



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

# Expert Dialogue Video Library

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Updated 5/16/25

This is a consolidated list of lightly-edited recordings of the CPR Taskforce's Expert Dialogues, broken into modules with keywords for easy searching.

Since March of 2021 to May of 2024, the Erb Institute's Corporate Political Responsibility Taskforce (CPRT) hosted dialogues with a diverse range of advocates, experts and executives from across the political spectrum, to explore what it means for companies to use their political influences responsibly.

We now offer a selection of those dialogues as resources for educators, practitioners and associations to spark conversation and action. Please see below for video clips, and where available, transcripts. If you would like to learn more about the CPRT, please visit us [here](#) or go to [TheCPRHub.org](https://TheCPRHub.org) for additional resources.

***Statement of 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*



## The Value of Values: How Quantification Strengthens the Case for Action (And CPR)

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April 18, 2024

**Daniel Aronson**, Founder of Valutus

As more companies face challenges related to ESG and DEI initiatives, some are pulling back on investments and hesitating to take public stances on issues. But prevailing public sentiment and market indicators rebuke the conventional idea that business leaders must choose between profit and purpose. Increasingly, the numbers — factual and financial — show the tangible value for corporations in establishing and prioritizing values and intentionally deciding where and how to show up for policy discussions. Established values can also inform a corporate political responsibility framework that companies can use to navigate the policy landscape and decide how and when to act. As leaders take the courageous and sometimes vulnerable steps to lead with values, they adopt a long-term perspective on management and decision-making that creates more resilient businesses with stronger bottom lines.

- ▶ [Module 1: The ROI of Values \(35:31\) \[VIDEO\]](#)
- ▶ [Module 2: Clarifying the Case for DEI – Investing in People and Opportunity \(16:10\) \[VIDEO\]](#)
- ▶ [Module 3: Implications for CPR \(23:38\) \[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Long-term Value & Business Strategy, Accountability, Enterprise Risk, Legitimacy

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## Corporate Political Responsibility and Commercial Determinants of Health: How Business Influences Policies That Affect People's Health

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May 23, 2024

**Nason Maani**, Lecturer in Inequalities and Global Health Policy at the University of Edinburgh

The communications and actions of companies and industries influence policy outcomes, including policies that affect people's health, positively or negatively, directly or indirectly. One example of a large-scale industry with both influence and dependency upon policy outcomes is the U.S. firearms industry. Lecturer in Inequalities and Global Health Policy Nason Maani recently worked on a collaborative study examining the ways in which the firearm industry and industry-associated organizations frame firearms, firearm-related harms, and possible solutions to gun violence. Using the experience and outcomes of this study as an example, we will discuss with Maani how industries such as the firearms industry influence policy outcomes and what it would mean for companies to influence policies responsibly with concern to public health impacts

- ▶ [Module 1: Commercial Determinants of Health? \(41:00\) \[VIDEO\]](#)
- ▶ [Module 2: How Policy Affects Commercial Determinants of Health \(16:36\) \[VIDEO\]](#)
- ▶ [Module 3: Applying CPR to Commercial Determinants of Health \(16:30\) \[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Long-term Value & Business Strategy, Polarization, Enterprise Risk, Legitimacy

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## Trade Association-Member Collaboration for Sustainability Policy: A New Model?

March 27, 2024

**Renee Henze**, Chief Sustainability Officer, International Flavors and Fragrances, and  
**Nathan Sell**, Senior Director, Sustainability, American Cleaning Institute

Trade associations are key players in helping businesses and industry sectors deliver on ambitious sustainability goals, stakeholder priorities, and an ultimate interest in a healthy environment. In these efforts, public policy is a critical lever. As a natural vehicle for industry advocacy on sustainability policy, trade associations lobby and sometimes make political contributions. Yet, specific views on sustainability issues are diverse, and some players will bear more of the cost of regulatory changes. How can trade associations navigate these diverse views without diluting ambition? How could a principled structure for political activities guide sustainability efforts and facilitate collaboration? Our guest speakers shared a case study of trade association-member collaboration to align on clear, proactive sustainability initiatives and policy, which could be a new model for associations more broadly.

- ▶ [Module 1: ACI & IFF on Sustainability Initiatives \(23:11\) \[VIDEO\]](#)
- ▶ [Module 2: Navigating Diverse Views on Sustainability Policy \(30:04\) \[VIDEO\]](#)
- ▶ [Module 3: The Future of Trade Associations & Sustainability Policy \(23:55\) \[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Long-term Value & Business Strategy, Enterprise Risk, Legitimacy



## The Business Resiliency Case for CPR

February 8, 2024

**Angeli Patel**, Executive Director, Berkeley Center for Law and Business

As businesses seek to balance shifting expectations from stakeholders ranging from investors and legal counsel to customers and employees, they're increasingly exploring how a principled structure for political activities can help increase business resilience and sustainability. In her recent work developing more than 30 case studies on corporate sustainability, Angeli Patel has discovered three indicators of resilient businesses across industries: 1) they opt to face challenges head-on rather than wait until a moment of crisis; 2) they're curious about and engaged with their customers, investors and employees; and 3) they bring all decisions back to long-term goals rather than immediate challenges. In this conversation, we'll discuss how corporate political responsibility factors into sustainability and can be a tool companies use to enhance these indicators of resilience.

