

LEVERAGING THE PRIVATE SECTOR

*Management-Based
Strategies for Improving
Environmental Performance*

EDITED BY
CARY COGLIANESE AND JENNIFER NASH

RESOURCES FOR THE FUTURE
WASHINGTON, DC, USA

Contents

Foreword	vii
<i>E. Donald Elliott</i>	
Acknowledgments	x
Contributors	xii

Part I: Management-Based Strategies

1. Management-Based Strategies: An Emerging Approach 3
to Environmental Protection
Cary Coglianese and Jennifer Nash
2. Environmental Management Style and Corporate 31
Environmental Performance
Robert A. Kagan

Part II: Mandates and Regulation

3. Evaluating Management-Based Regulation: 51
A Valuable Tool in the Regulatory Toolbox?
Lori Snyder Benneer
4. The Risk Management Program Rule and
Management-Based Regulation 87
Paul R. Kleindorfer
5. Environmental Management Under Pressure: 111
How Do Mandates Affect Performance?
Richard N. L. Andrews, Andrew M. Hutson, and Daniel Edwards, Jr.

6. Mandating Insurance and Using Private 137
 Inspections to Improve Environmental Management
Howard Kunreuther, Shelley H. Metzenbaum, and Peter Schmeidler

Part III: Incentives and Pressures

7. The Promise and Limits of Voluntary 167
 Management-Based Regulatory Reform:
 An Analysis of EPA's Strategic Goals Program
Jason Scott Johnston
8. Clean Charles 2005 Initiative: Why the "Success"? 201
Tapas K. Ray and Kathleen Segerson
9. The Role of Management Systems in 228
 Stakeholder Partnerships
Andrew A. King

Part IV: Conclusion

10. The Promise and Performance of 249
 Management-Based Strategies
Cary Coglianese and Jennifer Nash
- Index 265