

EXECUTIVE SUMMARY



Yale SCHOOL OF MANAGEMENT

CEO SUMMIT

Economic Rejuvenation:

Safely Bringing Corporations and Communities out of COVID Caves

Yale CEO Summit & Mayors College | June 3, 2020

LEADERSHIP PARTNERS

Deloitte.



Yale SCHOOL OF MANAGEMENT

Chief Executive Leadership Institute



Key Themes

The 101st gathering of the Yale School of Management’s Chief Executive Leadership Institute – and the first held virtually via Zoom – brought together dozens of mayors and hundreds of CEOs and business leaders, as well as current and former government officials, such as Vice President Joe Biden, Secretary of State Colin Powell, and Secretary of Defense Ashton Carter.



Jeffrey A. Sonnenfeld, Senior Associate Dean, Yale School of Management

With a theme of “Economic Rejuvenation: Safely Bringing Corporations and Communities out of COVID Caves,” Yale Professor and Senior Associate Dean Jeff Sonnenfeld led a discussion which focused on the social justice issues that have dominated everyone’s attention in recent days.



From the Mayors College – an outcry from mayors about the challenges leading through three unprecedented crises simultaneously.

The COVID-19 crisis, an economic crisis with high rates of unemployment, and the crisis of systemic racism which threatens social unrest. These crises are disproportionately affecting minority populations, are in some instances increasing tensions between the police and citizens, and are straining public resources. Many mayors want financial assistance from the federal government as well as leadership in bringing about healing and greater unity.

Despite these immense challenges, some mayors expressed optimism and hope about the potential for significant and lasting change, particularly on race issues.

From the CEO Summary – a recognition from business leaders of the need to “do more” in addressing systemic racism.

CEOs were in agreement about the need to demonstrate greater leadership on race by speaking out, listening to employees, identifying actions within each company’s sphere of influence, providing more jobs and opportunities, and providing greater access to capital. CEOs were not just responding to the headlines of the day, but see combatting systemic racism as a critical issue that must become a CEO and boardroom priority for all organizations.

Legend in Leadership Award

Brian Cornell, Chairman & CEO of Target Corporation, was presented with the Legend in Leadership Award for his exemplary leadership, vision, humility, willingness to make difficult decisions, and emphasis on diversity and inclusion.

Mayors College

Yale's Jeff Sonnenfeld led a discussion among mayors about the immense challenges they are currently facing and moderated a question and answer session between mayors and Vice President Joe Biden.

Overview

Cities and mayors across the country are dealing with an unprecedented trifecta of challenges. Simultaneously, communities must contend with COVID-19, an economic crisis with high rates of unemployment, and civil unrest focused on police brutality and systemic racism. Mayors want financial assistance for their cities from the federal government and help from businesses in providing jobs.

Despite the enormous turmoil, some mayors expressed hope that these crises could help bring about positive societal changes, especially in confronting structural racism and creating greater opportunities for those who have been disadvantaged.

Key Takeaways

Mayors are apolitical problem solvers.

Welcoming mayors to the Yale School of Management for the fifth time, Jeff Sonnenfeld noted that mayors are practical problem solvers who get things done. Richard Berry, former mayor of Albuquerque, New Mexico, who worked with Jeff to launch the Mayors College, termed it an important moment for the country and for mayors to engage in dialogue.

Most mayors and police forces are working to build positive relationships with citizens and communities.

Tampa Mayor Jane Castor – who served as a police officer for 31 years and the chief of police in Tampa for six years – said that police officers are working every day to create relationships with the community to keep neighborhoods safe. When an episode of police brutality occurs, like in Minneapolis, all police officers in the country are judged as a group and every police officer in the nation pays for it.



Jane Castor, Mayor, Tampa, Florida

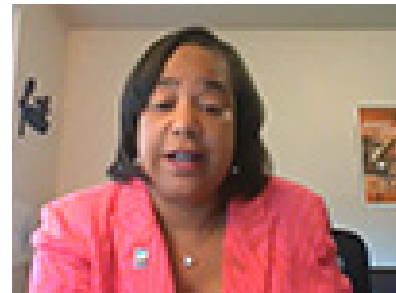
“There are few who detest police brutality more than police officers. . . when something like this happens, it sets back those relationships [between the police and the community] and you, in essence, have to start all over again, building it.”