- ▶ [Module 1: The Business Case for CPR \(22:45\) \[VIDEO\]](#)
- ▶ [Module 2: Why it is Difficult to Act on CPR \(31:58\) \[VIDEO\]](#)
- ▶ [Module 3: Addressing Concerns about Being Too Political \(26:23\) \[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Long-term Value & Business Strategy, Polarization, Enterprise Risk, Legitimacy



## Using the EN-Roads Simulator to Explore Why Companies Should Prioritize Climate Policy

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December 14, 2023

**Amy Gobel**, Co-founder of the Alliance for Responsible Capitalism

Many executives and MBAs are committed to improving sustainability in their companies, but often find it difficult to move at the scale and speed they believe is needed because the company's options are limited by the structure of incentives in the marketplace. This raises the question: what role should climate policy play in company's emissions reduction strategies? To explore the impact of various strategies, Amy conducts a demonstration using the EN-Roads global climate simulator developed by Climate Interactive, the MIT Sloan Sustainability Initiative, and Ventana Systems.

- ▶ [Module 1: Demonstration - Why Should Companies Prioritize Climate Policy? \(18:55\) \[VIDEO\]](#)
- ▶ [Module 2: Executive Summary - Why Should Companies Prioritize Climate Policy? \(2:15\) \[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Climate Energy & Environment, Free Enterprise & Competitive Markets, Long-term Value & Business Strategy, Strategic Risks, Responsibility

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## CPR & Business Strategy in a Hyperpolitical World

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December 4, 2023

**Martin Reeves**, Chair of the BCG Henderson Institute

As technology platforms provide more and more of the “public square” for civic discourse and debate, their actions will be critical as voters weigh choices in 2024 election in the US and around the world. Now, with the accelerated adoption of AI, technology will have an even greater role in averting electoral crises and navigating intense debates over free speech, hate speech, censorship, fraud, and protest. These challenges raise issues for all companies, as their employees and customers engage over such platforms, and they confront difficult decisions on whether and how to engage responsibly in an environment of polarization and distrust.

- ▶ [Module 1: Strategy in a Hyperpolitical World: How Principles Help \(31:43\) \[VIDEO\]](#)
- ▶ [Module 2: How the Principles for Business Strategy & the Erb Principles Overlap \(29:40\) \[VIDEO\]](#)
- ▶ [Module 3: Determining When it is Legitimate to Engage \(22:16\) \[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Long-term Value & Business Strategy, Polarization, Enterprise Risk, Legitimacy

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## Technology, Free Speech & Democracy in 2024

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January 18, 2024

**Katie Harbath**, CEO of Anchor Change & Former Director of Public Policy for Facebook

As technology platforms provide more and more of the “public square” for civic discourse and debate, their actions will be critical as voters weigh choices in 2024 election in the US and around the world. Now, with the accelerated adoption of AI, technology will have an even greater role in averting electoral crises and navigating intense debates over free speech, hate speech, censorship, fraud, and protest. These challenges raise issues for all companies, as their employees and customers engage over such platforms, and they confront difficult decisions on whether and how to engage responsibly in an environment of polarization and distrust.

- ▶ [Module 1: Free Speech & Partisanship in the Commercial Square \(35:08\) \[VIDEO\]](#)
- ▶ [Module 2: AI, Media Platforms and Election 2024 \(28:21\) \[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Civic Discourse Trusted Information & Free Speech, Responsibility

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## Responsible Policy Engagement on Climate Change: Practical Steps for Addressing Misalignment

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November 16, 2023

**Yamika Ketu**, Senior Associate, Ceres' Accelerator for Capital Markets

As investors continue to focus on climate change and a just energy transition, and California and the EU implement new Scope 3 reporting, companies are being pressed to develop concrete action plans to achieve their net zero or other environmental targets. Though these plans focus on operations, supply chains, and products or services, more and more firms are recognizing the importance of stable, aligned climate policy as a critical factor in reaching their stated goals. Yet, in practice, responsible policy engagement for climate can be tricky. How do companies work with their trade associations in an aligned way? How do they balance climate priorities against other urgent policy issues? And what is the role of the Board in helping companies take a strategic, long-term approach to climate as a systemic risk?

- ▶ [Module 1: Responsible Policy Engagement for Climate Change \(25:38\) \[VIDEO\] \[TRANSCRIPT\]](#)
- ▶ [Module 2: Common Areas of Misalignment \(24:02\) \[VIDEO\] \[TRANSCRIPT\]](#)
- ▶ [Module 3: Trade Association Audits & Other Practical Steps \(28:57\) \[VIDEO\] \[TRANSCRIPT\]](#)

Keywords: Corporate Political Responsibility, Climate Energy & Environment, Trade Associations & Memberships

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## CPR in Action: Addressing the Root Causes of Dysfunctional American Politics

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October 26, 2023

**Sarah Bonk**, Founder and CEO of Business for America & **Richard Eidlin**, BFA's National Policy Director and a Co-Founder of the American Sustainable Business Council

In the current tumultuous US political environment, business leaders are exploring ways to navigate heated debates and intensifying culture wars. When and how should they take action? How can they prepare internally? Are there ways business can help address the root causes of dysfunctional politics?

