



**POLLUTION PREVENTION
FACULTY AND PROGRAMS:
BUSINESS**



12 DR. DOUG CERF

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His teaching specialty is Financial Accounting. Research interests include: capital markets and financial analyst reaction to financial disclosures, environmental liabilities, accounting for the cleanup of Superfund sites.

13 DR. RALPH ESTES

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Conducts research and writes on environmental accounting and cost analysis. Recently published a book entitled *Tyranny of the Bottom Line: Why Corporations Make People Do Bad Things* (Berrett-Koehler, 1996). This book presents some of the harm done by corporate pollution, analyzes the reasons for corporate actions that pollute and sets forth a solution or prescription focusing on disclosure so the marketplace can regulate corporate activities. Dr. Estes is involved with The Center for Advancement of Public Policy, a nonprofit organization committed to advancing accountability and equity in society and among its institutions. The Center sponsors the Stakeholder Alliance, a nationwide body of organizations and individuals that will promote full accountability (including pollution, toxics, and other environmental information) to all stakeholders for a comprehensive *Corporate Report to Stakeholders*, which will include emissions data as well as P2 policies adopted by the corporation; this standard is still in the development process.

14 MS. TERRI GOLDBERG

Northeast Waste Management Officials' Association
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Created a financial analysis curriculum called *Improving Your Competitive Position: Strategic and Financial Assessment of Pollution Prevention Projects*. The curriculum is designed to familiarize environmental and operational staff with the procedures and tools for evaluating the financial aspects of a pollution prevention project. Following a broad general introduction to the assessment process, the material focuses on two topics central to financial analysis—costing information and measures of profitability—and concludes with a discussion of qualitative issues.

15 DR. WILLIAM LANEN

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Has developed a case study on the use and results of environmental performance measures in manufacturing. Is also interested in life cycle costing models for manufacturing. Current research activity is in the areas of (1) performance measurement in transitional economics; (2) analytic modeling of empirical accounting research; (3) performance measurement systems; and (4) accounting and environmental issues.

16 DR. CAROL LAWRENCE

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Conducts field research on environmental costing. Has developed model of environmental costs which is called legacy costing. The legacy costing model classifies environmental costs as prevention, assessment, or failure. The full model is visualized as a cube, with the three dimensions representing product quality, environmental performance, and cost. Has written a curriculum module on environmental costs as well as two teaching cases on environmental accounting issues.

17 MS. LINDA SPECHT

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Currently teaching *Environmental Accounting* as an independent study course which includes an overview of accounting and auditing issues, the development of a case study, and the development of a questionnaire regarding environmentally related services performed by CPA firms.

18 DR. CHRISTOPHER H. STINSON

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Director of the MBS concentration in Natural Resource and Environmental Management. Teaches an MBA level course in environmental accounting—course topics include cost accounting analysis associated with pollution prevention, financial accounting for environmental costs, environmental taxes, and environmental audits. Has researched pollution prevention programs at several firms. Also, he and co-authors are developing non-financial methods for estimating the environmental impact of emissions. Interested parties may request copies of his course syllabus, class cases, published articles, and unpublished working papers.

19 DR. DONALD E. STONE

Associate Professor, Department of Accounting
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Teaches subjects of environmental accounting, environmental auditing, and accounting for sustainable development. Research and teaching emphasize managerial accounting and environmental accounting. Offers business counseling to firms that espouse respect for human and natural resources. For more information on the School of Management, visit WWW site at <http://www.som.umass.edu/>.

**20 DR. GEORGE CRINER**

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Offers courses (with field trips) from sophomore to graduate levels in waste reduction. Main areas of interest are in the land application of waste materials and the variation of waste with seasons. Would like to see a course in composting in the near future.

