Teaching & Learning
- Dual Degree MBA / Master Science
- Undergraduate Fellows
- Executive Education

Business Engagement
- Corporate Political Responsibility Taskforce (CPRT)
- Michigan Business Sustainability Roundtable (MBSR)
- Collaborations with global networks (Sustainable Brands, Innovation Forum, BSR)

Scholarly & Applied Research
- Sustainability Management Toolboxes
- Faculty Scholarly Research
- Sustainability Case Studies
The Corporate Political Responsibility Taskforce

**Support for champions of CORPORATE POLITICAL RESPONSIBILITY**

- Helping companies better align their political influence with their commitments to values, purpose, sustainability & stakeholders – shifting from reactive, siloed responses to proactive, principled, firmwide approaches

- Building awareness, capacity & commitment to CPR across the private sector -- as a key factor in reestablishing trust in our foundational institutions & addressing systemic challenges

**Taskforce Members** (executives from 6-8 companies)
- Spring '21: Foundational Webinar Series Selection of Focal Issues
- Summer '21: Expert Dialogues Working Sessions
- Winter '21: CPR Strategies for Selected Issues CPR Framework 1.0
Corporate Political Responsibility

Responsibility
Do our political activities support the systems on which markets, society & life depend?

Accountability
Are our political activities aligned with our values, purpose & commitments to all stakeholders?

Transparency
Do we disclose our political activities to relevant stakeholders?

POLITICAL ACTIVITIES
Actions intended to influence the electoral, governing or civic affairs processes of a nation, state or municipality, directly or via third parties, including:
- Political Spending
- Lobbying & Advocacy
- External Communications & Influence
- Employee Communications

SUSTAINABLE DEVELOPMENT GOALS
We support the Sustainable Development Goals

CPR Principles | CPR Practices | CPR Policy Advocacy | CPR Process

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Current Issue Areas

POLITICAL ACTIVITIES
Actions intended to influence the electoral, governing or civic affairs processes of a nation, state or municipality, directly or via third parties, including:

- Political Spending
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- Employee Communications

CPR Principles
CPR Practices
CPR Policy Advocacy
CPR Process

Climate & Environment
Social Justice & Inclusion
Strong Civic Institutions
Accountability
Transparency

Do our political activities support the systems on which markets, society & life depend?

Are our political activities aligned with our values, purpose & commitments to all stakeholders?

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Strong Civic Institutions

Climate & Environment

Social Justice & Inclusion

Accountability

Transparency

Current Issue Areas

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Draft CPR Thought Process

Select a Focal Issue
What civic affairs issues are of most pressing concern to stakeholders & company?

- CPR for Civic Institutions?
- CPR for Climate & Environment?
- CPR for Inclusion & Justice?

Listen to Diverse Views
How do we currently engage in electoral, governing or civic affairs processes? What impact are we having? Is this aligned with our commitments to values, purpose, sustainability & all stakeholders? How do our stakeholders see our activities?

Draft CPR Principles
On what basis do we legitimately influence electoral, governing or civic affairs processes? On which issues? What do we consider out of bounds? What do transparency, accountability, responsibility mean for us? What do our stakeholders consider legitimate & trustworthy?

Draft CPR Strategy for Focal Issue
What practices or public policy advocacy do our principles suggest for this issue or CPR overall? What firm, systemic or values level risks & opportunities do we need to consider? What do our stakeholders think? What barriers are there to aligned action & how do we reduce them?

Articulate CPR Principles & Strategy; Implement & Embed
How can we articulate the principles that guide our strategy on this issue? How will we know we are acting on our commitments? What needs our attention next & how will we improve our approach to CPR over time?
SELECTED PARTNERS WHO HAVE AGREED TO SPEAK TO OUR MEMBERS
confirmed or in discussion

Maryanne Howland, ASBC Race & Equity Working Group
Judy Samuelson, Aspen Institute Business & Society Program
David Clunie, Black Economic Alliance
Andy King, Questrom School of Business, Boston University
Manu Meel, BridgeUSA
Bruce Freed, Center for Political Accountability
Rick Heede, Climate Accountability Institute
Bill Weihl & Jennifer Allyn, ClimateVoice
Kevin Johnson, Election Reformers Network
Katherine Venice, Ethical Capitalism Group
Rebecca Henderson, Harvard Business School
Malcolm Salter, Harvard Business School
Mike Toffel, Harvard Business School
Paul Polman, IMAGINE
Dylan Tanner & Kendra Haven, InfluenceMAP
Christina Herman, Interfaith Center on Corporate Responsibility
Tim Werner, McCombs School of Business, UT Austin
Mark Mizruchi, Michigan Ross School of Business
Jerry Davis, Michigan Ross School of Business