- ▶ Module 1: Culture Wars, Backlash and the Current Political Climate (28:45) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ Module 2: How Companies Can Prepare Internally for CPR (21:55) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ Module 3: How Companies Take Action to Address Dysfunctional Politics (19:20) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)

Keywords: Corporate Political Responsibility, Employee Polarization or Activism, Employee Civic/Issue Engagement, Elections & Public Trust

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## Navigating Democracy Flashpoints: How Business Leaders & Boards Can Reduce Risk & Strengthen Civic Trust

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September 21, 2023

**Daniella Ballou-Aares**, Founder and CEO of the Leadership Now Project, and **Lauren Caplan**, Managing Director & Head of Democracy-aligned Investing at the Leadership Now Project

With the 2024 campaigning underway and distrust of American civic institutions at an all-time high, business leaders and boards can expect to confront multiple “democracy flashpoints” in the coming months. What scenarios should they be preparing for? Where might they need to take a stand, change course or be ready to defend their actions under fire? What can they do to prepare now?

- ▶ Module 1: Potential “Democracy Flashpoints” & Implications for Business Leaders and Boards (25:14) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ Module 2: Helping Business Prepare for a Proactive, Principled Response (27:22) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ Module 3: How CPR Could Help Strengthen Trust in Civic Institutions (24:14) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)

Keywords: Corporate Political Responsibility, Democracy & Constitutional Republic, Civic Institutions & Governing, Elections & Public Trust, Polarization, Employee Civic/Issue Engagement, Responsibility

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## Examining the “Limits to Growth” Model: Systems Thinking, Sustainability & CPR

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May 18, 2023

**Gaya Herrington**, Vice President Sustainability Research, Schneider Electric, and author of *Five Insights to Avoid Global Collapse: What a 50-year Old Model of the World Taught Me About a Way Forward for Us Today*

Today’s debates over sustainability and prosperity hinge on foundational assumptions about the economy, growth and the drivers of human well-being. Since its publication in 1972, the “Limits to Growth” model commissioned by the Club of Rome has been at the center of such debates, raising fundamental questions about whether prosperity is inherently linked to material consumption, and whether “business as usual” models of economic growth will lead to greater prosperity or collapse. What can this systems model teach us, as business leaders weigh in on policies to enable innovation for sustainability, or criticism that such approaches might hurt economic growth?

- ▶ [Module 1: New Insights into the Limits to Growth Model \(35:50\) \[VIDEO\]](#)
- ▶ [Module 2: Implications of Limits to Growth for CPR \(24:11\) \[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Climate Energy & Environment, Long-term Value & Business Strategy, Sustainability ESG & CSR, Strategic Risks, Resiliency, Civic Institutions & Governing, Geopolitical Market & Regulatory Stability

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## Better Disclosure: Could a Voluntary Lobby Disclosure Platform Improve CPR While Lowering Reporting Requirements?

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March 3, 2023

**Christine Mahoney**, Professor of Public Policy & Politics, Frank Batten Center of Leadership and Public Policy, University of Virginia

Despite the enormous burden of current reporting requirements on lobbying activity, there is surprisingly little useful information to enable problem-solving or accountability. Meanwhile, companies now face pressure to report in more depth on the issues they advocate for and their positions on key issues. Lawmakers and their staff struggle to make sense of the policy landscape and cumbersome comment processes, while constituents are demanding more accountability from their elected representatives, amid an environment of declining trust.

- ▶ [Module 1: How POST-MAP-ASK Could Modernize & Democratize Lobbying \(27:46\) \[VIDEO\]](#)
- ▶ [Module 2: Could a Voluntary System Really Make a Difference? \(20:27\) \[VIDEO\]](#)
- ▶ [Module 3: Why Would Companies Support POST-MAP-ASK? \(21:04\) \[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Lobbying & Policy Influence, Reporting & Disclosures, Transparency, Civic Institutions & Governing, Accountability

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## The Paradoxes of Shareholder Voice: CPR & The Investment Manager Perspective

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February 16, 2023

[Jonas Kron, Esq.](#), Chief Advocacy Officer, [Trillium Asset Management](#)

Amidst the current debate about ESG and impact investing, fund managers are taking a deeper look at the political activities of the companies they invest in. Some push companies into active advocacy. Others focus on ensuring that political influences are not adding risk or insisting that firms stay out of politics altogether. Yet all of these strategies raise enormous practical questions.

- ▶ Module 1: Culture Wars, Backlash and the Current Political Climate (28:45) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ Module 2: How Companies Can Prepare Internally for CPR (21:55) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ Module 3: How Companies Take Action to Address Dysfunctional Politics (19:20) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)

Keywords: Corporate Political Responsibility, Shareholder Divestment Resolutions & Pressure, Shareholder Engagement, Impact Investing, Sustainability ESG & CSR, Polarization, Civic Institutions & Governing

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## CPR, Externalities & Fiduciary Duty: Why Investors Are Concerned About Corporate Impacts on People & Planet

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December 15, 2022

[Josh Zinner](#), CEO, Interfaith Center on Corporate Responsibility (ICCR) and **John Keenan**, Corporate Governance Analyst with the American Federation of State, County and Municipal Employees (AFSCME)

Investors are increasingly concerned about the impacts corporations have on people and the planet, and the risks these can create for businesses, investors, and beneficiaries. Institutional investors in particular worry about “externalities” that can undermine a firm’s financial performance or amplify systemic risks across all portfolios. Given these impacts, some investors view it as central to their fiduciary duty to engage more actively with portfolio companies, shaping both business operations and political influences to reduce externalities. Others argue that such strategies violate fiduciary duty, because they apply non-economic factors to investment decisions.