21 DR. FAYE DUCHIN

Director, Institute for Economic Analysis
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The Institute for Economic Analysis is involved in research and training in ecological and development economics. Typical studies examine the interrelations among demographic, economic, social, and technological changes in both industrialized and agricultural societies and are focused on building and analyzing scenarios about options for the future. Publications include The Future of the Environment: Ecological Economics and Technological Change (Duchin and Lange, Oxford University Press, 1994), based on work commissioned for the Earth Summit in Rio de Janeiro, and numerous studies of the American, Indonesian, and other economies. Based on the results of this work regarding the implications of various scenarios, Prof. Duchin's interests have turned toward the subject of changes in household lifestyles (including consumption behavior of different kinds of households), and she is heading a project of the United Nations University in Tokyo about bringing this social dimension into studies of technological change. Faye Duchin has been an officer of the International Society for Ecological Economics and is also active in the new field of Industrial Ecology. She feels that the approach to economics practiced at the Institute for Economic Analysis, which she calls *Structural Economics*, can provide a framework for these kinds of interdisciplinary collaboration. Training in the application of these methods has been provided in various formats in New York, Indonesia, and the Dominican Republic.

22 DR. MIKE ELLERBROCK

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Teaches a graduate level Institute during the summer on *Teaching Environmental Economics* for K-12 teachers. The goals of the Institute are to examine environmental problems in a rational and systematic manner, apply basic economic concepts and incentives to policy formulation, and develop teaching strategies based on Virginia case studies. The following topics will be addressed: air and water quality, toxic and hazardous waste management, federal policy formulation, environmental monitoring, regulatory enforcement, recreation resource valuation and wildlife conservation, and sustainable economic development. Two field trips are included in the Institute. Dr. Ellerbrock also writes grade-school level curricula.

23 DR. O. HOMER EREKSON

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Is on the Steering Committee of the Miami University Sustainability Project (MUSP) which includes faculty from the Departments of Economics, Finance, Decision Sciences, Management, Zoology, and Geology. MUSP is just completing a book, Sustainability Perspectives in Resources and Business, that is the result of a three-year Cleveland Foundation grant. Also is a member of the Business and Environment Task Force for the Council for Ethics in Economics.

24 DR. LESTER LAVE

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Conducts research on product and process design for the environment or green design. Individual projects include software tools for environmentally conscious product design, examination of life cycle analysis, municipal solid waste recycling and disposal, and social evaluation of product packaging. Teaches courses which include material on tradeable pollution permits, understanding regulatory strategies, and environmental policy.

25 DR. JANET M. THOMAS

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Recently published a textbook entitled Environmental Economics and Management: Theory, Policy, and Applications (co-authored with Scott J. Callan; published by Richard D. Irwin, Inc., 1996). This 19 chapter text uses a modular approach to organize the subject matter by major topic. Economic concepts and analyses are accompanied throughout by real-world applications drawn from private industry, the public sector and environmental science. Teaches *Environmental Economics* to undergraduates and *Economic Management of the Environment* to MBA and MS graduate students.

26 DR. ALLEN WHITE

Director, Risk Analysis Group
Tellus Institute
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Oversees program in pollution prevention economics supported by EPA, state governments, and various private corporations. Studies how a firm's capital budgeting process and project financial investment practices may be altered to encourage P2 rather than end-of-pipe investments. Has developed P2 finance spreadsheet software tool for project financial analysis licensed to EPA and several state governments. Conducting nationwide survey of corporate environmental practices for EPA. Worked with American Society of Testing and Materials in developing a national standard for total cost assessment (TCA), an alternative approach to conventional financial analysis which better accounts for long-term, hidden, and less tangible benefits of P2. Also involved in developing corporate-wide indicators of environmental performance. Methods, tools, and case studies developed are available for educational purposes.

**ENVIRONMENTAL MANAGEMENT****27 DR. KENNETH R. BAKER**

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Course and curriculum development in Dartmouth's Management and Engineering programs. Primary interest is in the subject of Environmental Management. Areas of expertise include production planning, scheduling, and control; quality management; management science; and environmental management.

28 DR. GARY BREWER

Director, Corporate Environmental Management Program

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In the past, businesses have been forced to comply with increasingly stringent environmental regulations and requirements and will continue to be challenged to create entirely new environmentally sustainable strategies. The environment will offer business opportunities of unparalleled proportion to the innovators and a quagmire of cost and liability for the laggards and indeed it is likely that competitive advantage in the coming years will be rooted in practices such as pollution prevention, Design for Environment, life-cycle costing, risk assessment, and sustainable development. Recognizing this changing role of corporation and society, the Michigan Business School and the School of Natural Resources and Environment have created the innovative *Corporate Environmental Management Program* (CEMP). This joint master's degree program is designed to equip leaders, executives, and managers—whether they work in the private sector, the government, or non-governmental organizations—with the skills and knowledge necessary to create environmentally and economically sustainable organizations. Students earn an MBA and an MS in Environmental Studies in this three-year program. For more information about others involved with the CEMP Program, see record number 34 (Hart).

