

Environmental Management text in 9th edition

Not too long ago, environmental management existed as a special branch of a company, and consisted of expert technicians in environmental science and law. Today, environmental management has become commonplace — an integrated aspect of everyday business nationwide, and often those in corporate management with no background in the field are responsible for handling the environmental issues of their company.

In addition, the field has evolved over the past decade, with new concerns including environmental justice and sustainable development. As changes in administration and political control of Congress shift every few years, keeping up with the nuances of policy and regulation can be challenging for those in other fields.

To assist managers in tackling the ever-evolving field, ELI has published the *Practical Guide to Environmental Management, 9th Edition*. The new edition of the bestselling textbook by Frank B. Friedman has been extensively revised to provide business professionals with the most comprehensive and up-to-date source on environmental management in the industry.

"Frank Friedman is a candid source of wisdom and advice on the difficult job of combining profitability and environmental protection," says John C. Dernbach, Professor at Widener University School of Law and author and editor himself of numerous books on environmental law, including ELI's 2002 publication *Stumbling Toward Sustainability*. "It has become a classic in the field."

In today's highly regulated business world, the costs of environmental protection are high, and no well-

managed company can ignore them. For nearly 10 years, the most successful of these have relied on the *Practical Guide To Environmental Management* as their guide to synthesizing business and environmental goals. The 9th Edition addresses the constantly developing concerns of environmental managers, including today's costs of environmental protection, new management techniques to control costs, organization and staffing of environmental management departments, and updated materials on ISO 14001 certification.



In addition, the updated guide addresses the unique management challenges of American business in the post-September 11 era.

The book goes beyond simple procedure requirements to examine emerging issues in social policy that may have long-term effects on the profitability

of a company. From sustainable development to initiatives by the European Union on product take-back and chemical-use limitations, many decisions developing around the world can have tremendous impact in the United States.

After all those texts, the writer finally speaks

"Environmental management is a constantly changing field, for better and for worse," says Frank B. Friedman, author of *Practical Guide to Environmental Management, 9th Edition* — and every edition before.

"The first edition, in 1988, was less than half the size of the 9th. It was very compliance oriented, with considerable basic and practical material in developing and managing an environmental program, but was also somewhat defensive. Perhaps the defensiveness was a result of being asked too many times over the years why, if you

have an environmental ethic, do you work for a corporation? My response remains today what it was then: Would you rather have people who didn't care in senior environmental positions or advising corporations?"

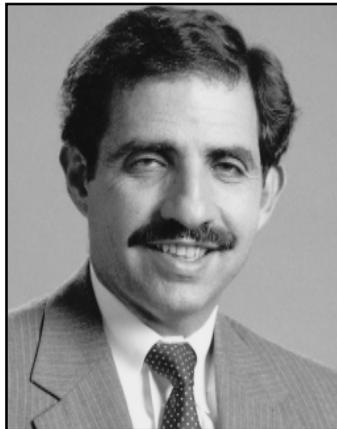
"As the years went by, the book, while still dealing with compliance, rapidly evolved into a broader compendium of advice on management techniques, developing cost-effective management systems, and responding to both the internal and external environ-

ments that impact the corporation. This has been particularly important as the field and often the people who now manage these functions have changed.

"The good news: in many cases environmental management has been well integrated into operating management, as many of us have advocated. The bad news: all too often operating managers who have taken over these positions have tried to manage them as they would other functions without understanding the sensitivity these issues hold with the general public and the regulatory culture.

"Also, people who had come into the field out of concern for the environment, but lack the appropriate management skills or jargon, needed to develop these skills and vocabulary if they were to survive. Back then and today, considerable material on utilizing basic management techniques to manage this function exists to help both new and experienced managers.

"Many complex issues concern the environment manager, and often his or her lawyer. The environmental department has not been immune and in some cases has suffered more cost and personnel reductions than other departments in the drive to improve the bottom line. In many instances, environmental managers had difficulty quantifying longer-term



Friedman: Book dedicated to "the survivors," who press for change

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values in cultures that required 'hard dollar' justifications and a need to meet this quarter's numbers. At the same time, new issues such as environmental justice and corporate stakeholders pressing for greater transparency and improved corporate governance could not be handled easily with staffs or personnel that were strictly managing for day-to-day compliance.

"It is hard to deal with sustainable development concerns or whether ISO 14001 makes sense for your company if your staff and budget is limited to 'fire fighting.' In too many instances, companies may be talking about sustainable development, but their facilities and management systems have deteriorated.

"Conversely, many companies have excellent management systems and are attuned to what is going on in the world, including regulatory trends from Europe. I have also seen how developing a good cost-effective systematic approach to EHS management helps drive improved systems on the business side and can significantly improve the bottom line.

"The latest edition of the *Practical Guide* has grown by almost 30 percent from the last edition, and has undergone more extensive revision than any previous edition. It attempts to deal with these changes and serve as a survival guide for the harried environmental manager who must understand these new concepts or fundamental management systems in order to do his or her job effectively and add value.

"The 9th edition is addressed to all the survivors — new environmental managers who need to understand and effectively manage these issues, their lawyers who try to counsel them, students who are trying to comprehend this diverse field, and to corporate stakeholders who will continue to press for change. It has been an extremely ambitious and perhaps masochistic challenge to attempt to ensure that this book, like the field, continues to evolve and is truly a practical guide."

Smart building principles key to healthy schools

One-third of public schools in the United States need extensive repair or replacement. Although local battles are being waged over the need for increased funding to build and renovate schools, a tremendous amount of school construction is taking place right now.

This construction will help provide much needed facilities. Yet it may also have significant environmental consequences stemming from the use of non-renewable resources, the generation of air and water pollution, the creation of waste, and the disruption of ecosystems. Moreover, the way a school is built affects the quality of the *indoor* environment, with important implications for health, learning, and productivity of students and staff.

"States and local governments are making a tremendous investment in new and renovated school facilities, and these facilities are expected to last 30-50 years," says Senior Attorney Tobie Bernstein. "This presents both an opportunity and a challenge to do it right — to build schools that are healthy, that minimize environmental impacts, and that cost less money to operate because they are resource-efficient and designed for easy maintenance."

Over the past several years, significant strides have been made in advancing sustainable building techniques — design and construction practices that consider a broad range of environmental and health features that can make a building healthier and less expensive to operate. Yet sustainable design and construction is not yet being implemented on a wide scale. As states and school districts across the country grapple with tight budgets and competing needs, it is particularly important to use school construction resources to build facili-

ties that reduce operating and maintenance expenses.

Last fall, ELI began examining the efforts of a number of states and local school districts to institutionalize sustainable school building practices. This research builds on ELI's long-time work on indoor environmental issues, including a January 2002 report, *Healthier Schools*, that reviewed state policies for promoting good indoor air quality in schools. The new project focuses on state and local initiatives that seek to integrate both health and environmental goals in the school construction process.

The research will explore strategies to promote sustainable school building, including the provision of information and technical assistance and the creation of financial incentive programs. While the framework for school construction varies

widely among states, the research seeks to identify tools that may be applicable to other jurisdictions in overcoming some of the major barriers to sustainable design and construction, such as cost constraints, lack of information, and time pressure.

ELI will analyze initiatives in states such as New Jersey and school districts such as Los Angeles. In a report this spring, it will provide advocates and policy-makers with a better understanding of some of the key strategies for building better schools.

"The technology and expertise exist to build schools that both exemplify and teach sustainability and that serve as places of inspiration for children and their communities," Bernstein says. "The challenge for officials is to develop policies and programs for ensuring consideration of these goals in the school building process."



Senior Attorney Tobie Bernstein