

CONTENTS

List of Figures and Tables	vii
Preface to Expanded Edition	xiii
Preface	xv
The Author	xxiii

PART ONE: Heresy Becomes Dogma

1. A Road Map of Corporate Environmentalism	3
2. A Framework for Analyzing Institutional Processes	24

PART TWO: An Institutional History of Corporate Environmentalism

3. Industrial Environmentalism (1960–1970)	47
4. Regulatory Environmentalism (1970–1982)	64
5. Environmentalism as Social Responsibility (1982–1988)	87
6. Strategic Environmentalism (1988–1993)	107

PART THREE: The Sum of Institutional Change

7. The Progression of Environmentalism and Corporate Change	143
8. Environmentalism, Sustainable Development, and Institutions: A Prognosis	176

PART FOUR: Afterword

9. Expanding the Arguments of <i>From Heresy to Dogma</i>	201
---	-----

Appendix A: Data Sources	225
Appendix B: Statistical Tables	231
Notes	233
Bibliography	261
Index	271

LIST OF FIGURES AND TABLES

FIGURES

1.1	1990 Toxic Release Inventory Data (Millions of Pounds)	11
2.1	U.S. Federal Environmental Health and Safety Laws	25
2.2	Industrial Environmental Expenditures, 1973–1992	25
2.3	The Firm Exists Within an “Open System”	26
2.4	The Institutional and Technical Components of the Open System	28
2.5	The Firm Exists Within Multiple Organizational Fields	35
3.1	Chemical Industry Attention to Environmentalism, 1960–1970	51
3.2	Petroleum Industry Attention to Environmentalism, 1960–1970	55
3.3	Media Perception of the Environmental Issue, 1960–1970	61
3.4	Organizational Perception of the Environmental Issue, 1960–1970	62
4.1	Functions Transferred to the EPA by Reauthorization Plan No. 3 of 1970	65
4.2	EPA Enforcement Actions, 1960–1982	67
4.3	Federal Environment-Related Lawsuits (Industry as Plaintiff), 1960–1982	68
4.4	Federal Environment-Related Lawsuits (Environmental Groups as Plaintiff), 1960–1982	69
4.5	Federal Environment-Related Lawsuits (Industry as Defendant), 1960–1982	69
4.6	Increasing Government Focus (1960–1982), <i>Chemical Week</i>	70
4.7	Increasing Government Focus (1960–1982), <i>Oil & Gas Journal</i>	71
4.8	Chemical Industry Attention to Environmentalism, 1970–1982	71
4.9	Petroleum Industry Attention to Environmentalism, 1970–1982	76

4.10	Amoco Environmental Department Staffing, 1966–1978	81
4.11	Amoco Environmental Department—Simple Organic Structure, 1976	82
4.12	Media Perception of the Environmental Issue, 1970–1982	85
4.13	Organizational Perception of the Environmental Issue, 1970–1982	86
5.1	Federal Environment-Related Lawsuits (Environmental Groups as Plaintiff), 1982–1993	89
5.2	EPA Enforcement Actions, 1960–1988	90
5.3	Linear Regression: Industry Focus, <i>Chemical Week</i>	90
5.4	Linear Regression: Industry Focus, <i>Oil & Gas Journal</i>	91
5.5	Chemical Industry Attention to Environmentalism, 1982–1988	92
5.6	Petroleum Industry Attention to Environmentalism, 1982–1988	94
5.7	Amoco Environmental Department Staffing, 1966–1987	101
5.8	Amoco Environmental Department, Discipline-Based Structure (1982)	102
5.9	Media Perception of the Environmental Issue, 1982–1988	105
5.10	Organizational Perceptions of the Environmental Issue, 1982–1988	106
6.1	Federal Environment-Related Lawsuits (Industry as Defendant), 1960–1993	110
6.2	Federal Environment-Related Lawsuits (Industry as Plaintiff), 1960–1993	111
6.3	Investor-Initiated Environmental Resolutions	112
6.4	Membership of the Largest Sixteen Environmental Groups, 1982–1993	112
6.5	EPA Enforcement Actions, 1960–1993	113
6.6	Chemical Industry Attention to Environmentalism, 1988–1993	114
6.7	Focus of Technology Articles, <i>Chemical Week</i>	115
6.8	International Focus of Environmental Articles, <i>Chemical Week</i>	115
6.9	Petroleum Industry Attention to Environmentalism, 1988–1993	117
6.10	International Focus of Environmental Articles, <i>Oil & Gas Journal</i>	118

6.11	Amoco Environmental Department Staffing, 1966–1993	127
6.12	Amoco Environmental Department, Decentralized Operating Company Structure, 1994	127
6.13	Media Perception of the Environmental Issue, 1988–1993	134
6.14	Organizational Perception of the Environmental Issue, 1988–1993	135
7.1	Trends in Public Concern over Environmental Issues	144
7.2	Petroleum Industry Environmental Expenditures, 1973–1992	147
7.3	Chemical Industry Environmental Expenditures, 1973–1992	147
7.4	A Structural History of Corporate Environmentalism	150
7.5	The Transition from One Cognitive Frame to Another	157
7.6	“Contagion” Model of Organizational Diffusion	159
7.7	Adoption of Organizational Innovations	159
7.8	Industry Profit Index	169
7.9	Environmentalism as a Percentage of Total Capital Expenditures	170
8.1	The Institutional Reframing of Corporate Environmentalism	184
A.1	Content Analysis Coding Sequence	229

TABLES

2.1	Institutional Pillars	37
6.1	Executive-Level Involvement in Environmental Decision Making	124
6.2	Environmentalists on the Board	125
6.3	Industry Environmental Programs	126
7.1	An Institutional History of Corporate Environmentalism	153
7.2	The World’s Largest Oil Spills (by Volume)	164
A.1	Trade Journals Considered for Analysis	228
B.1	Chow Test for a Structural Break (Industry-Focused Articles)	231
B.2	Linear Regression Trend Analysis (Industry-Focused Articles)	231