

## MAGALI DELMAS

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## EXPERIENCE

2006-	Associate Professor of Management (with tenure), University of California, Santa Barbara
1998–2006	Assistant Professor of Management, University of California, Santa Barbara
2002–2003	Visiting Assistant Professor, Stanford Graduate School of Business, Stanford University
1996–1998	Economic Advisor to the Director General of Directorate General III Industry at the European Commission in Brussels
1995–1996	Consultant/Project Coordinator in Public Policy Evaluation and Strategic Management at CM International, Paris
1991–1993	Corporate Strategy at Framatome French Nuclear Engineering

## EDUCATION

Ph.D.	1996	Business Policy and Strategy, H.E.C. Graduate School of Management, Paris
DEA	1989	Political Science and International Relations, Institut d'Etudes Politiques of Paris
M. A.	1988	Political Science, University of Paris I, Panthéon Sorbonne
B.A.	1986	Sociology and Economics, University of Paris V, Sorbonne

## RESEARCH

Standing at the crossroads of policy and management, my research focuses on the various interactions between policy and business strategy at the national and international level. I seek to understand how environmental policies influences firms' strategies and performance and in turn how firms help shape policy.

The strategies I study include: firms' participation in environmental voluntary agreements with regulatory agencies, or the adoption of international management standards such as the international environmental management standard ISO 14001.

## WORK IN PROGRESS

- Delmas, M and Montes, M. 2006. "Collective Corporate Political Action: Are Late Joiners the Free Riders?" Invited to be revised and resubmitted at *the Academy Management Journal*.
- Delmas, M. 2005. "An Institutional Perspective on the Diffusion of International Management Standards: the Case of the Environmental Management Standard ISO 14001." Invited to be revised and resubmitted at *Organization Science*.
- Delmas, M., Montes, M. and Shimshack, J. 2006. "Mandatory Information Disclosure and Environmental Performance in the electric utility industry."
- Delmas, M and Toffel, M. 2005. "Institutional Pressure and Environmental Management." Under review.
- Delmas, M. and Montiel, I. 2005. "The International Diffusion of ISO 14001 in the Chemical Industry." Under review.
- Delmas, M. and Montiel, I. 2005. "Coercive pressures and the Adoption of Voluntary Management Practices: the case of ISO 14001 among Automotive Supplier Companies in Mexico, Canada and the U.S."

## PUBLISHED OR FORTHCOMING ARTICLES

1. Delmas, M., Russo, M. and Montes, M. *Forthcoming* "Deregulation and Environmental Differentiation in the Electric Utility Industry." *Strategic Management Journal*.
2. Delmas, M. and Keller, A. 2005. "Strategic Free Riding in Voluntary Programs: the case of the US EPA Wastewise Program," *Policy Sciences*. 38: 91-106.
3. Delmas, M. and Tokat, Y. 2005. "Deregulation, Efficiency and Governance Structures: The U.S. Electric Utility Sector," *Strategic Management Journal*. 26: 441-460.
4. Rivera, J. and Delmas, M. 2004. "Business and Environmental Protection: An Introduction," *Human Ecology Review*. Special issue on Business and Environmental Policy.
5. Delmas, M. and Marcus, A. 2004. "Firms' choice of Regulatory Instruments to Reduce Pollution: a Transaction cost approach," *Business and Politics*. 6(3), Article 3.
6. Delmas, M. and Toffel, M. 2004 "Stakeholders and Environmental Management Practices: An Institutional Framework," *Business Strategy and the Environment*. 13: 209-222.

7. Delmas, M. 2002. "The Diffusion of Environmental Management Standards in Europe and in the United States: an institutional perspective," *Policy Sciences*. 35 (1): 1-119.
8. Delmas, M. and Terlaak, A. 2002. "Institutional Factors and Environmental Voluntary Agreements: The Cases of the United States, Germany, the Netherlands and France," *Journal of Comparative Policy Analysis*. 4(1): 5-29.
9. Delmas, M. 2002. "Innovating against European rigidities: Institutional Environment and Dynamic Capabilities," *Journal of High Technology Management Research*. 13(1): 18-42.
10. Delmas, M. 2001. "Stakeholders and Competitive Advantage: the case of ISO 14001," *Production and Operation Management*. 10(3): 343-358.
11. Delmas, M. and Heiman, B. 2001. "Government Credible Commitment in the French and American Nuclear Industry," *Journal of Policy Analysis and Management*. 20(3): 434-456.
12. Delmas, M. and Terlaak, A. 2001. "A Framework for Analyzing Environmental Voluntary Agreements," *California Management Review*. 43(3): 44-63.
13. Delmas, M. 2000. "Barriers and Incentives to the adoption of ISO 14001 in the United States," *Duke Environmental Law and Policy Forum*. Fall: 1-38.
14. Delmas, M. 1999 "Exposing Strategic Assets to Create New Competencies: The Case of Hazardous Waste Management Industry," *Industrial and Corporate Change* vol. 8(4) p. 635-672.
15. Bonardi, J.P. and Delmas, M. 1996. "The Impact of Regulatory Uncertainty on Strategies of Hazardous Wastes Processing: The Example of Chemical Companies in Europe," *Gérer et Comprendre*, 46: 4-15 (Published in French).