29 DR. ROGENE BUCHHOLZ

Legendre Soule Professor of Business Ethics

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Has been teaching a course for five years entitled *Environmental Issues for Management* at the M.B.A. level in the College of Business Administration. Teaches a similar course at the Undergraduate level as part of an Environmental Studies minor. Co-authored a book entitled Managing Environmental Issues: A Casebook; sole author of Principles of Environmental Management: The Greening of Business, both are published by Prentice Hall.

30 DR. IAIN CLELLAND

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Teaches *Strategic Environmental Management*. Conducts research on hazardous waste enforcement, pollution prevention approaches, financial performance and pollution reduction, and cross-national comparisons of environmental compliance approaches.

31 DR. DENIS COLLINS

Assistant Professor of Business Ethics
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Teaches a required MBA course on political, ethical, and legal environmental issues of business. Includes a 75 minute class session on how to prevent pollution using 50 Simple Things Your Business Can Do to Save the Earth (The Earth Works Group, 1991).

32 MR. MARK CORDANO

Lecturer, Katz Graduate School of Business
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Examines multiple facets of corporate environmental management in the United States. Investigates relations across business, government, and society sectors that impact public action, government policy/regulation, and management behavior. Primarily utilizes social psychology theories, with an emphasis on environmental attitudes, to analyze the behavior of managers and relevant stakeholders. Teaches environmental management courses in the MBA Program. Mr. Cordano will receive his doctoral degree in 1997.

33 DR. D. JACQUE GRINNELL

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The School of Business Administration at the University of Vermont now offers a concentration in *Management and the Environment* for undergraduate business majors. Courses in this concentration focus on accounting, financial, economic, regulatory, and strategic management issues related to environmental matters.

34 DR. STUART L. HART

Director, Corporate Environmental Management Program
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Directs a dual degree program, *Corporate Environmental Management Program* (CEMP), between the Schools of Business Administration and Natural Resources and Environment at the University of Michigan. Oversaw the development of NPPC McDonald's case study. For more information about others involved with the CEMP Program, see record number 28 (Brewer).

35 DR. ANDREW J. HOFFMAN

Visiting Assistant Professor of Organizational Behavior

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Dr. Hoffman teaches a MBA level course entitled *Environmental Strategy* which explores the links between environmental protection and economic competitiveness. He also performs research and writes articles on corporate environmental management. He is also the author of a book on the history of corporate environmentalism, which is due out late in 1996.

36 DR. WILLIAM Q. JUDGE, JR.

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Involved in research and teaching regarding the intersection of management and the natural environment. Co-founder of the *Tennessee Institute of Management and the Environment* (TIME) located within the College of Business Administration at the University of Tennessee. TIME is committed to the principle that the application of management theory to an organization's environmental activities can improve economic and environmental performance. TIME's mission is to expand its knowledge of the relationship between management practice and environmental issues. To accomplish its mission, the Institute is involved in a broad range of teaching and research activities that unite these two critical areas.

37 DR. THOMAS LINDHQVIST

Director of Educational Programmes, International Institute for Industrial
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Lund University offers a M.Sc. in *Environmental Management and Policy* which is totally devoted to pollution prevention strategies. This program is multidisciplinary with courses in ecology, technology, management, policy, and economics. This three semester program is taught in English and has no tuition fees. In 1995-96, 38 students from 22 countries began studies. Fifty students from 31 countries were admitted for 1996-97. Lund University also offers cooperative courses at Kaunas University of Technology in Lithuania (taught in English) and Kaliningrad State University in Russia (taught in Russian).

38 DR. ALFRED MARCUS

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Carlson School of Management
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Currently working on a project entitled *Integrating Advanced Management and Pollution Prevention among Small Manufacturers*. This project is funded by a Great Lakes Protection Fund Grant to explore how the growing infrastructure of manufacturing assistance programs in the Great Lake Basin can best be engaged for purposes of promoting pollution prevention and environmental excellence. Working to incorporate P2 thinking into management courses and a technical assistance program for small and medium sized manufacturers. Publications include Managing Environmental Issues: A Casebook (Prentice-Hall 1992) and Business and Society: Strategy, Ethics and the Global Economy (Irwin 1996).