- ▶ Module 1: Externalities, Corporate Political Influence & Risk (34:38) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ Module 2: ESG, Fiduciary Duty & Addressing Externalities (23:07) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ Module 3: Calls for CPR & Effective Management Responses (40:37) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)

Keywords: Corporate Political Responsibility, Sustainability ESG & CSR, Strategic Risks, Transparency, Accountability, Responsibility, Fiduciary Duty & Business Purpose, Free Enterprise & Competitive Markets, Civic Institutions & Governing, Jobs Opportunity & Wages, Anti-discrimination Inclusion & Human Rights

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## Conservative Perspectives & Clean Energy Innovation: Implications for CPR Following the 2022 Midterm Elections

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November 17, 2022

**Tyler Duvelius**, Director of External Affairs, Conservative Energy Network (CEN)

Tyler Duvelius has built his career bringing conservative viewpoints into the clean energy conversation, working to educate, train, and organize conservative grassroots support for clean energy issues, and actively participating in clean energy policy discussions at the local, state, and federal levels.

- ▶ [Module 1: Why CPR Matters to Shareholders \(23:00\)](#) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ [Module 2: Clean Energy Policy & CPR \(17:36\)](#) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ [Module 3: Clean Energy Policy Following the Midterm Elections \(27:05\)](#) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)

Keywords: Corporate Political Responsibility, Climate Energy & Environment, Free Enterprise & Competitive Markets

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## The Bridge Alliance: Tapping Ideological, Racial, Generational & Gender Diversity to Renew Civic Space ... and How Business Can Help

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October 13, 2022

**Debilyn Molineaux**, President & CEO of the Bridge Alliance, and **Rev. Dr. F. Willis**

**Johnson**, Senior Minister of Living Tree Church in Columbus, Ohio, and former senior minister of Wellspring Church in Ferguson, Missouri

Though many business leaders are concerned about the effects of polarization and partisan conflict internally and externally, few are aware of the burgeoning movement to build bridges and renew civic space. Members of the Bridge Alliance, a coalition of over 90 organizations representing over three million Americans, are embracing ideological, racial, generational and gender diversity and collaborating to promote healthy self-governance in our democratic republic.

- ▶ [Module 1: The Bridge-Building & Healthy Self-Governance Movement \(30:34\)](#) [\[VIDEO\]](#)
- ▶ [Module 2: The Opportunity to Renew Civic Space \(30:37\)](#) [\[VIDEO\]](#)
- ▶ [Module 3: What Companies Can Start, Continue, or Stop Doing \(32:44\)](#) [\[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Polarization, Civic Institutions & Governing, Democracy & Constitutional Republic, Elections & Public Trust, Civic Discourse Trusted Information & Free Speech

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## CPR And the Law: Human Rights, Fiduciary Duty & Sustainability Governance

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July 21, 2022

[Yousuf Aftab](#), Director of [Atelier & Aftab](#)

As investor interest in ESG accelerates and new challenges emerge, directors and executives can expect more nuanced legal challenges. Among the most difficult of these are questions about the legal aspects of corporate political responsibility.

- ▶ Module 1: CPR & Human Rights (30:38) [\[VIDEO\]](#)
- ▶ Module 2: CPR & Fiduciary Duty (17:36) [\[VIDEO\]](#)
- ▶ Module 3: Defining and Mobilizing New Norms for CPR (32:15) [\[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Fiduciary Duty & Business Purpose, Anti-discrimination Inclusion & Human Rights, Legitimacy, Responsibility, Civic Institutions & Governing, Elections & Public Trust, Legal Risk or Uncertainty,

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## Rising Authoritarianism: How Business Can Recognize and Respond to True Threats to Representative Democracy

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June 23, 2022

[Ruth Ben-Ghiat](#), Professor of History and Italian Studies at New York University and

[Katherine Venice](#), Founder of the Ethical Capitalism Group

As hyper-partisanship escalates in the US and beyond, both the left and right are leveling accusations of authoritarianism and even fascism at the other side. Though business leaders may wish they could stay out of the fray, multiple independent sources show the US is facing serious threats to civic institutions, representative democracy, political equality and the rule of law. Given rising trust in business, companies are uniquely positioned to help the country navigate these risks, if they can distinguish true threats and respond effectively.

- ▶ Module 1: Distinguishing Rhetoric from True Authoritarian Threats (27:40) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ Module 2: Implications of Authoritarian Threats for Businesses (23:45) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ Module 3: Paths Forward & the Role of Business in Democracy Protection (Length: 44:43) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)

Keywords: Corporate Political Responsibility, Civic Institutions & Governing, Strategic Risks, Elections & Public Trust, Democracy & Constitutional Republic

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## Radical Collaboration: Can Business Help Unleash America's Middle 70% to Address Climate & Strengthen Democracy?