Mayors across the country are dealing with three simultaneous crises: the COVID-19 crisis, the economic crisis, and the crisis of systemic racism that is threatening social unrest.

Several mayors, such as Victoria Woodards from Tacoma, Washington, and Libby Schaaf from Oakland, California, talked about the incredibly difficult times that cities currently face.

The unprecedented challenges at this moment are due to the combination of the COVID-19 pandemic, the economic crisis with staggeringly high rates of unemployment – especially among minorities – and then the police brutality and crisis of systemic racism.

“Cities are in crisis right now. It's like a triple pandemic—the structural racism and disparities of COVID-19 and then this economic shutdown.”



Victoria Woodards, Mayor, Tacoma, Washington



Libby Schaaf, Mayor, Oakland, California

Mayor Woodards talked about the need for healing in this polarizing climate and Mayor Schaaf focused on the importance of rapidly transforming entrenched systems and accelerating a more equitable economy and equitable recovery.

The current turmoil could be a turning point in America, propelling the country to a better day.

Louisville, Kentucky, Mayor Greg Fischer said that “passions that are boiling over in our streets are not a result of something that has just happened in the last month.” He continued by stating that these passions are “the result of generations of mistreatment, inequity, and structural racism that has led us to this point.”

Yet, despite the turmoil in cities across the country at this moment, Mayor Fischer was surprisingly optimistic and hopeful. He believes that the current unrest is finally waking up white America to the necessity of confronting structural racism in the United States – through a moral lens, an economic lens, and a public safety lens. Fischer sees the tide turning and looks to the future with hope. He said, “I encourage us all to look for a better day. We are going to be in a position when we come out of this to help more people in a shorter period of time realize their dreams than before because of this wake-up call for America.”



Greg Fischer, Mayor, Louisville, Kentucky

“I am full of hope, actually . . . finally I think that white America is ready to wake up and understand the depth of racism and structural racism in our country . . . white America, business in America, is ready to say, ‘We have to deal with this.’”

The Conference of Mayors is focused on three “I’s”—infrastructure, innovation, and inclusion.



07 - Stephen Benjamin, Mayor, Columbia, South Carolina; Past President, US Conference of Mayors

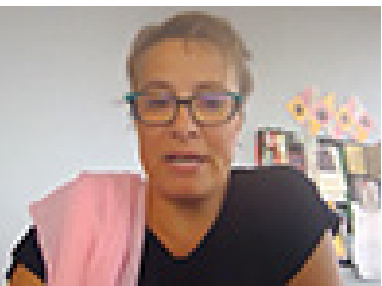
“We are at an incredible inflection point in the US right now,” said Stephen Benjamin, Mayor of Columbia, South Carolina, and Past President of the US Conference of Mayors. Mayor Benjamin highlighted that in an environment where America is falling behind the world, the US Conference of Mayors has a bipartisan agenda focused on infrastructure, innovation, and inclusion. These elements are at the core of every conversation taking place in every city across the country right now.

Vice President Biden emphasized the need to build a strong, inclusive society.

Vice President Biden offered remarks about the challenges facing the country and outlined his vision for the future. He then responded to wide-ranging questions from mayors.

Highlights of Mr. Biden’s comments include:

- **It is a time of extraordinary pain.** Because of COVID-19, more than 100,000 lives have been lost—which didn’t have to be lost—and more than 40 million Americans are unemployed. The communities that have been hardest hit are black and brown communities where people are getting sick, dying, and losing their jobs. On top of that the country is dealing with the unbearable pain related to the oldest wound in America: systemic racism. In the protests we are seeing, there are a few really bad actors, but most people are screaming out for dignity.

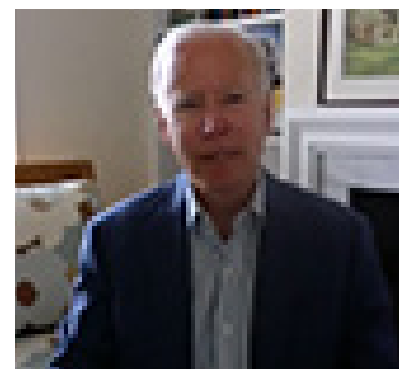


Cassie Franklin, Mayor, Everett, Washington

- **We need to improve how we treat “essential workers.”** In the last several months we have all admired and clapped for front-line essential workers. These are first responders, nurses’ aides, grocery store clerks, and more. These are people often making minimum wage, without healthcare and without childcare. We need to pay our essential workers more and take better care of them.

