

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



An Initiative of the ERB INSTITUTE *at the* UNIVERSITY OF MICHIGAN

California
Review
Management

BEST ARTICLE AWARD 2019

**CSR Needs CPR:
Corporate Sustainability and Politics**



In the News

THE CONFERENCE BOARD

Under a Microscope
A New Era of Scrutiny for Corporate Political Activity

OPINION | REVIEW & OUTLOOK

The Price of Woke Corporate Politics

A new ad campaign targets Nike, Coca-Cola and American Airlines

Black Executives Call on Corporations to Fight Restrictive Voting Laws

Dozens responded after companies in Georgia said little against state legislation that put strict rules in place.

424

THE HILL

Ready or not, the era of corporate political responsibility is upon us

BY THOMAS P. LYON, OPINION CONTRIBUTOR — 04/10/21 01:00 PM EDT
THE VIEWS EXPRESSED BY CONTRIBUTORS ARE NOT NECESSARILY SHARED BY THE HILL

635 COMMENTS

QUARTZ

How America's business leaders can better protect US democracy

DealBook Business & Policy

'An Epiphany Moment' for Corporate Political Donors May Have Arrived

As companies put their donations to candidates on hold, they should reassess political giving entirely, making the halt permanent

292

HR MAGAZINE | SPRING 2020

How Should HR Handle Political Discussions at Work?

As the country's political polarization seeps into the workplace

By Susan Milligan

DISNEY

Disney Employees Walk Out in Response to Florida Anti-LGBTQ Bill

Earlier this month, Disney CEO Bob Chapek said he should have been a "stronger ally in the fight for equal rights."

Amanda Breen, Entrepreneur.com
March 23, 2022

US corporate talk on climate change not matched by lobbying: Ceres

BUSINESS

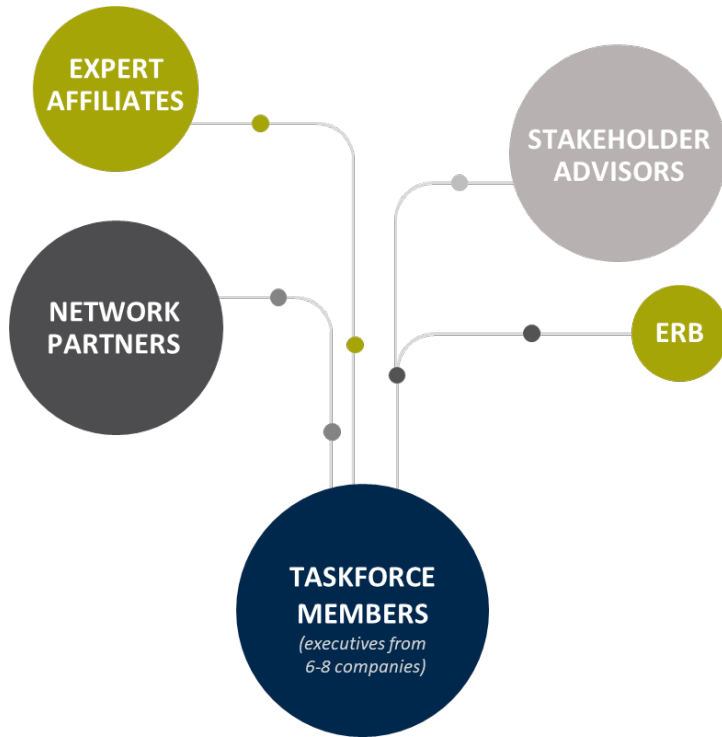
Stefanik echoed 'great replacement' theory. But firms kept donating.