May 19, 2022

**Madeleine Para**, Executive Director of Citizens Climate Lobby and **Bill Shireman**,

Co-chair of In This Together America

Though it is rarely featured in the news, research shows that most Americans can collaborate on solutions to systemic threats such as climate change. Yet, many of these "solution citizens" feel isolated and discouraged in the current environment of toxic polarization and destructive conflict. To address this challenge, a community of social entrepreneurs has been emerging, working to enable conservatives and progressives to work together on clean energy, conservation and strengthening democracy.

- ▶ [Module 1: Can Americans really be collaborative? \(39:01\)](#) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ [Module 2: How solutions happen \(26:21\)](#) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ [Module 3: Business areas to revitalize democracy \(27:17\)](#) [\[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Climate Energy & Environment, Civic Institutions & Governing, Responsibility, Polarization



## Corporate Political Responsibility & The Economy: Revisiting 'Pro-Business' Advocacy

April 21, 2022

**Anat Admati**, George G.C. Parker and Professor of Finance and Economics at the Stanford Graduate School of Business, and Faculty Director of the Corporations

and Society Initiative at Stanford University and **Jerry Davis**, Gilbert and Ruth Whitaker Professor of Business Administration at the Ross School of Business and Faculty Director of Business + Impact

In the debate over whether businesses should take a stand on broad civic, political and societal issues, few have explored how companies influence policy and narratives on issues related to their core businesses and shareholder returns. As the economy, and particularly corporate governance practices, become "financialized," pro-business political influence has had a major impact on public discourse and economic outcomes. Does the status quo truly benefit all — or only a few — ultimate shareholders of corporations and the economy as a whole? What is the impact on democracy, and what might true "corporate political responsibility" (CPR) look like in practice?

- ▶ [Module 1: Pro-business political influence, shareholders & the economy \(46:13\)](#) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ [Module 2: Consequences and impacts of pro-business political influence \(17:30\)](#) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ [Module 3: Defining CPR for Economic & Business Issues \(26:08\)](#) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)

Keywords: Keywords: Corporate Political Responsibility, Enterprise Risk, Strategic Risks Long-Term Value & Business Strategy, Civic Institutions & Governing, Anti-discrimination Inclusion & Human Rights, Transparency, #CPR\_Accountability



## Rebuilding Trust in American Civic Institutions: Campaign Finance, Non-partisan Reform & How Business Can Help

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May 5, 2022

**Kevin Johnson**, Election Reformers Network, and **Ciara Torres-Spelliscy**, The Brennan Center

Trade experts warn that low trust in American civic institutions is dangerous for representative democracy, civic freedom and the rule of law – as well as the environment for business. Yet trust in American civic institutions has been in decline since the 1970's and trust in government has not risen above 30% since 2007. (Pew, 5/17/21). In this expert dialogue we will answer: What are the root causes of this long-term decline of trust in American civic institutions? How do we re-build trust in American civic institutions, especially amidst toxic polarization? What models can we draw on? How important is campaign finance reform? What role can business play in meaningful, non-partisan reform?

- ▶ [Module 1: Causes of Distrust of American Institutions \(33:34\) \[VIDEO\] \[TRANSCRIPT\]](#)
- ▶ [Module 2: Rebuilding Trust in American Civil Institutions \(19:02\) \[VIDEO\] \[TRANSCRIPT\]](#)
- ▶ [Module 3: The Role of Business in Non-Partisan Democratic Reform \(37:39\) \[VIDEO\] \[TRANSCRIPT\]](#)

Keywords: Corporate Political Responsibility, Long-term Value & Business Strategy, Polarization, Distrust, Transparency, Legitimacy

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## Net Positive Advocacy: Co-Creating Policies That Enable Better Outcomes for All

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April 14, 2022

**Andrew Winston**, co-author of [Net Positive](#)

Amidst increasingly apparent systemic threats – from climate change to inequality to social instability – business leaders are being confronted with head-spinning dual realities: On the one hand, they are engaged in intensive, sometimes overwhelming efforts to improve their firm's sustainability and responsiveness to stakeholders. And, on the other hand, they are consistently challenged that their best efforts do not add up to the scale or speed that is needed. How can this be... and what can be done?

- ▶ [Module 1: The Meaning of "Net Positive" \(33:44\) \[VIDEO\]](#)
- ▶ [Module 2: Net Positive Advocacy & De-risking Sustainable Business \(32:18\) \[VIDEO\]](#)
- ▶ [Module 3: Leading & Partnering for Net Positive Advocacy \(21:05\) \[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Long-term Value & Business Strategy, Climate Energy & Environment, Jobs Opportunity & Wages, Sustainability ESG & CSR, Misalignment, Enterprise Risk, Strategic Risks, Responsibility

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## Toxic Polarization and How Business Can Help

**Kristin Hansen**, Executive Director, [Civic Health Project](#), with special guest, [Tara Leweling](#) of Allstate

Businesses of all sizes, regions and industries are being impacted internally and externally by toxic political polarization in the United States and beyond. Growing anger and divided narratives have left businesses pushed to pick sides, and contributed to rising reputational risk, difficulty recruiting, retaining and engaging employees, increasing scrutiny, backlash, repeated crises and ongoing uncertainty in the business environment.