- **As a country we need to implement policies that reflect our values.** Vice President Biden repeated his statement that “we are in a battle for the soul of the nation.” That battle entails enacting policies that are consistent with our values. Examples of policies include criminal justice reform to hold police accountable; expanding Obamacare; making COVID testing and treatment free; holding polluters accountable; making public colleges free for families earning less than \$125,000 per year; creating a clean energy economy; and reversing the unnecessary tax cut provided to businesses and the wealthy.
- **The business community needs to step up.** Corporations have been focused on shareholders and have had a short-term mindset. This must change. Businesses have a responsibility to stakeholders, not just shareholders, and need to take a longer-term approach. As the country recovers from the pandemic and the economic crisis, businesses must help build back even better, which involves providing jobs and hiring people into many roles without a college education.

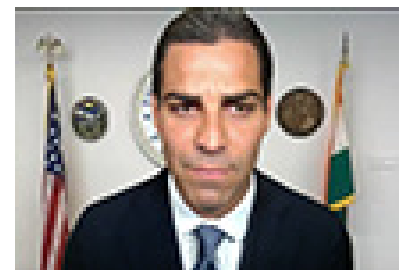
“You [business leaders] have some real responsibility . . . there are stakeholders in addition to shareholders. . . I’m running to rebuild the backbone of this country, to create a stronger, more inclusive, more resilient middle class. That means leading an equitable recovery, especially for those who have been left behind.”



Joe Biden, Vice President, United States of America

- **The federal government must provide financial support for cities.** Cities have been financially devastated by COVID-19 and are experiencing tremendous deficits. The federal government needs to step up, fill the void for cities, and provide an enormous amount of help in the form of state and local aid. The federal government also needs to be investing billions of dollars in infrastructure.

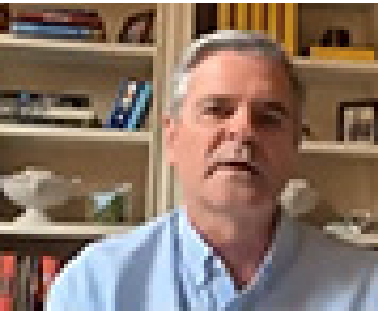
“Cities that generally have a surplus have been devastated and are facing tremendous fiscal deficits. How can the federal government help cities get back on their feet?”



Francis Suárez, Mayor, Miami, Florida

Greater efforts are needed to spur entrepreneurialism through the country.

Most of the new jobs in the country are created by startups, pointed out Steve Case, CEO of Revolution. However, there tends to be a great deal of attention focused on the job creation of a large company moving into a particular market, as opposed to smaller companies.



Steve Case, Chairman & CEO, Revolution

America needs policies that provide access to capital and that encourages entrepreneurial activity across the entire country, not just in a few cities. Currently, 75% of venture capital goes to just three states; only 10% of venture capital goes to women; and African Americans receive less than 1% of venture capital despite representing 14% of the population. We have to make capital more accessible.

As a country we need to move quickly to address risks that could affect the November elections.

Election expert Tom Burt, CEO of Election Systems & Software (ES&S), said the country is facing two issues related to the November 2020 election.



Tom Burt, CEO, ES&S

- 1. Issues related to the increase in voting through the mail.** Due to coronavirus there will be a massive increase in voting through the mail. This will create serious problems. That's because laws in most states prevent jurisdictions from beginning to process absentee ballots until election day, in some instances not until after the polls close. Because of the millions of ballots expected to take place through the mail, it is possible that some election results will not be known for days or even weeks. The public is unlikely to anticipate this delay, could be caught off guard, and could grow extremely frustrated at the delay in getting final results.
- 2. Issues related to administering voting.** For this unique election, cities face challenges in recruiting enough poll workers for in-person voting and identifying enough locations where citizens can safely vote. Mayors need to reach out to local election officials and partner to recruit poll workers and identify safe locations.



CEO Summit

Following the Mayors College, Jeff Sonnenfeld transitioned to the CEO Summit, held virtually and attracting several hundred of the world's most prominent business leaders. While the planned topic of discussion was economic rejuvenation and returning to normalcy, foremost on business leaders' minds was the topic of racism and what companies can and must do to create more inclusive companies and a more inclusive society.