Corporations' pledges to pursue racial justice clash with their political giving

By Todd C. Frankel and Dylan Freedman
May 23, 2022 at 6:00 a.m. EDT

C P R T

The Corporate Political Responsibility Taskforce



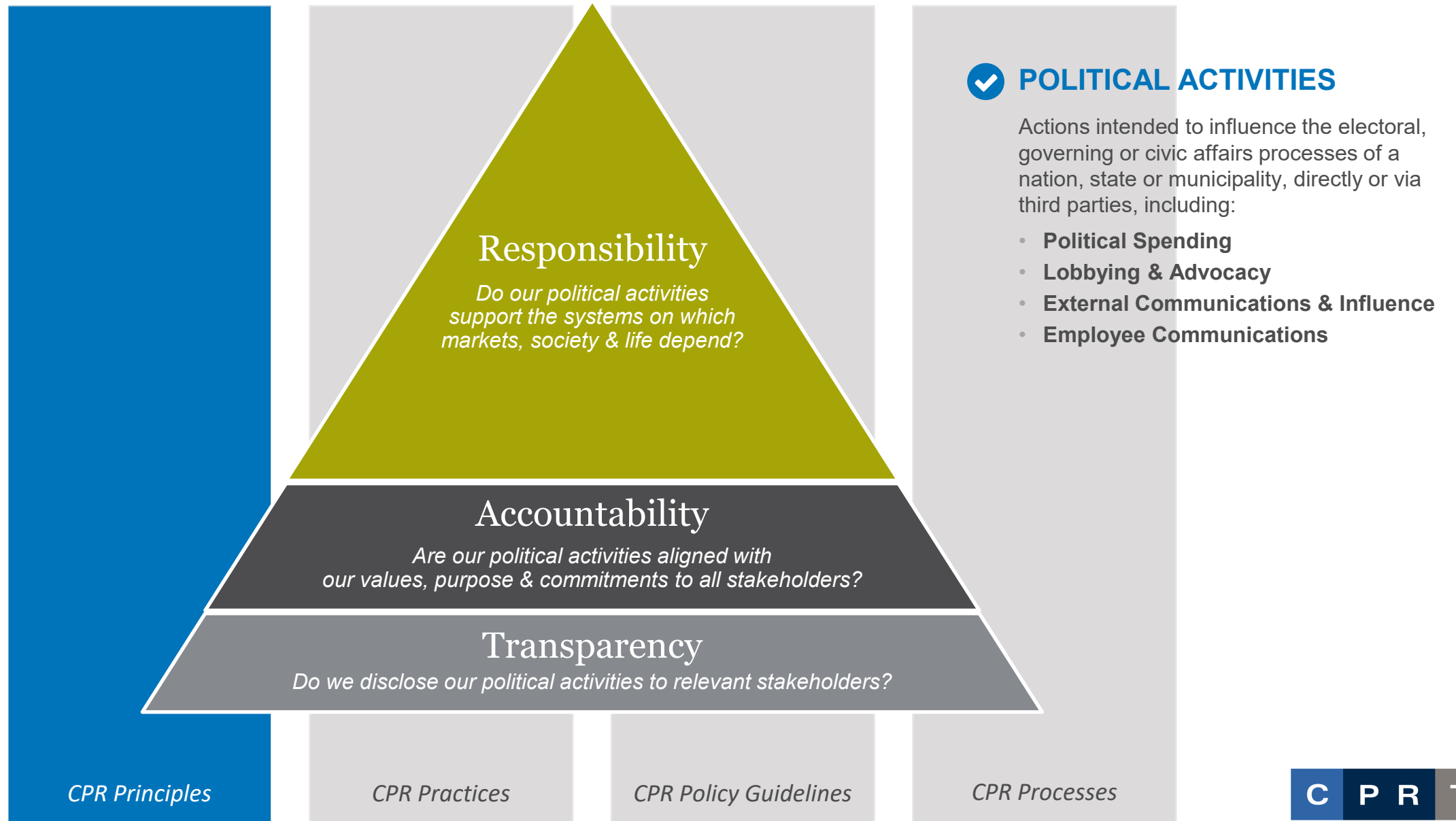
Support for champions of

CORPORATE POLITICAL RESPONSIBILITY

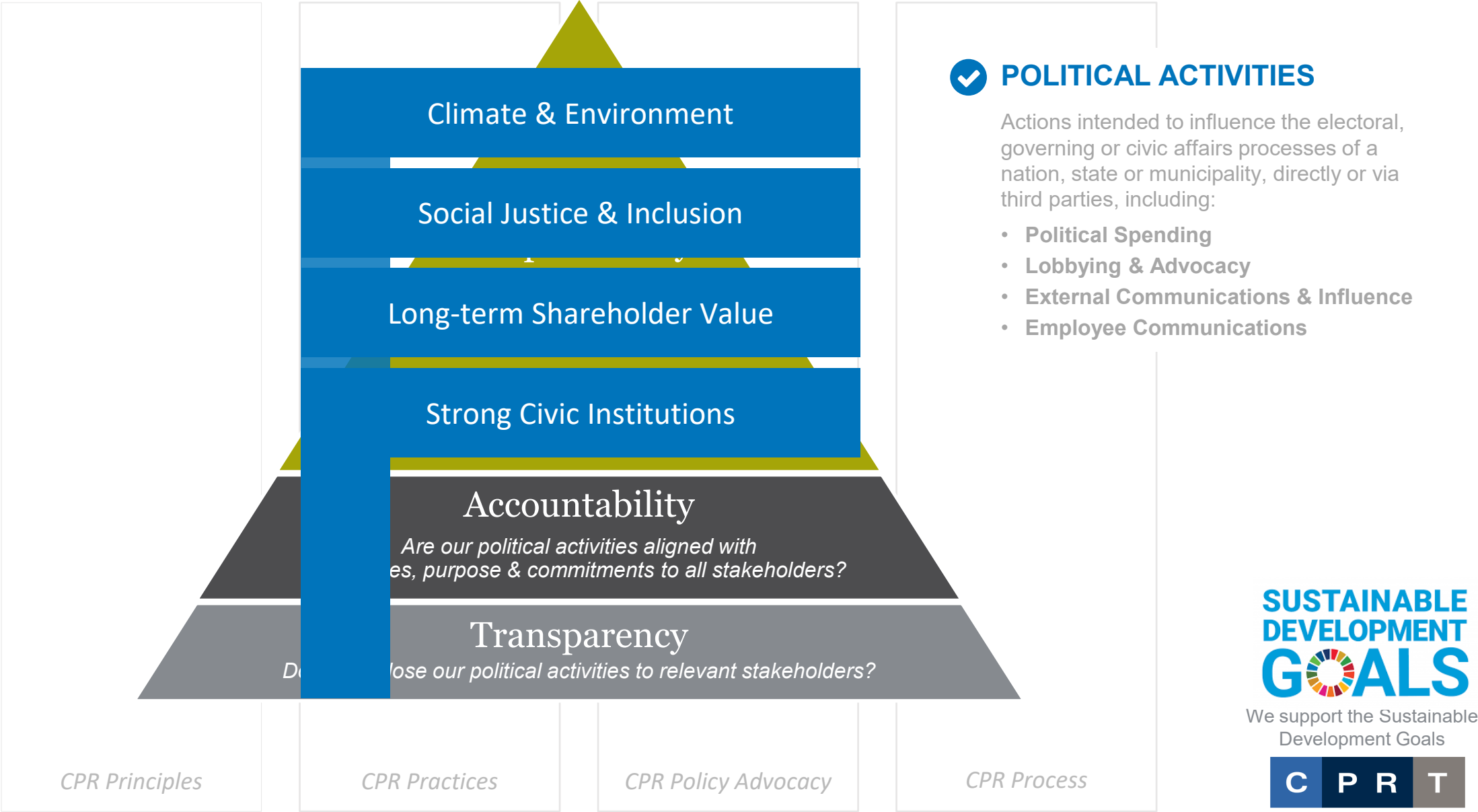
- **Helping companies better align their political influence with their commitments to values, purpose, sustainability & stakeholders** – *shifting from reactive, siloed responses to proactive, principled, firmwide approaches*
- **Building awareness, capacity & commitment to CPR across the private sector** -- *as a key factor in reestablishing trust in our foundational institutions & addressing systemic challenges*