#### **PUBLISHED BOOK CHAPTERS**

16. Delmas, M. and Toffel, M. 2004. "Institutional Pressure and Environmental Management Practices" in *New Perspective in Research on Corporate Sustainability: Stakeholders, Environment and Society*. Edited by Sanjay Sharma and Mark Starik. Northampton, MA: Edward Elgar Publishing: 230-245.
17. Delmas, M. and Mazurek, J. 2004. "A Transaction Cost Perspective on Negotiated Agreements: The Case of the U.S. EPA XL Program" in *Voluntary Approaches to Climate Protection. An Economic assessment of Private-public Partnerships*. Edited by Andrea Baranzini and Philippe Thalmann. Edward Elgar publishing.
18. Delmas, M. 2002. "Environmental Management Standards and Globalization." in *Dynamics of Regulatory Change: How Globalization Affects National Regulatory Policies*. Edited by David Vogel and Robert Kagan. University of California Press/University of California International and Area Studies Digital Collection, Edited Volume #1.
19. Delmas, M. and Terlaak, A. 2002. "The Institutional Environment of Voluntary Agreements" in *Organizations, Policy, and the Natural Environment*. Edited by Andrew Hoffman and Marc Ventresca. Stanford University Press: 346-366.
20. Delmas, M. and Terlaak, A. 2001. "Voluntary Agreements for the Environment: Institutional Constraints and Potential for Innovation" in *Environmental Contracts: Comparative Approaches to*

*Regulatory Innovation in the United States and Europe*. Edited by Kurt Deketelaere and Eric Orts. Boston: Kluwer Academic Publishers: 349-367.

21. Delmas, M., Heiman, B. and Ghertman, M. 1997. "Institutional Environment Effects on Transaction Costs: A Comparative Analysis of the U.S. and French Nuclear Power Industry" in *Strategy, Structure and Style*. Edited by H. Thomas, D. O'Neal and M. Ghertman. John Wiley & Sons: 283-299.
22. Delmas, M., Ghertman, M. and Obadia, J. 1997 "Logistic Regression, Segmentation Modeling and Governance Choice in the Waste Management Industry" in *Statistical Models for Strategic Management*. Edited by Ghertman, M., J. Obadia, & J-L. Arregle. Kluwer Academic Publishers: 261-275.

## TEACHING

### TEACHING CASE STUDY

"Hayward Lumber Company" (2003) with Erica Plambeck. Stanford Graduate School of Business. OIT 38. Prize winner of the OIKOS international case competition.

### COURSES OFFERED

UCSB- Strategic Management and the Public/Private interface, core class for Bren Masters' students.

UCSB- Corporate Environmental Management, elective class for Bren Masters' students.

UCSB- Ph.D. Seminar on self-regulation and environmental voluntary initiatives.

UCSB- Ph.D seminar on academic research writing for PhD students.

Stanford Graduate School of Business- Strategic Environmental Management. Elective for MBA students.