Overview

CEO Summit participants were in strong agreement: CEOs must speak up about racism and companies must take concrete actions to become more inclusive. Even companies that are already taking action must do more. The starting point, in the view of many CEOs, is to initiate conversations, which can be difficult. This involves communicating with employees, giving them a voice, and listening carefully and with empathy.

Then, companies need to go beyond listening by focusing on jobs and opportunities. The specifics may differ for each company based on its industry but may include focusing on K-12 education, increasing hiring for individuals with less than a four-year degree, and providing greater access to capital.

This is not a time for incremental change; it is a critical moment for fundamental change, with businesses and CEOs playing a major role.

Key Takeaways

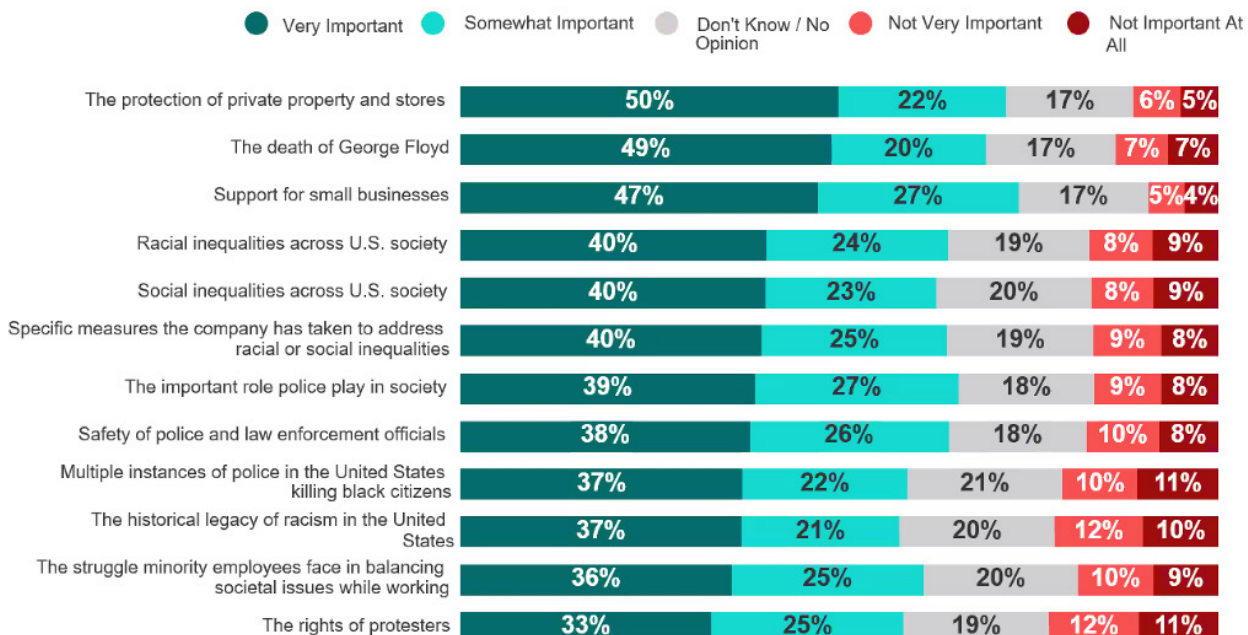
Americans want CEOs and brands to speak up.

Kyle Dropp of Morning Consult shared survey findings that show how Americans are thinking and feeling. Among the findings:

- **No single person or group is viewed as doing a good job of addressing the protests.** Governors and mayors fare best, but political leaders (Donald Trump, Joe Biden, and members of Congress), religious leaders, the police, media, and business leaders are all viewed unfavorably in addressing the protests.
- **Americans want to hear from CEOs and companies**, with about 70% looking to business leaders to speak up about racial and social inequalities, along with specific measures their company is taking.
- **Most people believe brands should not stay silent.** Brands supporting political and social issues is a divisive matter, especially along racial lines. But inaction has consequences, as nearly 25% of adults said they would have a less favorable view of a brand if it didn't make an official statement. Common actions that Americans want brands to take include:
 - Setting up a fund for small businesses impacted by looting
 - Donating to community cleanup
 - Conducting racial sensitivity training
 - Donating to social justice causes

Figure 1: Americans want companies to acknowledge the reason for these protests.