Completing the CPR Framework



Current Issue Areas



Partners, Affiliates & Advisors

OUR NETWORK PARTNERS



SELECTED EXPERT AFFILIATES & STAKEHOLDER ADVISORS

confirmed, complete, or in discussion

Jackie Gillan, Advocates for Highway & Auto Safety
Yousuf Aftab, Atelier Aftab
Maryanne Howland, ASBN Race & Equity Working Group
David Clunie, Black Economic Alliance
Debilyn Molineaux & Willis Johnson, BridgeAlliance
Manu Meel, BridgeUSA
Sarah Bonk & Richard Eidlin, Business for America
Bruce Freed, Center for Political Accountability
Bennett Freeman, Chatham House
Madeleine Para, Citizens Climate Lobby
Bill Wehl & Jennifer Allyn, ClimateVoice
Kevin Johnson, Election Reformers Network
Katherine Venice, Ethical Capitalism Group
Rebecca Henderson, Harvard Business School
Mike Toffel, Harvard Business School
Ken Dubin, IE Business School
Paul Polman, IMAGINE
Dylan Tanner & Kendra Haven, InfluenceMAP
Josh Zinner, Interfaith Center on Corporate Responsibility
Markus Scholz, IBES
Bill Shireman, In This Together America
Dr. Stephen Hargarten, Medical College of Wisconsin
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
Terry Nelidov, The Erb Institute at University of Michigan
Jerry Taylor, Niskanen Center
Matt Leighninger, National Conference on Citizenship
Ruth Ben-Ghiat, New York University
Delilah Rothenberg, Predistribution Initiative
Jerome Tagger, Preventable Surprises
Andy King, Questrom School of Business, Boston University
Scott Kalb, Responsible Asset Allocator at New America
Francis Johnson, Take Back our Republic
Steven Young, The Caux Roundtable
Kristin Jordahl Hansen, The Civic Health Project
Alberto Alemanno & Kelsey Beltz, The Good Lobby
Rick Alexander & Sara Murphy, The Shareholder Commons
Chad Spitler, Third Economy
Jonas Kron, Trillium Asset Management
Magali Delmas, UCLA Institute of the Environment & Sustainability
Adam Winkler, UCLA School of Law
Daniel Kinderman, University of Delaware
Vikramaditya Khanna, University of Michigan Law School
Dorothy Lund, USC Gould School of Law
Eric Orts, Wharton School of Business
Andrew Winston, Winston Eco-Strategies
William Laufer, Zicklin Center for Business Ethics at Wharton
Amy Meyer & Eliot Metzger, World Resources Institute

Working Timeline

Updated 7/7

	Jun '22	Jul '22	Aug '22	Sep '22	Oct '22	Nov '22	Dec '22	2023
Member Meetings	Plan for Vetting	Review Feedback & Comms Plan	Finalize Principles v1.0 & Comms Plans	Finalize Year 2 Priorities				
Deliverables/Outputs	CPR Principles v.5		CPR Principles v1.0 & Comms Plan	Getting Started Guide for CPR Principles v1.0	<i>Year 2 CPRT</i> Application: <ul style="list-style-type: none">CPR Governance Practices, Policies & ProcessesAction Forums/Policy Dialogues Mobilization: <ul style="list-style-type: none">Publicize, Expand Group & Demonstrate Action Publication: <ul style="list-style-type: none">Articles, Case Studies, Research, Trends			
Moving to Action	Vetting/Socialization <ul style="list-style-type: none">Erb WorkshopsPartner Group Workshops & 1:1 VettingMember Internal Conversations			Communications <ul style="list-style-type: none">3 Asks (Near-term, Internal Process, External Collaboration)Focus on Businesses & Directors, Business Coalitions/AssociationsActivation Toolkit, etc.				

Where to Go from Here



Contact us to discuss becoming a Member, Network Partner, Expert Affiliate, or Stakeholder Advisor

Visit us at bit.ly/ErbCPRT

- Upcoming Expert Dialogues
- CPR Resource List
- Signup for News/Updates

Follow us @ErbInstitute

Three Ways to Get Involved

Taskforce Members: Individual officer-level executives looking to help their companies improve CPR and abide by Guiding Principles. We encourage at least two functions from each firm. Members join as individuals; they do not represent their organizations.