39 DR. KIM A. NELSON

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Teaches an undergraduate *Environmental Marketing and Management* course at the University of Washington—Tacoma. Is also a member of the faculty team for the University of Washington—Seattle's Environmental Management Program (MBA).

40 DR. KERAMAT POORSOLTAN

Professor, Department of Business Administration
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Teaches strategic management class with a theme for each semester. Themes vary, and in summer 1993, the theme was preserving the environment. Used four cases (Harvard) that were related to pollution control and hazardous waste management. In his management seminar class, specifically assigns papers to be written about pollution control, hazardous waste management, and other environmental issues.

41 DR. JAMES E. POST

School of Management
Boston University
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Boston, MA 02215

Phone: (617) 353-4162
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Teaches *Environmental Management*, including the topics of organizational change processes, measurement, public accountability, ethical and legal issues, and community relations.

42 DR. WILLIAM J. POWERS

Manager, Environmental Technology Program
Fullerton College
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Dr. William J. Powers, CHMM, REA, planned and implemented a one hundred hour pollution prevention course at Fullerton College. Integrated businesses and student interns into a program that provides SB-14 plans and pollution prevention opportunities assessments to businesses. University of California—Los Angeles extension instructor for *Hazardous Materials Management and Site Remediation and Investigation*. West Coast University Adjunct Professor for Masters program in *Environmental Management*. Instructor in *Air Pollution Management and Water Pollution Management* courses at Fullerton College. For more information on people involved with the Environmental Technology Program, see record number 137 (Guyer).

43 DR. MARK SHARFMAN

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Is part of an inter-disciplinary research team composed of engineering, ecology, and business faculty who are studying life cycle, environmentally-friendly management. They are looking at the effects technology and management practices have on the business organization. The team developed interdisciplinary curriculum materials, including an environmental management course that focuses on P2 under an EPA educational grant. These materials are for courses in Engineering, Environmental Science and Business.

44 DR. MICHAEL TUCKER

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As part of an Undergraduate environment minor and an elective MBA class, teaches a course entitled *Environmental Management and Policy*. This class will cover a number of P2 topics including recycling, SEC rulings on corporate liability for hazardous wastes, taxation as a financial motivator, selling pollution credits, and prevention problems at the manufacturing source. Materials used will be case studies, on-site visits to facilities such as a local composting plant, and student prepared work which may involve doing an environmental impact study. Research focus is on contingent valuation of natural resources to assess a dollar value for the cost of pollution. Contingent valuation is the valuation of natural resources based not only on lost use (in the event of pollution), but also lost possible (or contingent) use to both current and future generations. It has been declared admissible by US government agencies and is likely to open up a new legal area with major ramifications.

**45 DR. MICHAEL D. ATCHISON**

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Dr. Atchison's research and teaching interests include corporate finance and banking. He is working with Dr. Mark White (see record number 47) on an *Environmental Finance Compendium* for the National Pollution Prevention Center. Environmental finance is essentially concerned with the impact of environmental issues on the raising and using of funds. The compendium project will develop resources illustrating how environmental issues are reshaping competitive advantages and impacting the subdisciplines of corporate finance, investments and financial markets and institutions. In addition, a case study will be developed on the interaction between pollution prevention, environmental liability, and the lending function of a large regional bank.

46 DR. JONATHAN KARPOFF

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Business Administration (DJ-10)
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Teaches the finance and economics components of the University of Washington School of Business' *Environmental Management Program*. Also conducts research on natural resource regulation (especially fisheries) and the financial effects on companies that violate environmental laws.

47 DR. MARK A. WHITE

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Teaches *Environmental Management* and an integrative environmental management course to business school audiences at the undergraduate, graduate, and executive MBA levels at the University of Virginia and abroad. Current research interests include the relationship between environmental and financial performance, green investing, valuation, environmental accounting, and general environmental management topics related to teaching responsibilities. Speaks fluent German and is well-informed on German corporate environmental management practices as a result of two lengthy research fellowships at universities in Augsburg and Dresden. Holds advanced degrees in Ecology, Business Administration, and Finance.