Tom Lyon, The Erb Institute at University of Michigan
Andy Hoffman, The Erb Institute at University of Michigan
Lee Drutman, New America Political Reform Program
Jerry Taylor, Niskanen Center
Hamish Stewart & Jerome Tagger, Preventable Surprises, Corporate Lobbying Alignment Project
Matt Leighinger, Public Agenda
Scott Kalb, Responsible Asset Allocator at New America
Steven Young, The Caux Roundtable
Kristin Jordahl Hansen, The Civic Health Project
Alberto Alemmo & Kelsey Beltz, The Good Lobby
Rick Alexander & Sara Murphy, The Shareholder Commons
Jonas Kron, Trillium Asset Management
Magali Delmas, UCLA Institute of the Environment & Sustainability
Adam Winkler, UCLA School of Law
Eric Orts, Wharton School of Business
William Laufer, Zicklin Center for Business Ethics at Wharton
Amy Meyer & Eliot Metzger, World Resources Institute
Where to Go from Here

- **Contact us** to attend an exploratory session for potential members
- **Follow us** @ErbInstitute
- **View** our new Website & Resource List

ANTICIPATED TASKFORCE
START
Summer, 2021

1. Strong Civic Institutions
2. Social Justice & Inclusion
3. Climate & Environment

CPRT Website: bit.ly/ErbCPRT
Elizabeth Doty, Director: dotye@umich.edu
Tom Lyon, Erb Faculty Director: tplyon@umich.edu
Terry Nelidov, Erb Managing Director: tnelidov@umich.edu
Why CPR Matters

why our political engagements matter

Firm-level Risks
- Brand & reputation
- Relationships with employees, recruits, customers, communities, stakeholders, investors (ESG ratings/access to capital)
- Legal/regulatory

Systemic Risks
- E: Environment, climate, water, etc
- S: Opportunity, mobility, inclusion, social justice, education, well-being
- G: Civic institutions, freedom to vote, fair & safe elections, social stability, rule of law, informed public, civility, accurate information
- Economy: Financial stability, long-term value, public goods & infrastructure, regulatory simplicity

Moral Imperative
- Sense of responsibility & accountability for the impact of corporate political activity on the systems on which markets, society & life depend
Avenues of Corporate Political Influence

Electoral Processes
- election of candidates, ballot measures, election/voting rules & infrastructure, districting, spending rules, etc.

Institutions & Governing
- legislative processes, rule-making, contracts, subsidies, exemptions, enforcement, capacity (staff, expertise, technology), norms, standards, etc.

Culture & Civic Affairs
- public attitudes, beliefs, priorities, information, deliberation, civic education, national service, etc.

Political Spending
- candidates/parties/committees, 527 groups, independent expenditure groups (SuperPACs), trade associations, 510c(4)’s (“dark money” groups), ballot measure spending, etc

Employee Communications & Influence
- communications, time-off policies, work assignments, volunteer programs, etc

Lobbying/Advocacy
- registered lobbyists, advisors, influence, etc

External Communications & Other Influence
- statements, philanthropy, research, campaigns, media spend, advisory, placing executives, etc

Corp PACs
Corp funds
Barriers to CPR

Lack of Awareness & Oversight
Many leaders are not aware of the scope of political activity & many firms lack integrated oversight.

Siloed Functions & Outsourcing
Brand, CSO, & Government Affairs can operate in silos, & lobbying is often led by third parties.

Competing Interests
There are natural tensions & companies need ways to weigh tradeoffs & prioritize.

Short-term Pressures & Narrow Views of Materiality
Companies have traditionally engaged around narrow issues & short-term pressure to meet targets.

Reactive Approaches
Issues change quickly & it is difficult to recognize emerging trends without a proactive, principled, firmwide view, especially amidst shifting political winds.