darden)	2009-Present
Raven Nominating Committee (for Darden)	2008-Present
Special Advisor to the Provost, UVA Innovates	2023-2025
UVA Miller Center Democracy & Capitalism Initiative (Academic Co-Director)	2023-2025
UVIMCO Advisory Council for Investment Responsibility (Faculty Representative)	2021-2025
UVA Licensing and Venture Group Board of Directors (President's Appointee)	2015-2025
UVA Honor Committee Faculty Advisory Committee	2010-2020, 2023-2024
UVA Strategic Research Infrastructure Initiative Steering Committee	2022-2023
University of Virginia Economic Development Council (Presidential Appointee)	2018-2021
UVA Committee on the Future of Morven	2019-2020
University of Virginia Strategic Planning Commission (Co-Chair, Presidential Appointee)	2018-2019
Sky Allan Scholarship Selection Committee	2015-2019
University Committee on Sustainability	2014-2019
UVA Bicentennial Commission's Future of Higher Education Group (Rector's Appointment)	2017-2018
UVA Board of Visitor Retreat (Session Facilitator)	2016, 2018, 2019
UVA Strategic Investment Advisory Committee (Rector's Appointment)	2016-2018
UVA Honor Audit Commission	2016-2018
University Working Group on Social Entrepreneurship	2012-2015
University Global Planning Work Group	2014-2015
University Strategic Planning Resources Work Group	2012-2013
Vice President's Pan-University Sustainability Group	2009-2013
University of Virginia Technology Transfer and Ventures Advisory Group	2009-2011
Virginia Research, Innovation, Science, and Engineering (V-RISE) Planning Group	2009-2011
University of Virginia Energy Task Force	2009-2011
Presidential Inauguration Subcommittee – Research	2010-2011
Chairman, University of Virginia Honor Committee	1992-1993
Student President, University of Virginia Engineering School	1992-1993

Darden School of Business:

Interim Dean	2026
Dean's Strategy and Leadership Teams	2008-2026
Senior Advisor to the Dean	2023-2026
Senior Associate Dean and Chief Strategy Officer	2016-2023
Associate Dean of Innovation Programs	2008-2016
Academic Director of Batten Institute	2013-2015
Executive Director of Batten Institute	2008-2013
Doctoral Program Committee	2023-Present
Dean's Advisory Committee on Sustainability (Chair from 2013-2016, 2024-present)	2009-Present
Guest Speaker/Teacher at Admissions Events	2008-Present
Executive Education Program Committee	2018-2024
Residential MBA Program Committee	2010-2015, 2017-2018
Appointments (P&T) Committee	2011-2014
Research, Course Development, and Doctoral Policy Committee	2008-2011
McGowan Fellowship Selection Committee (Faculty Chair)	2020-2023
Batten Institute Executive Director Search Committee (Co-Chair)	2022
Research Grant Review Committee (Chair)	2021
Organizer, Strategy Brownbag	2019-2021
Business History Faculty Search Committee (Chair)	2025
SEE Faculty Search Committee (Chair)	2018, 2020, 2024, 2025

iLab Director Search Committee (Chair)	2016
Executive Education CEO Search Committee	2016
Colley-Mead Award Committee (Chair)	2009-2016
MBA Program 1st Year Consolidation & Simplification Task Force (Chair)	2014-2015
EMBA/GEMBA Program Review Task Force	2014-2015
Facilities Planning Task Force	2013-2015
West Coast Strategy Task Force (Chair)	2013-2014
Research Center Budgeting Task Force (Co-Chair)	2014
Faculty Campaign Committee	2010-2014
SrAD and COO Search Committee (Chair)	2013
SrAD for External Relations Search Committee (Chair)	2013
Executive Director of the Darden Foundation Search Committee (Chair)	2013
OneDarden Task Force (Co-chair)	2012-2013
Genovese Fellowship Selection Committee	2011 2018
First Year Program Committee	2009-2010
Marketing Task Force	2008-2009
Sustainability in the Curriculum Task Force	2008-2009
Technology in the Curriculum Workgroup	2008-2009
Facilities Review Task Force	2008-2009
Panelist at Darden Days Admitted Student Weekend	2008, 2015, 2018
Guest Lecturer at Alumni Leadership Weekend	2008, 2016
Ad Hoc Research Reviewer for Reappointment Cases	2009, 2010
Ad Hoc Teaching Observer for Reappointment Cases	2009, 2010
Ad Hoc Committee of Inquiry	2008

Duke University

University Wide:

Faculty Director & Founder, Corporate Sustainability Initiative	2007-2008
Faculty Advisory Committee, Nicholas Institute for Environmental Solutions	2005-2008
Faculty Member, Sanford PhD Program in Public Policy	2005-2008
Member, Campus Sustainability Committee	2007-2008
Ad hoc Promotion and Tenure Committee, Nicholas School	Fall 2006
Executive Committee, Duke Center for Environmental Solutions	2003-2005

Fuqua School of Business:

Lead Faculty, Fuqua International Alumni Retreat (Moscow, Russia)	2008
Faculty Member, Fuqua Honor and Grievance Committee	2006-2008
Faculty Member, Duke Innovation Working Group	2006-2008
Ad hoc Admissions Panelist	2007-2008
Fuqua Summer Brown Bag Seminar Coordinator	Summer 2005, 2006
Ad hoc Promotion and Tenure Committees	Spring 2004, 2006
Speaker, Fuqua Blue Devil Weekend	Spring 2003, 2004, 2005
Speaker, Fuqua Student Case Interview Preparation Session	Fall 2004, 2005, 2006
Speaker, Social Impact Club Brown Bag Seminar	Spring 2005
Speaker, PhD Admitted Students Weekend	Spring 2003
Panel Moderator, Footprints Conference	Spring 2006
Panel Moderator, Coach K Center for Leadership & Ethics Annual Conference	Fall 2004, 2005
Panel Moderator, Fuqua Business Technology Club Annual Symposium	Fall 2006
Judge, Duke-UNC Capture the Cup Case Challenge	Fall 2004, 2005
Judge, Social Entrepreneurship Case Competition	Fall 2006
Judge, Fuqua Product Marketing Case Competition	Fall 2004

Strategy/Management Area:

Area Coordinator (Founding Coordinator), Strategy Area	2006-2008
Strategy Recruiting Coordinator, Strategy/Management Area	2005-2008
Strategy Seminar Founder & Coordinator, Strategy/Management Area	2004-2008
Strategy PhD Program Coordinator, Strategy/Management Area	2006-2007
Doctoral Admissions Committee, Management Area	2002-2005

Strategy Recruiting Committee, Management Area 2002-2005
Management Seminar Coordinator, Management Area 2002-2004
Doctoral Comprehensive Exam Committee, Management Area Spring 2004

New York University

Faculty Planning Committee, Berkley Center for Entrepreneurship, Stern School 2000-2002
Recruiting Committee, Management Department 2000-2002
Doctoral Program Committee, Management Department 2000-2002
Strategy Seminar Planning Committee, Management Department 2000-2002
Panelist, Doctoral Student Teaching Workshop, Stern School 2000-2002
Faculty Participant, Business Strategy & Environment at Stern 1999-2002
Web Development Coordinator, Management Department Spring 2002
Strategic Planning Teaching Subcommittee, Management Department Summer 2000

Other Universities

Proctor, Harvard University 1998-1999
Graduate Resident Tutor, Massachusetts Institute of Technology 1996-1998

PROFESSION

Organization Leadership:

Strategy Science Best Paper Selection Committee 2024-2026
President/Faculty Director, Alliance for Research in Corporate Sustainability 2008-2014
Executive Committee, Strategy Research Initiative (Chair 2013-2014) 2011-2014
Theme Director, Strategy Research Foundation Grant Program 2011-2013
Executive Committee, BPS Division, Academy of Management 2009-2011
Research Committee, ENT Division, Academy of Management 2009-2011
Research Committee, BPS Division, Academy of Management 2006-2008
Executive Committee, TIM Division, Academy of Management 2005-2007
Expert Group on Environment, Global Governance Initiative, World Economic Forum 2004-2005

Editorial Positions:

Senior Editor, Strategy Science 2014-2022
Associate Editor, Management Science (Entrepreneurship and Innovation Division) 2009-2013
Associate Editor, Journal of Business Venturing 2009-2013
Guest Editor, Advances in Strategic Management (special issue on non-market strategy) 2014-2016
Guest Editor, Journal of Business Venturing (special issue on entrepreneurship and sustainability) 2008-2009
Editorial Review Board, Strategic Management Journal 2007-Present
Editorial Review Board, Strategic Management Review 2018-Present
Editorial Review Board, Strategic Organization 2007-2015
Editorial Review Board, Journal of Business Venturing 2005-2009
Editorial Review Board, Organization Science 2004-2008

Conference Leadership:

Conference Chair, Global Entrepreneurship & Innovation Research Conference 2010-2012, 2016, 2019, 2027
Conference Coordinator, Strategy and the Business Environment (SBE) Conference 2008, 2024
Conference Co-Chair, ARCS Annual Conference 2009, 2011, 2013, 2023
Conference Chair, Jefferson Innovation Summit 2010, 2011, 2018, 2022, 2025
Conference Chair, Academy of Management Entrepreneurial Exemplars Conference 2012
Conference Coordinator, ARCS Workshop on Data Needs 2010
Conference Co-Chair, Duke Strategy Conference 2008
Planning Committee, Strategic Research Forum Conference 2008
Conference Co-Chair, Institutional Mechanisms for Industry Self-Regulation Conference 2006, 2007
Coordinator, TIM Junior Faculty Workshop, Academy of Management Conference 2006, 2007
Judge (1st round) for the INFORMS Org. Science dissertation proposal contest 2002–2008

Panelist/Discussant/Session Chair (select):

TomTom Festival Panel Moderator (2016), Strategic Research Initiative Panelist/Speaker (2015), Wharton Sustainability Workshop Panelist (2012), Wharton Technology Mini-Conference Discussant (2011), Academy of Management BPS Doctoral Consortium Panelist (2011), Academy of Management BPS Junior Faculty Consortium Facilitator (2011), Academy of Management ONE Doctoral / Junior Faculty Workshop (2009-2011), DRUID Conference Discussant (2009), Strategic Management Society Plenary Session ""The Current State and Future Direction of Non-Market Strategy Scholarship" (2007), CVC Workshop--Academy of Management (2007), Harvard Strategy Conference (2006), Strategic Research Forum (2007, 2005), TIM Junior Faculty Workshop--Academy of Management (2005), "Unusual Perspectives on Strategy"--Strategic Management Society Meeting (2004), "The Role for Agent Based Modeling in Strategy"--Org Science Winter Conference (2004), ONE Doctoral / Junior Faculty Workshop--Academy of Management (2002), BPS Dissertation Workshop--Academy of Management (2001)

Ad hoc Reviewer:

National Science Foundation, Management Science, Strategic Management Journal, Journal of Economics and Management Strategy, Administrative Science Quarterly, Academy of Management Journal, Academy of Management Review, Organization Science, Journal of International Business, Journal of Business Venturing, Policy Sciences, Journal of Industrial Ecology, Journal of Management & Governance, Production and Operations Management Journal, Journal of Business Research, Omega - The International Journal of Management Science, Ecological Economics, Environmental Management, Business Policy & Strategy Division of the Academy of Management, TIM Division of the Academy of Management, ONE Division of the Academy of Management, Oikos Sustainability Case Writing Competition.

Member:

Strategic Management Society, Academy of Management, American Economic Association, INFORMS

PRACTICE

Advisory/Board Member:

Dominion Energy (Richmond, VA)
Coursolve (Boston, MA)
Q-Rayt (Charlottesville, VA)
Seaforge (Annapolis, MD)

Principal, Lenox Consulting, LLC. (Charlottesville, VA). Clients have included:

Axel Johnson Inc. (New York, NY)
Batelle (Columbus, OH)
Celgene (New York, NY)
Digital Equipment Corporation (Waltham, MA)
Dominion Energy (Richmond, VA)
General Electric (Schenectady, New York)
General Motors (Detroit, MI)
Innovest Strategic Value Advisors (New York, NY)
Insource (Richmond, VA)
Kaleo Inc. (Richmond, VA)
Mars Inc. (McLean, VA)
National Student Clearinghouse (Herndon, VA)
National Collegiate Athletic Association – NCAA (Indianapolis, VA)
National Aeronautics and Space Agency – NASA (Langley, VA)
OakNorth (New York, NY)
PGI Inc. (Charlotte, NC)
PricewaterhouseCoopers (Chicago, IL)
The Roosevelt Group (Washington, DC)

Strategic Planning Facilitation:

UVA Athletics
UVA Football
UVA Surgery Department
UVA Center for Real Estate
UVA Karsh Institute
UVA Manning Institute
Foxfield Races, LLC
Jefferson Scholarship Foundation
Monticello/Thomas Jefferson Foundation
St. Paul's Ivy Church

Former analyst with Coopers and Lybrand, now PwC (Arlington, VA)

COMMUNITY

Youth Basketball Coach (retired), VABA, YMCA (Charlottesville, VA) and YMCA (Chapel Hill, NC)
Youth Football Coach (retired), YMCA (Charlottesville, VA)
Usher, St. Paul's Ivy (Ivy, VA)