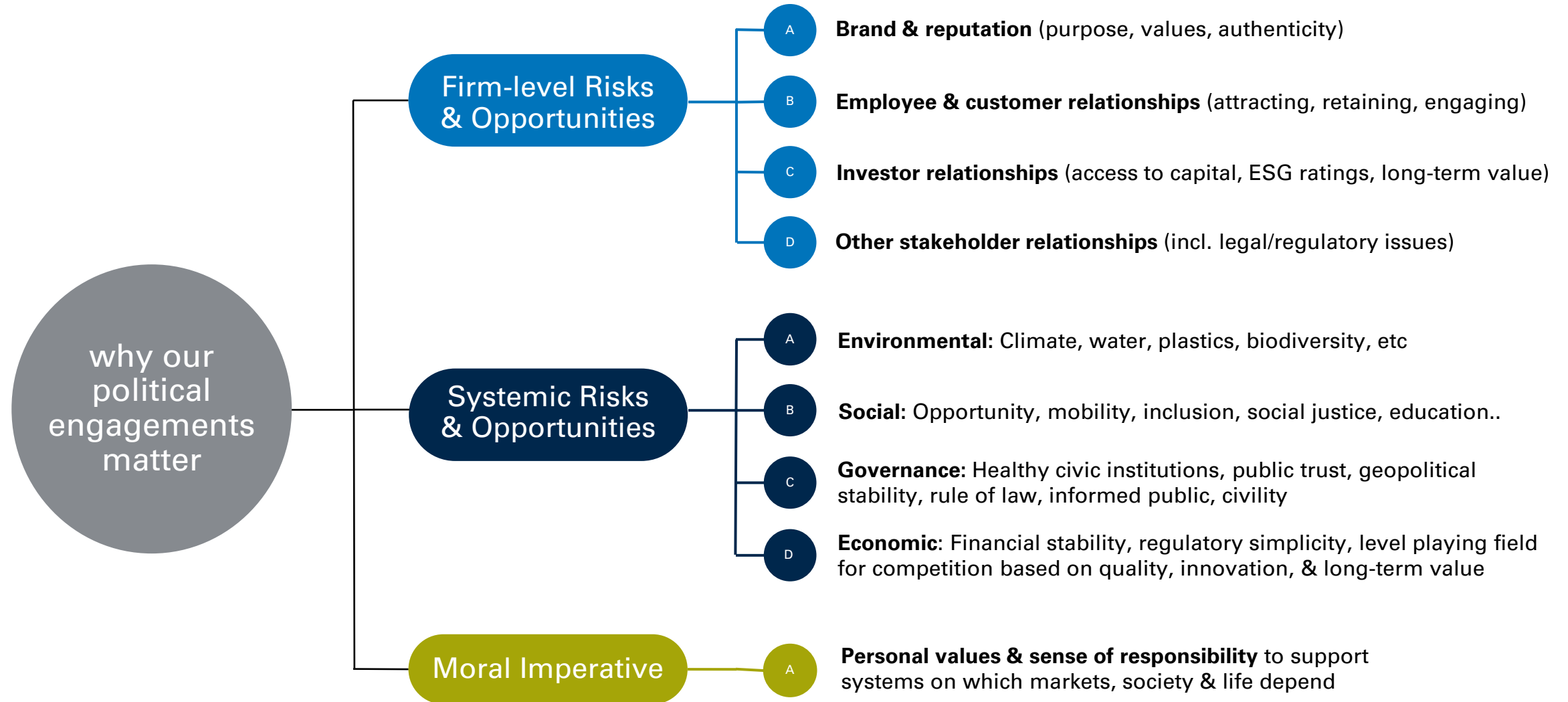
Network Partners: Values-driven business networks willing to abide by Guiding Principles, champion CPR with their members, forward invitations, and publicize deliverables.

Expert Affiliates/Stakeholder Advisors: Academic experts, stakeholder advocates and other thought leaders with diverse backgrounds who are interested in CPR, and willing to abide by Guiding Principles, contribute expertise, review deliverables and recognize progress.