## MASTERS' GROUP PROJECTS (THESES) SUPERVISED

Year	Project Title	Students
2006- 2007	<a href="#"><u>Voluntary Initiatives for Reducing Greenhouse Gas Emissions in the United States</u></a>	Anthony Fournier, Avra Goldman, Lijin Sun, Mark Weeks
2005- 2006	Nokia WEEE Directive Compliance Project: Establishing an Electronic Devices Take-Back Process	Vered Doctori Blass, Leigh Favret, Mihoyo Fuji, Sarvnaz Mahdavi, Joaquin Neira, Robert Miller
2004- 2005	Green Packaging: A Guideline and Tools for Environmentally Sound Packaging Practices for Computer and Electronics Products	Brian Crumrine, Shawn Decker, Elissa Loughman, Ryan McMullan
2001- 2002	<a href="#"><u>Incentives and Patterns of Joining the U.S. EPA Energy Star® Program</u></a>	Andrea Cohen, Yasmin Cronin, Nicole Kranz, Fivos Megalopoulos, and Kerry Sawyer) co-advised with Tom Dunne
2000- 2001	REgional CLean Air Incentives Market (RECLAIM) program	Jacob Hawkins, Jacobs, Lowe, Scott, Simon, Gregory, Suetake, Nina
1999- 2000	Wastewi\$: A New Tool for Environmental Regulation?	Andrade, Alfred, Chen, Kuan-Yu, Liu, Connie, Teo, Anita, Yahner, Joe
1999- 2000	Impact of Wineries on the Environment in California: The Case of Organic Wine	Baughman, Adam, Brown, Elizabeth, Brummett, Willie, Dramko, Joanne, Goldstein, Jamie, Hooper, Barry

## PH.D THESES SUPERVISED

### Committee chair:

- Ann Terlaak, graduated in 2002 (currently Assistant Professor of Management, University of Wisconsin, Madison); Dissertation Title: "Exploring the Adoption Process and Performance Consequences of Industry Management Standards: The Case of ISO 9000."
- Ivan Montiel, graduated in 2006 (currently Assistant Professor of International Business, University of Texas); Dissertation Title: "Essays on the adoption of voluntary environmental programs: the case of ISO 14001."
- Vered Doctori-Blass, current doctoral student.

**Committee member:** • Scott Lowe, graduated in 2006 (currently Assistant Professor of Economics, University of Boise State University. Dissertation Title: “Integrating Spatial Modeling into Economic Analyses of Environmental Quality.”

## RECENT GRANTS AND AWARDS

Support period.	Source	Title	Amount	P.I.s
2006	Rockefeller Brothers Fund	Governance for sustainability	\$15,000	M. Delmas O. Young
2006	Environmental Defense International Council on Nanotechnology (ICON)	Review of Safety Practices in the Nanotechnology Industry	\$54,366	P. Holden B. Herr Harthorn R. Appelbaum M. Delmas
2005-2006	UC Santa Barbara	Faculty research grant	\$7,000	M. Delmas
2003-2005	University of California Energy Institute	Governance and emissions performance in the electric generation industry	\$34,100	M. Delmas M. Russo
2002-2005	US Environmental Protection Agency	Environmental Management Strategies and Corporate Performance	\$230,000	M. Delmas D. Aigner
2001-2002	University of California Energy Institute	Environmental Strategies and Corporate Performance in the Electric Utility Sector: states Differences	\$35,000	M. Delmas
2001	Center for German and European Studies. UC Berkeley	A database of European Voluntary Agreements	\$3,000	M. Delmas
2000-2001	Packard Foundation	Proposal to conduct a Biennial Survey on California firms environmental compliance and performance	\$50,000	M. Delmas D. Aigner

<b>Support period.</b>	<b>Source</b>	<b>Title</b>	<b>Amount</b>	<b>P.I.s</b>
2000-2001	Institute on Global Conflict and Cooperation (IGCC) UC San Diego	Support for Ann Terlaak dissertation: The Role of Environmental Voluntary Agreements in Implementing the Kyoto Protocol	\$15,000	M. Delmas A. Terlaak
2001	UC Santa Barbara	UCSB Junior Faculty Research Incentive Award	\$5,000	M. Delmas
2000	University of California Berkeley	Research on ISO 14001	\$2,500	M. Delmas
1999-2000	Center for German and European Studies. University of California Berkeley	The impact of voluntary environmental agreements on organizational change and technological innovation in Germany and Europe	\$10,000	M. Delmas A. Terlaak

#### **RESEARCH CONFERENCES OR SYMPOSIA ORGANIZED**

2001 Organizer of the All Academy symposium on Alliances with governments. Academy of Management Meetings in Washington D.C.

2002 Co-organizer of the Bell conference on “Blending science and policy with management” Donald Bren School of Environmental Science and Management. University of California, Santa Barbara.

2004 Co-organizer of the symposium on Institutional and Economic Approaches to Voluntary Standards. Academy of Management Meetings in New Orleans.