- ▶ [Module 1: Toxic Polarization & its Causes \(Length: 29:35\) \[VIDEO\] \[TRANSCRIPT\]](#)
- ▶ [Module 2: Business' Role in Reducing "Demand" for Polarization \(Length: 34:11\) \[VIDEO\] \[TRANSCRIPT\]](#)
- ▶ [Module 3: Business' Role in Reducing the "Supply" for Polarization \(Length: 24:14\) \[VIDEO\] \[TRANSCRIPT\]](#)

Keywords: Corporate Political Responsibility, Anti-discrimination Inclusion & Human Rights, Civic Institutions & Governing, Elections & Public Trust, Polarization, Employee Civic/Issue Engagement, Responsibility



## CPR & The History of Corporate Political Rights

February 10, 2022

[Adam Winkler](#), Connell Professor of Law at UCLA School of Law & [Vikramaditya S. Khanna](#), Faculty co-director of the Joint Centre for Global Corporate and Financial Law and Policy

As business leaders wrestle with whether and how to adjust their political influences in response to increasing scrutiny from employees, customers, investors and the public, few are familiar with how the legal frameworks and norms for corporate political involvement have shifted over time. This can lead them to assume that current challenges are unsolvable, especially in an increasingly polarized and contentious US sociopolitical environment. Understanding historical context and how it has shaped current corporate political influence practices can open up new, more effective options for companies under pressure and others concerned about business' influence on representative democracy.

- ▶ [Module 1: A Historical View of Corporate Political Rights & Influence \(39:37\) \[VIDEO\]](#)
- ▶ [Module 2: Corporate Political Influence Today \(21:25\) \[VIDEO\]](#)
- ▶ [Module 3: Emerging influence practices & leveraging points \(25:23\) \[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Civic Institutions & Governing, Legal Risk or Uncertainty, Strategic Risks, Legitimacy, Responsibility





## CPR & Civil Society: The Role of the Private Sector in Protecting Civic Space

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January 27, 2022

**Bennett Freeman**, Associate Fellow, International Law Program, Chatham House

As US mid-term elections approach amidst polarization and fundamental challenges to American democracy, businesses will be confronted with increasingly high stakes decisions whether to take stands on voting rights and other issues perceived to be political if not partisan.

- ▶ Module 1: Business & “Civic Space” in a Global Context (29:41) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ Module 2: Business Support for Democracy in the US (33:40) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ Module 3: Practical Challenges & Next Steps for Businesses in 2022 (28:47) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)

Keywords: Corporate Political Responsibility, Democracy & Constitutional Republic, Jobs Opportunity & Wages, Anti-discrimination Inclusion & Human Rights, Civic Institutions & Governing, Employee Civic/Issue Engagement, Responsibility

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## Addressing Structural Inequity: The Need for Policy Thought Leadership at The Board Level

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January 13, 2022

**Cecily Joseph**, Adjunct Faculty and Advisor, Initiative for Equity and Social Justice at [Presidio Graduate School](#); and former Chief Diversity Officer, VP of Corporate

Responsibility and Global Head of Ethics and Compliance at Symantec

As companies take the challenges of systemic inequity more seriously, Boards and managers are working to improve how they engage talent, build cultures of respect, and integrate equity into their value chains with customers, suppliers and communities. Yet systemic barriers, such as wealth and education gaps, are affected by historical and current policy positions – which few leaders have yet integrated into their strategies. This leaves leaders facing several critical questions, especially as attention to corporate political influence increases:

- ▶ Module 1: Policy & Systematic Racial Inequality (30:36) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ Module 2: Addressing Disconnects between CSR, ethics, DEI, and Govt Affairs (22:52) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ Module 3: Engaging the Board on Racial Equity and Policy (29:45) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)

Keywords: Corporate Political Responsibility, Anti-discrimination Inclusion & Human Rights, Jobs Opportunity & Wages, Civic Institutions & Governing, Enterprise Risk, Long-term Value & Business Strategy, Accountability

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## Addressing Pay-To-Play Politics: A Conservative View on the Need for Political Reform

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December 2, 2021

**Francis Johnson**, President of [Take Back our Republic](#)

For decades, Americans across the ideological spectrum have expressed concern over “pay-to-play politics” and the influence of special interests. Citizens from left, right and center have argued that escalating political spending destroys public trust and undermines both conservative and progressive agendas. Might this be an area of common ground? Are there other political reforms where Americans might agree?

- ▶ [Module 1: The Risks & Consequences of a Pay-to-Play Political System \(36:27\)](#) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ [Module 2: Conservative Concerns around Political Influence \(31:27\)](#) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ [Module 3: Engaging the Board on Racial Equity and Policy \(29:45\)](#) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)

Keywords: Corporate Political Responsibility, Political Spending & Contributions, Elections & Public Trust, Democracy & Constitutional Republic, Civic Institutions & Governing, Polarization, Legal Risk or Uncertainty

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## ESG, CPR, And Sustainable Finance: How Should Companies Prepare?

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November 18, 2021

**Chad Spitler**, Founder of [Third Economy](#)

By 2025, ESG assets are [expected to it \\$53 trillion](#), roughly a third of assets under management. Yet, what exactly ESG measures, and how it redirects behavior in the real economy to advance sustainable outcomes, is still being heavily negotiated. Where does CPR fit in ESG reporting, risk management and strategy? How should companies prepare for greater scrutiny of whether their political influences align with their ESG commitments?