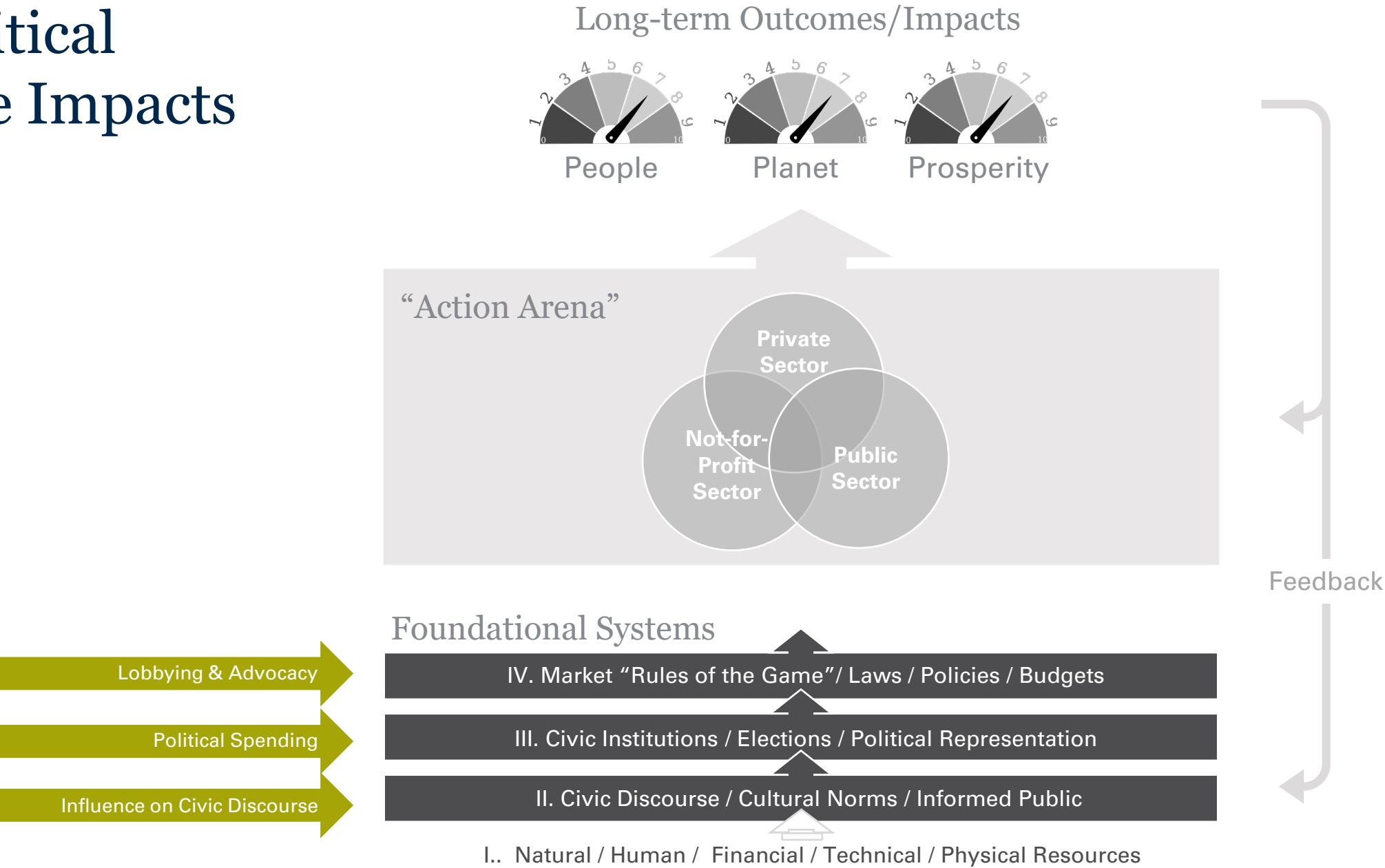
Elizabeth Doty, Director: dotye@umich.edu
Tom Lyon, Erb Faculty Director: tplyon@umich.edu
Terry Nelidov, Erb Managing Director: tnelidov@umich.edu



Why CPR Matters



How Political Influence Impacts Society



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(6)s), social welfare organizations (510c(4)s), ballot measure spending, etc

Corporate PACs

Corporate treasury funds

Employee Communications & Influence

communications, timeoff policies, work assignments, volunteer programs, etc

Lobbying/Advocacy

registered lobbyists, advisors, influence, etc

External Communications & Other Influence

public statements, philanthropy, research funding, grassroots campaigns, media spending, advisory roles, placing executives, etc

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

Member/Partner Guiding Principles

Ours is a values-based approach to work as a taskforce and realize our ambitions for Corporate Political Responsibility. The following principles guide how the CPRT will approach its purpose

- **Diversity & Justice:** We commit to welcome and learn from diversity, in ideas and identities. We consider and model social justice and inclusion in the CPRT and beyond.
- **Learning & Collaboration:** We embrace a growth mindset, individually and as a group. We value and commit to pre-competitive collaborative action as a taskforce.
- **Data-driven Integrity:** We are guided by the best available social, environmental and policy science and commit to openly exploring facts and evidence related to our purpose and objectives. We commit to “walk the talk” of sustainability-in-action, championing CPR in our organizations.
- **Non-partisanship & Non-advocacy:** The CPRT is strictly non-partisan and does not advocate, promote or support any political party or candidate. While members and partners may express their views freely, we do not endorse or advocate particular policies or legislation but may provide thought processes for evaluating proposals based on CPR principles.
- **Representative Institutions & Legitimate Business Engagement:** We commit to support the foundational principles of effective, accountable and inclusive institutions at all levels as outlined in Sustainable Development Goal 16, and seek to define principles and practices for trustworthy, legitimate business engagement with civil society and political institutions, regardless of party affiliation. We will focus on defining and improving CPR in the US, while aligning as much as possible with global frameworks.
- **A Market-Based Economy:** We support a competitive market-based system where companies are rewarded for creating long-term value that benefits all stakeholders. We also recognize that government has a legitimate role in establishing clear and consistent rules of the game to enable that outcome.