Question: How important is it for companies or executives to emphasize the following in their response to protests and demonstrations in dozens of US cities?



Source: Morning Consult



Many CEOs have spoken up and are speaking up.

At the forefront of speaking up is Ken Frazier, CEO of Merck. Frazier stepped down from President Trump's Advisory Council in the aftermath of Charlottesville and spoke up again recently in an important CNBC interview. Frazier's goal in speaking up was to explain to viewers what the source of the anger is for many African Americans. He said that when the African American community views the video of George Floyd, they see an African American being treated as less than human.

"This African American man could be me or any other African American man," said Frazier. And the officials in Minneapolis didn't take any action for four days until the community took to the streets.

Frazier said he has received tremendous support for speaking up, from people both within the business community and outside of the business world. He termed this "a defining moment for our country when it comes to the issues of race," and said he worries that our democracy is "at a very fragile state."

He sees the business community playing a key role in getting through this time and in providing opportunities to the African American community.



Kenneth C. Frazier, Chairman, President & CEO, Merck & Co.

"The business community can take leadership when it comes to concrete actions around things like police reform and around things like access to capital . . . of all the issues the business community can unilaterally make an impact on, it's the issue of joblessness; it's the issues of opportunity in the African American community."

Other CEOs commended Frazier for speaking up and agreed with his message. Paul Polman, former CEO of Unilever, stressed the importance of CEOs as advocates. During his time at the helm of Unilever he was vocal in making the case that businesses need to be more environmentally and socially conscious, and more responsible citizens.



Paul Polman, Retired CEO, Unilever PLC

"Business cannot be a bystander. . . . We have some very courageous CEOs that speak up, but dare I say, I wish there would be more who would speak up."

Doug Parker, CEO of American Airlines, concurred. Parker said that white people are not good at having difficult conversations about racism and therefore often avoid having such conversations. But, because of their role, CEOs are always in the public spotlight and have an obligation to initiate important conversations on race, even if it is uncomfortable.

"We do have an obligation. Sometimes we can convince ourselves that it's not really my responsibility as a CEO to opine on this or make a statement on this, because when it comes to diversity and inclusion, we might think, 'Well, it's not going to matter, because who am I to be making these statements?' It does matter."



Doug Parker, Chairman & CEO, American Airlines

"I think it's important to speak out," agreed Stephen Schwarzman, CEO of Blackstone. However, he cautioned CEOs not to speak out on everything. "I think there are a limited number of things you can focus on," he said. "When you feel strongly," Schwarzman continued, "You should speak out, articulate why you say what you do . . . and you have to be consistent."

Former PepsiCo CEO Indra Nooyi said, "I think it's commendable that CEOs are taking positions." But based on her own personal experiences, she encouraged CEOs to be aware that when they take controversial positions, they will be subject to criticism, both internally and externally.

After Nooyi made comments about the bathroom bill in North Carolina, one third of her employees supported her and one third strongly criticized her; the remaining one third were quiet. Her conclusion was, "As a consumer brand . . . as many people that laud you, an equal number will criticize you."

Business leaders see the necessity of speaking with and listening to employees.

When asked what CEOs can and should do at this moment, a consensus emerged about the importance of speaking with and listening to employees. Multiple CEOs reiterated the idea of "start with your employees."

In a recent letter to Johnson & Johnson's employees, CEO Alex Gorsky stated, "The responsibility of the company to its employees is to create a safe and inclusive workplace." Gorsky said the company has had conversations with employees and communities about diversity and inclusion for more than a decade but the tone and tenor of those conversations has changed as of late. IBM CEO Arvind Krishna said that companies must create a safe environment where people are comfortable having straightforward dialogue and talking about their fears.



Alex Gorsky, Chairman & CEO, Johnson & Johnson



Former IBM CEO and current executive chairman Ginni Rometty reiterated Ken Frazier's words that focused on healing, reconciliation, and action. She was emphatic in stating that all organizations need to do more. Rometty encouraged CEOs to listen to successful black leaders, who often feel an immense burden on behalf of their community not to fail or let others down.



Virginia M. Rometty, Executive Chairman, IBM

"I think for all of us, whatever we have done, it is not enough on the listening, the healing, the reconciliation. . . . It is not enough . . . we have much more to do on the listening piece and on learning."