- ▶ [Module 1: Sustainable Finance, ESG, and CPR \(34:32\)](#) [\[VIDEO\]](#)
- ▶ [Module 2: Investor Pressure for CPR Reporting \(30:26\)](#) [\[VIDEO\]](#)
- ▶ [Module 3: Preparing for CPR as part of ESG \(24:29\)](#) [\[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Sustainability ESG & CSR, Enterprise Risk, Ratings Scorecards & Metrics, Long-term Value & Business Strategy, Climate Energy & Environment, Climate Energy & Environment, Jobs Opportunity & Wages

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## Corporate Political Responsibility In ‘Thin’ Political Markets

November 11, 2021

[Karthik Ramanna](#), Professor of Business & Public Policy, and Director of the Master of Public Policy at the Blavatnik School of Government at the University of Oxford

As public trust in government plummets, businesses are increasingly pressed to help address civic, political and societal challenges. Yet some leaders are concerned about businesses displacing civic processes. How should leaders think about CPR (corporate political responsibility) in the face of weak civic institutions and low public trust? In his 2015 paper with Rebecca Henderson, [Do Managers Have a Role to Play in Sustaining the Institutions of Capitalism?](#), Professor Ramanna argues that managers must define CPR differently in “thin” political markets. That is, where the public is not fully informed or adequately represented in decision-making, responsible corporate political influence must shift from narrow business interests to concern for the system overall.

- ▶ [Module 1: Policy & Systematic Racial Inequality \(30:36\)](#) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ [Module 2: Addressing Disconnects between CSR, ethics, DEI, and Govt Affairs \(22:52\)](#) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ [Module 3: Engaging the Board on Racial Equity and Policy \(29:45\)](#) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)

Keywords: Corporate Political Responsibility, Long-term Value & Business Strategy, Strategic Risks, Accountability, Legitimacy, Free Enterprise & Competitive Markets, Fiduciary Duty & Business Purpose



## Economic Dynamism, Racial Equity & Fatigue: 3 Reasons CPR Matters to CEOs

October 28, 2021

[Lisa Lewin](#), CEO, General Assembly

Many companies are struggling with the range of issues where they are being asked to take a stand — from racial equity to LGBTQ+ rights, climate change, and increasingly, the functioning of our civic institutions. What is going on? Why are CEO's being called on to speak to civic, political or societal issues so often...and how should they respond?

- ▶ [Module 1: Why CPR Matters to Business & Society \(34:50\)](#) [\[VIDEO\]](#)
- ▶ [Module 2: CPR & Acting on Racial Equity Pledges \(21:46\)](#) [\[VIDEO\]](#)
- ▶ [Module 3: Business and Civic Reform \(17:37\)](#) [\[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Jobs Opportunity & Wages, Civic Institutions & Governing, Polarization, Resiliency, Elections & Public Trust, CEO Activism, Accountability



## A Different Approach to Influence: Non-Giving As A Viable Government Relations Strategy

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September 30, 2021

**Christopher A. Padilla**, Vice President for Government and Regulatory Affairs, IBM

As described in [Dealbook](#), IBM is one of only a handful of large U.S. companies that are not involved in direct political giving to candidates, and has advocated for public policy to address risks related to facial recognition software, artificial intelligence and even the workings of government. As companies struggle with increased reputational risk related to political contributions, is non-spending truly a viable strategy? And, beyond spending, how should companies think about advocacy relative to broader societal issues?

- ▶ [Module 1: Non-Spending as a Viable Approach \(30:37\) \[VIDEO\]](#)
- ▶ [Module 2: Factors & Stakeholders in Defining CPR \(23:48\) \[VIDEO\]](#)
- ▶ [Module 3: Today's Window of Opportunity for Action \(25:00\) \[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Civic Institutions & Governing, Long-term Value & Business Strategy, Political Spending & Contributions, Elections & Public Trust, Legitimacy, Responsibility

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*Dylan Tanner & Kendra Haven*

## CPR And Climate Policy Mapping: Tracking Scope 4 Emissions

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September 9, 2021

**Dylan Tanner**, Executive Director and Co-Founder and **Kendra Haven**, Director of Projects (US) at [InfluenceMap](#).

We have seen increasing shareholder attention to companies' climate impact and a sharp rise in net zero emissions commitments. Despite these advances, might companies be undermining their positive actions through their political influence?

- ▶ [Module 1: Business & Climate Policy \(21:24\) \[VIDEO\]](#)
- ▶ [Module 2: Common Areas of Climate Policy Misalignment \(25:27\) \[VIDEO\]](#)
- ▶ [Module 3: CPR Actions to Achieve Paris Goals \(28:53\) \[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Climate Energy & Environment, Ratings Scorecards & Metrics, Enterprise Risk, Strategic Risks, Trade Associations & Memberships, Misalignment, Accountability, Responsibility

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## CPR Versus Shareholder Value: Is There Really a Debate?

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August 26, 2021

**Jerry Taylor**, President of the [Niskanen Center](#)

As the U.S. wrestles with policies related to COVID-19 safeguards, voting rights and election procedures, fossil fuel divestitures, and more, businesses face pressures both to get more involved and to stay out of societal, civic and political issues--to stick to their core business and building shareholder value. How should they respond?