48 DR. RICHARD ALLISON

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University of Houston—Clear Lake
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Has a technically-oriented curriculum with a focus on operation and maintenance. Dr. Allison exchanges technical information with the petrochemical industry and NASA. Roughly a third of the course material deals with P2 concepts, the remainder with management and crisis handling. Currently, the University of Houston offers six Undergraduate and eight Graduate courses related to pollution prevention. Receives funding from state and regional businesses and industry.

49 DR. ARND HUCHZERMEIER

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Teaches graduate course in *Corporate Management* at Koblenz School of Corporate Management in Germany. His main areas of work are international production and risk management, supply chain management, product bundling and price management, flexibility in customized production, service and environmental management. For more information, visit WWW site at <http://www.whu-koblenz.de/prod>.

50 DR. M. B. NEACE

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Teaches *Environmental Management*, *International Management*, and *Marketing Management* at the graduate and undergraduate level. The Stetson School of Business and Economics promotes close ties with business practitioners. Its Atlanta-based Center for Business Research and Development assists businesses, corporations and municipalities across the state with market research and other business studies. It also conducts business seminars and professional development workshops. Has written many papers and made numerous presentations on the subject of environmental management over the past eight years.

51 DR. GORDON RANDS

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Incorporating pollution prevention thinking into management courses, which is a move away from the pollution control thinking that predominates in most businesses. Feels that most management students lack physical sciences background to understand and evaluate P2 solutions. Research interests in P2 focus on managerial implications of implementing P2: the role of organizational culture and leadership, human resources management for P2, identifying and overcoming sources of internal resistance to P2, etc. Member of two networks of management scholars focused on environmental issues (*The Greening of Industry Network Organizations* and the *Natural Environment Interest Group of the Academy of Management* [E-mail: one-l@clvm.clarkson.edu]). Dr. Rands published a book in the Fall of 1991 on environmental issues to be used in management curricula.

52 MR. RICHARD RAYMOND

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Teaches *Ecological Principles of Business Management, Environmental Ethics, and Strategic Environmental Awareness Training* (SEAT) at New York University's Management Institute.



53 DR. MARK COHEN

Associate Professor of Management
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Owen Graduate School of Management
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Teaches MBA courses: (1) *Management of Environmental Issues*, an overview of law, policy, and management response to current environmental issues; and (2) *Seminar in Environmental Strategy*, a review of current efforts by environmental leaders to incorporate environmental issues into their strategic plans (i.e. marketing, auditing). In the survey course, includes a section on TAM with readings and films (*Pollution Prevention Pays, Second Victory at Yorktown*, and others). Also includes a class on life cycle analysis, a class on what business leaders are doing, which is sometimes P2, and invites guest speakers who frequently talk about P2. Conducts research in three areas: (1) government enforcement of environmental laws; (2) does it pay to be green? and (3) why do firms comply or over-comply?

54 DR. DONALD A. FULLER

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Teaches course in subject he has named "sustainable marketing." Is also developing a text on sustainable marketing strategies.

55 DR. THOMAS A. KLEIN

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University of Toledo
College of Business Administration
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Toledo, OH 43606-3390

Phone: (419) 530-4368
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Is a specialist in macromarketing, ethics, public policy, and marketing systems. Teaches, conducts academic research, and consults in these areas as well as in marketing strategy. Environmental issues and businesses engaged in environmental matters are prominent in all of this work.


OPERATIONS MANAGEMENT

56 DR. JOHN EITLIE

Associate Professor of Operations Management
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Developed a seven week elective course for operations management majors taught in the Fall 1995 and Winter 1996. Developing case materials for this course (and others) with Ken Baker at Chrysler Corporation. Current research is an analysis of the International Manufacturing Strategy Survey (IMSS) data from 20 countries and 600 cases for green themes and their impacts. He has also been asked to serve on the American Automotive Manufacturing Association (AAMA) panel to respond to the EPA's green sectors initiative.

57 MR. ANIL KHURANA

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As Professor of Operations Management at Boston University, works on issues in manufacturing effectiveness, quality, and product design. Particularly interested in the role of operations managers when they deal with environmental issues, costs, and tradeoffs.

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