The comments of other CEOs resonate with Goldman Sachs CEO David Solomon. He agreed, "We have to speak to our people." Just prior to the CEO Summit he participated in a town hall where three black partners spoke to 10,000 firm members about their personal experiences.



Mary T. Barra, Chairman & CEO, General Motors

Similarly, Mary Barra, CEO of General Motors, has communicated with employees and in doing so has focused on listening, understanding, and giving employees a voice.

Likewise, Marriott CEO Arne Sorenson stressed listening, empathizing, and trying to understand the complexity of people's feelings. Then, beyond listening, it is important to take concrete steps on things that the company can control.



Arne M. Sorenson, President & CEO, Marriott

"What we do at Marriott is make sure that we are recognizing the importance and dignity of everyone, no matter their race or background, and working to create opportunity for everyone."

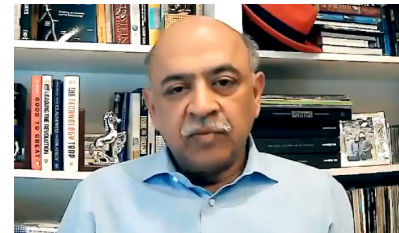
Joanne Lipman, former editor-in-chief of *USA TODAY* and author of *That's What She Said*, drew parallels to the Me Too movement. Initially, Me Too was viewed as a female issue. But, for real change to occur it was finally recognized that it was an issue for everyone. This is finally occurring as the concept of white allies takes hold where white people now join in by seeing racism as their issue to confront.

Speaking and listening is a start, but actions must follow focused on jobs and opportunities.

In addition to being in agreement on the need to listen, understand, and empathize, business leaders were in strong agreement that words are not enough; action is required. In particular, the actions that are required must focus on opportunities.

Several participants, including IBM's Arvind Krishna and Blackstone's Stephen Schwarzman, focused on education.

"Education gives rise to opportunities. That's what the history has shown."



Arvind Krishna, CEO, IBM Corporation

Schwarzman emphasized that education is the key to making sustained changes and providing people with a good quality of life. However, public education in the United States is not what it once was. But it is possible to dramatically improve the education system. Schools where Schwarzman has provided funding, where 90% of students are minorities and 70% are at or below the poverty line, have achieved a 98% graduation rate and 96% of students have gone on to college. These results could be replicated across the country.



Stephen A. Schwarzman, Co-Founder, Chairman & CEO, Blackstone

Ginni Rometty agrees with the focus on opportunity, but sees many opportunities related to jobs that can be for individuals with less than a four-year college degree. GM's Mary Barra agrees, seeing many possible opportunities for people without a college degree and pushing for greater focus on K-12 education and other types of education and experience.

Other ways that companies can provide opportunities is through greater access to capital. Goldman Sachs has been extremely focused on getting capital into underserved communities through a series of long-term programs, including the company's 10,000 Small Businesses program and 10,000 Women program. Also, when PPP came out, Goldman Sachs worked with community development organizations and financial institutions to deploy just under \$600 million in capital. This is going to businesses that have an average of four employees and take loans averaging \$62,000; about 60% of these loans are in communities of color.

"We see an enormous imbalance in the way capital is allocated to people of color . . . I think these are things where we can make a difference through actions over a long period of time by consistent investment."



David M. Solomon, Chairman & CEO, The Goldman Sachs Group

Former defense leaders are extremely concerned about the military being used to quell civic unrest.

A legal expert (Richard Pildes) and a federal judge (Douglas Ginsburg) debated whether or not the President can legally use the armed forces domestically to calm unrest. (Mr. Pildes argued it is only allowable in the most extreme of cases and the current situation doesn't rise to that level.)

But regardless of whether it is technically legal or not, three former high-ranking defense and military leaders expressed concern that the Trump administration is politicizing the military and is potentially eroding trust in the military, and they are extremely concerned with how the President and the administration are making decisions.



Richard Spencer, 76th Secretary, United States Navy

Richard Spencer, the former Secretary of the US Navy, argued, "The most important thing that our military has right now is its reputation. You are gambling that reputation . . . when you send active military troops into a civilian situation. It's almost unfathomable to me that it could even be considered."



Ashton B. Carter, 25th Secretary, US Department of Defense

"You've got to push back against attempts to politicize the Department of Defense," said Ashton Carter, former Secretary of Defense. "One of your jobs as their boss and their top civilian is to protect them [the military] from politics, not to channel politics to them."