#### **INVITED LECTURES, WORKSHOPS AND CONFERENCES**

Erb Institute, University of Michigan (October 2006); London Business School (January, 2006); SCANCOR Seminar, Stanford University (November 2005); Conference on Public Environmental policy and the private firm organized by the OECD. Washington D.C (June 2005); Conference on Business and its Social Environment. Kellogg School of Business, Northwestern University (June 2005); International Association for Business and Society annual meeting- Sonoma Valley California (March 2005); INSEAD, France (January 2005); Informs annual conference. Dartmouth (November 2004); Annual Meeting of the Academy of Management in New Orleans (August 2004); US EPA workshop on Corporate Environmental Behavior and the Effectiveness of Government Interventions, Washington DC (April 2004); George Washington University (December, 2003); Duke Nicholas School (November 2003); Wharton School (November 2003); APPAM meetings, Washington DC. (November, 2003); Stanford University (October 2003); Greening of industry conference. San Francisco (October 2003); Annual meeting of the Academy of Management in Seattle (August 2003); Annual meeting of the Academy of International Business in Monterey. (July



2003); HEC Paris (January 2003); School of Business Administration, Geneva (HEG-GE) Switzerland (January 2003); EPA workshop Washington DC (October 2002); Stanford (March; October, 2002); International Society for New Institutional Economics (ISNIE) 6th Annual Conference, Cambridge, MA (September, 2002); Academy of Management Meetings in Denver (August 2002); Bell conference at UC Santa Barbara (July 2002); School of Forestry, Yale University (November, 2001); Annual Meeting of the International Society for Industrial Ecology, Leiden, The Netherlands (November 2001); University of California Santa Cruz (October, 2001); Annual meeting of the Academy of Management in Washington D.C. (August 2001); EPA workshop, Laguna Beach, CA (February 2001); IEA/DoE Workshop Washington, D.C. (February 2001); CA. Monterey Institute of International Studies and Management (November, 2000); Association for Public Policy Analysis and Management Fall Research Conference, Seattle, WA (November 2000); Annual meeting of the Academy of Management in Toronto (August 2000); Northwestern (April 2000); Bell Conference Vanderbilt University (July 2000); Management Strategy and the Business Environment Conference. The Wharton School, University of Pennsylvania (September, 2000); University of California Berkeley (December 1999); Conference on Environmental Contracts and Regulation, Wharton School (September, 1999); Annual meeting of the Academy of Management in Chicago (August, 1999); Annual meeting of the International Association of Business Society in Paris (June 1999); Center for German and European Studies at the University of California Berkeley (May 1999); U.S. EPA workshop, University of California Berkeley (December, 1998); California Workshop on Environmental and Resource Economics University of California Santa Barbara (October, 1998); Annual meeting of the Academy of International Business in Vienna. (October 1998); Association of Management and International Association of Management Chicago, Illinois (August 1998).

#### UNIVERSITY SERVICES

1998-1999	Member of the intercampus committee
1998-1999	Member of the search committee for an assistant professor in environmental economics
1998-1999	Member of the search committee for an endowed chair in environmental economics
1998-1999	Member of the conference committee
1998-1999	Member of the group project committee
1999-2002 2003-2005	Coordinator of the Corporate Environmental Management specialization
1999-2000	Member of the search committee for an assistant professor in environmental Mgt
1999-2000	Member of the curriculum committee
1999-2001	Member of the intercampus committee
1999-2001	Member of the recruiting, admissions, and support committee
2001-2003	Member of the colloquium committee
2001-2002	Member of the search committee for a professor in political institutions
2002-2005	Member of the search Committee for a professor in corporate environmental Mgt



- 2003-2005      Member of the PhD committee
- 2004-2005      Member of the search Committee for an assistant professor in political institutions

#### **PROFESSIONAL ACTIVITIES**

- 2005              Co-editor of the special issue on Business and Environmental Protection of the *Human Ecology Review* in 2005
- 2003-2005      Jury member OIKOS international case competition on sustainability
- 2002-2004      Chair of the internationalization committee of the Organization and the Natural Environment division of the Academy of Management
- 2004-2005      Member of the greening team of the Organization and the Natural Environment division of the Academy of Management

#### **REFEREE FOR ACADEMIC JOURNALS**

Academy of Management Journal, Strategic Management Journal, California Management Review, Industrial and Corporate Change, Journal of Policy Analysis and Management, Policy Sciences, Journal of Industrial Ecology, Organization Science, Production and Operations Management, Manufacturing & Service Operations Management, Journal of Environment and Development, Organization & Environment.

#### **PERSONAL**

Citizen of France, US permanent resident

Married to Romain Wacziarg, two children: Claire (born May 2003) and Simon (born august 2005)