- ▶ [Module 1: Reframing the Debate over Corporate Political Influence \(28:50\) \[VIDEO\]](#)
- ▶ [Module 2: Corporate Political Influence & Threats to Democracy \(14:39\) \[VIDEO\]](#)
- ▶ [Module 3: Climate Policy & The Friedman Doctrine \(41:43\) \[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Climate Energy & Environment, Free Enterprise & Competitive Markets, Long-term Value & Business Strategy, Strategic Risks, Responsibility

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## Leveraging Millennial and Gen-Z Expectations for CPR

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August 12, 2021

**Manu Meel**, CEO, BridgeUSA

There is no doubt that companies are feeling the pressure to practice political responsibility, but the steps to do that aren't so clear. Leaders must consider the desire of their stakeholders, but that is not a homogenous group. In this module, we examine the failures and successes of employee engagement, and how to balance political polarization.

- ▶ [Module 1: Insights into Bridging Divides \(27:31\) \[VIDEO\]](#)
- ▶ [Module 2: Younger Generations' View of CPR \(17:38\) \[VIDEO\]](#)
- ▶ [Module 3: Advancing a New Era of CPR \(21:52\) \[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Jobs Opportunity & Wages, Employee Polarization or Activism, Employee Civic/Issue Engagement, Elections & Public Trust, Accountability, Long-term Value & Business Strategy, Civic Institutions & Governing

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## Re-Thinking Business' Role in U.S. Polarization and How CPR Can Help Companies Respond

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August 5, 2021

**Mark Mizruchi**, Robert Cooley Angell Collegiate Professor of Sociology at the University of Michigan.

Business leaders across the U.S. are increasingly alarmed at the destructive effects of political polarization, in their communities, in their interactions with state, local and federal government, and increasingly, among their employees.

- ▶ Module 1: CPR & Business' Role in Historical Context (34:03) [\[VIDEO\]](#)
- ▶ Module 2: Defining CPR (28:40) [\[VIDEO\]](#)
- ▶ Module 3: Implications for Business Leaders Today (21:23) [\[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Polarization, Legal Risk or Uncertainty, Jobs Opportunity & Wages, Elections & Public Trust, Geopolitical Market Regulatory Stability, Responsibility

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## Why Diversified Shareholders Must Mobilize to Ensure ESG Includes Corporate Political Responsibility

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July 22, 2021

**Rick Alexander**, Chief Executive Officer and **Sara Murphy**, Chief Strategy Officer at

[The Shareholder Commons](#)

Boards, executives and investment managers are working to address evolving shareholder interest in environmental, social and governance issues. Yet few have yet focused on the particular interest that “universal owners” -- large institutional investors with diversified portfolios that have a financial interest in the well-being of the economy as a whole -- in greater corporate political responsibility.

- ▶ Module 1: Why CPR Matters to Shareholders (30:12) [\[VIDEO\]](#)
- ▶ Module 2: How Fiduciary Duty Applies to Political Influence (26:39) [\[VIDEO\]](#)
- ▶ Module 3: Asset Owner Strategies & How Companies Can Prepare (22:39) [\[VIDEO\]](#)

Keywords: Corporate Political Responsibility, Long-term Value & Business Strategy, Strategic Risks, Fiduciary Duty Business Purpose, Legal Risk or Uncertainty, Free Enterprise & Competitive Markets, Responsibility

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Amy Meyer



Eliot Metzger

## 7 Barriers to U.S. Business Leadership on Climate Policy & How to Break Them Down

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July 15, 2021

**Amy Meyer** and **Eliot Metzger** of the WRI's Center for Sustainable Business

To be on a 1.5° C pathway, the U.S. must cut emissions 50%+ below 2005 levels by 2030. As a result, companies are being pressed to make advocacy for climate policy a key component of their climate commitments -- ending any political activities that run counter to a science-based climate agenda.

- ▶ Module 1: 7 Barriers to U.S. Business Leadership on Climate Policy (21:06) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ Module 2: Addressing Internal Barriers to Policy Leadership (14:35) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ Module 3: Addressing External Barriers to Policy Leadership (32:59) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)

Keywords: Corporate Political Responsibility, Climate Energy & Environment, Enterprise Risk, Strategic Risks, Geopolitical Market Regulatory Stability, Trade Associations & Memberships, Polarization, Misalignment, Accountability

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## Preparing For Greater Political Spending Transparency As 2022 Campaigning Begins

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June 24, 2021

**Bruce Freed**, President & Cofounder of the [Center for Political Accountability](#)

As campaigning starts up for 2022, companies face critical decisions about how to align their political influence with their public commitments and shifting expectations from employees, investors, customers and the public. How can firms respond to expectations of greater transparency, knowing over 76% of Americans from all parties expect full disclosure? How should firms think about 2022 mid-term giving in light of increased scrutiny and real implications for civic institutions, social justice and public trust? What disclosure should companies prepare for in the future as the SEC evaluates public comments on climate change and ESG-related disclosures?

- ▶ Module 1: The CPA-Zicklin Model Code (30:18) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ Module 2: Scenarios for SEC Disclosure Rules (18:13) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)
- ▶ Module 3: Risks & Opportunities as 2022 Campaigning Begins (13:32) [\[VIDEO\]](#) [\[TRANSCRIPT\]](#)

Keywords: Corporate Political Responsibility, Political Spending & Contributions, Enterprise Risk, Civic Institutions & Governing, Legal Risk or Uncertainty, Transparency, Accountability

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