Colin L. Powell, Chairman, Joint Chiefs of Staff (1989-1993) and 65th US Secretary of State

Former Secretary of State and Chairman of the Joint Chiefs of Staff Colin Powell is deeply concerned about the decision making taking place by the President and within the administration. He said, "It's not clear that the President fully understands how the military works . . . I'm not sure what the Chairman of the Joint Chiefs of Staff or the Secretary of Defense knew about what they were being told to do, which makes for a very unstable situation."

What will happen after the pandemic and the headlines fade?

Indra Nooyi said the real test is how people and companies will behave when the collective crises we now face are over. Will we change?

Prior to the pandemic, Nooyi reflected, we referred to many individuals as "hourly workers." Then, during the pandemic, many of these people became the backbone of our country and were termed "essential workers." We admire them and clap for them.

But what happens when the pandemic has concluded? Will we give these individuals higher wages? Will we provide health insurance and more workers' rights? Will we treat them differently? And, once the protests about police brutality and racism subside, what changes will truly be made?

"What happens when we come out of this pandemic; are we going to be a different humanity? Or, are we going to be like a rubber band and snap right back to the way we were? . . . I'm hoping and praying that as we come out of the pandemic, we imagine a very different society—that has a conscience and that makes money. I'm not against making money, but not money at all costs on the backs of workers . . . I want to reserve my judgment."



Indra K. Nooyi, Chairman & CEO (2006-2018), PepsiCo

LEGEND IN LEADERSHIP AWARD

Brian C. Cornell, Chairman & CEO, Target Corporation

Presented by Frank Blake, Chairman & CEO (2007-2014), The Home Depot

In presenting Brian Cornell with the Legend in Leadership Award, Frank Blake commented that "Brian Cornell has excelled at everything he's done, and most importantly in his leadership at Target."

In particular Cornell:

- Has shown the ability to make difficult decisions. For example, early on at Target he made the difficult decision to shut down the company's Canadian operations that had been foundational to the company.
- Has demonstrated visionary leadership. He had the vision to invest in the company's stores and associates, which was criticized by some and caused the company's stock to take a short-term hit. But it was exactly the right thing to do.
- Cares about people, invests in his team, and sets an example for integrity and inclusiveness. He is known for getting into the field, walking the stores, and talking to associates and customers. He has built strong relationships with people across the organization. As Blake said, "He understands that leadership is about people."

Cornell humbly reflected that, "Our success has been driven by the teams that we've developed."

He said the current moment, which combines the pandemic, a financial and economic crisis, and civil unrest, is the most difficult and important leadership moment in his career. It is a challenging time, but he is optimistic the country's business leaders will step up and get the country back on track.



Brian Cornell, Chairman & CEO, Target Corporation



Participants

Mayors College

Leirion Gaylor Baird, Mayor, Lincoln, Nebraska
Bryan K. Barnett, Mayor, Rochester Hills, Michigan
Shane Bemis, Mayor, Gresham, Oregon
Stephen K. Benjamin, Mayor, Columbia, South Carolina
Richard J. Berry, Mayor (2009-2017), Albuquerque, New Mexico
Keisha Lance Bottoms, Mayor, Atlanta, Georgia
Luke A. Bronin, Mayor, Hartford, Connecticut
Aja L. Brown, Mayor, Compton, California
Byron W. Brown, Mayor, Buffalo, New York
Christopher Cabaldon, Mayor, West Sacramento, California
Jane Castor, Mayor, Tampa, Florida
David A. Condon, Mayor (2011-2019), Spokane, Washington
Joyce Craig, Mayor, Manchester, New Hampshire
Pauline Cutter, Mayor, San Leandro, California
Jenn Daniels, Mayor, Gilbert, Arizona
James A. Diossa, Mayor, Central Falls, Rhode Island
Jim Donchess, Mayor, Nashua, New Hampshire
Coral Evans, Mayor, Flagstaff, Arizona
Greg Fischer, Mayor, Louisville, Kentucky
Cassie Franklin, Mayor, Everett, Washington
Kate Gallego, Mayor, Phoenix, Arizona
Joseph P. Ganim, Mayor, Bridgeport, Connecticut
John Giles, Mayor, Mesa, Arizona
Kent Guinn, Mayor, Ocala, Florida
John Hamilton, Mayor, Bloomington, Indiana
Pam Hemminger, Mayor, Chapel Hill, North Carolina
David Holt, Mayor, Oklahoma City, Oklahoma
James B. Hovland, Mayor, Edina, Minnesota
Christine Hunschofsky, Mayor, Parkland, Florida
Will Joyce, Mayor, Stillwater, Oklahoma
Elizabeth B. Kautz, Mayor, Burnsville, Minnesota
Tim Keller, Mayor, Albuquerque, New Mexico
Indya Kincannon, Mayor, Knoxville, Tennessee
Harry LaRosiliere, Mayor, Plano, Texas
Tim Mahoney, Mayor, Fargo, North Dakota
Dee Margo, Mayor, El Paso, Texas
David R. Martin, Mayor, Stamford, Connecticut
Timothy C. McDonough, Mayor, Hope, New Jersey

Trey Mendez, Mayor, Brownsville, Texas
Jon Mitchell, Mayor, New Bedford, Massachusetts
Christina Muryn, Mayor, Findlay, Ohio
Bill Peduto, Mayor, Pittsburgh, Pennsylvania
Adrian Perkins, Mayor, Shreveport, Louisiana
Harry Rilling, Mayor, Norwalk, Connecticut
Madeline Rogero, Mayor, Knoxville, Tennessee
Kevin Scarpati, Mayor (2011-2019), Meriden, Connecticut
Libby Schaaf, Mayor, Oakland, California
Hillary Schieve, Mayor, Reno, Nevada
Andy Schor, Mayor, Lansing, Michigan
Francis X. Suárez, Mayor, Miami, Florida
Tom Tait, Mayor (2010-2018), Anaheim, California
Wade Troxell, Mayor, Fort Collins, Colorado
John Valdivia, Mayor, San Bernardino, California
Lovely A. Warren, Mayor, Rochester, New York
Nan Whaley, Mayor, Dayton, Ohio
William R. Wild, Mayor, Westland, Michigan
Jeff Williams, Mayor, Arlington, Texas
Steve Williams, Mayor, Huntington, West Virginia
Victoria Woodards, Mayor, Tacoma, Washington

CEO Summit

David P. Abney, Chairman & CEO, UPS
James Anderson, Head, Govt. Innovation, Bloomberg Philanthropies
William D. Anderson, Senior Managing Director, Evercore
Adam M. Aron, President & CEO, AMC Entertainment
Mary T. Barra, Chairman & CEO, General Motors Company
Norman J. Bartczak, Founder, Financial Statement Investigation
Bruce Batkin, Vice Chairman, Terra Capital Partners
Taher Behbehani, General Manager, Samsung Electronics America
Lincoln E. Benet, Chief Executive Officer, Access Industries
Frank Blake, Retired Chairman & CEO, The Home Depot
Lloyd C. Blankfein, Senior Chairman, The Goldman Sachs Group
Gail K. Boudreaux, President & CEO, Anthem
Thomas A. Bradley, Chairman, Argo Group International
Morgan Brennan, Co-Anchor, *Squawk Alley*, CNBC
Bruce D. Broussard, President & CEO, Humana
Michael S. Burke, Chairman & CEO, AECOM



Ashton B. Carter, 25th Secretary, US Department of Defense
Steve Case, Chairman & CEO, Revolution
David Centner, Chairman, Centner Family Office
James S. Chanos, Founder & Managing Partner, Kynikos Associates
Kerwin Charles, Dean, Yale School of Management
James R. Clapper, Director (2010-2017), US National Intelligence
Sanford R. Climan, President, Entertainment Media Ventures
John Henry Clippinger, Research Scientist, MIT Media Lab
Alan B. Colberg, President & CEO, Assurant
Johnnetta Betsch Cole, Chair & President, NCNW
Timothy C. Collins, Sr. Mng. Director & CEO, Ripplewood Advisors
Lu M. Córdova, Exec. Director, Dept. of Revenue, State of Colorado
Brian C. Cornell, Chairman & CEO, Target Corporation
David M. Cote, Retired Chairman & CEO, Honeywell International
Roger W. Crandall, Chairman, President & CEO, MassMutual
Kim G. Davis, Co-Chairman, Charlesbank Capital Partners
Neil de Crescenzo, President & CEO, Change Healthcare
Lynn Forester de Rothschild, Chief Executive Officer, EL Rothschild
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