

# COMMITTEE ON ETHICS

## MEMBER/OFFICER POST-TRAVEL DISCLOSURE FORM ☒ Original ☐ Amendment

This form is for disclosing the receipt of travel expenses from a private source for travel taken in connection with a Member or officer's official duties. This form does not eliminate the need to report privately-funded travel on the Member or officer's annual *Financial Disclosure Statement*. In accordance with House Rule 25, clause 5, **you must complete this form and file it with the Clerk of the House by email at [gifttravelreports@mail.house.gov](mailto:gifttravelreports@mail.house.gov), within 15 days after travel is completed.** Please **do not** file this form with the Committee on Ethics.

**NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.**

1. Name of Traveler: Earl L. "Buddy" Carter
2. a. Name of Accompanying Relative: Amy Carter **OR** ☐ None  
b. Relationship to Traveler: ☒ Spouse ☐ Child ☐ Other (specify): \_\_\_\_\_
3. a. Dates: Departure: March 13, 2026 Return: March 13, 2026  
b. Dates at Personal Expense, if any: \_\_\_\_\_ **OR** ☐ None
4. Departure City: St Simons Island, GA Destination: Sea Island, GA Return City: St. Simons Island, GA
5. Sponsor(s), Who Paid for the Trip: American Enterprise Institute
6. Describe Meetings and Events Attended (attach additional pages if necessary):  
The Congressman spoke at one forum on the 13th called the Regulatory Environment for business.
7. Attached to this form are **each** of the following, *signify that each item is attached by checking the corresponding box*:
  - a. ☒ a completed *Sponsor Post-Travel Disclosure Form*;
  - b. ☒ the *Primary Trip Sponsor Form* completed by the trip sponsor **prior** to the trip, **including all** attachments **and** the *Additional Sponsor Form(s)*;
  - c. ☒ page 2 of the completed *Traveler Form* submitted by the Member or officer; **and**
  - d. ☒ the letter from the Committee on Ethics approving my participation on this trip.
8. a. ☒ I represent that I participated in each of the activities reflected in the attached sponsor's agenda. *Signify statement is true by checking the box.*  
b. If not, explain: \_\_\_\_\_

**I certify that the information contained in this form is true, complete, and correct to the best of my knowledge.** I have determined that all of the expenses on the attached *Sponsor Post-Travel Disclosure Form* were necessary and that the travel was in connection with my duties as a Member or officer of the U.S. House of Representatives and would not create the appearance that I am using public office for private gain.

Member / Officer Signature: \_\_\_\_\_

Earl L. Buddy Carter

Date: 3/27/26

# COMMITTEE ON ETHICS

## SPONSOR POST-TRAVEL DISCLOSURE FORM

☒ **Original** ☐ **Amendment**

This form must be completed by an officer of any organization that served as the primary trip sponsor in providing travel expenses or reimbursement for travel expenses to House Members, officers, or employees under House Rule 25, clause 5. **A completed copy of the form must be provided to each House Member, officer, or employee who participated in the trip within 10 days of their return.** You must answer all questions, and check all boxes, on this form for your submission to comply with House Rules and the Committee's Travel Regulations. Failure to comply with this requirement may result in the denial of future requests to sponsor trips and/or subject the current traveler to disciplinary action or a requirement to repay the trip expenses.

**NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.**

1. Sponsor(s) who paid or provided in-kind support for the trip: American Enterprise Institute

2. Travel Destination(s): Sea Island, GA

3. Date of Departure: March 13, 2026 Date of Return: March 13, 2026

4. Name(s) of Traveler(s): Rep. Buddy Carter

**Note:** You may list more than one traveler on a form only if *all* information is *identical* for each person listed.

5. **Actual amount** of expenses paid on behalf of, or reimbursed to, each individual named in Question 4:

|                            | Total Transportation Expenses | Total Lodging Expenses | Total Meal Expenses | Total Other Expenses (dollar amount per item and description) |
|----------------------------|-------------------------------|------------------------|---------------------|---------------------------------------------------------------|
| Traveler                   | \$0                           | \$0                    | \$0                 | N/A                                                           |
| Accompanying Family Member | N/A                           | N/A                    | N/A                 | N/A                                                           |

6. ☒ All expenses connected to the trip were for actual costs incurred and not a *per diem* or lump sum payment.  
*Signify statement is true by checking box.*

**I certify that the information contained in this form is true, complete, and correct to the best of my knowledge.**

Signature:  Date: 3/17/2026

Name: S. Christopher Gavin Title: Director, Government Relations

Organization: American Enterprise Institute

☒ **I am an officer of the above-named organization. Signify statement is true by checking box.**

Address: 1789 Massachusetts Avenue, NW Washington DC 20036

Telephone: 202-419-5250 Email: chris.gavin@aei.org

**Committee staff may contact the above-named individual if additional information is required.**

If you have questions regarding your completion of this form, please contact the Committee on Ethics at 202-225-7103.

# COMMITTEE ON ETHICS

## TRAVELER FORM

This form should be completed by House Members, officers, or employees seeking Committee approval of privately-sponsored travel or reimbursement for travel under House Rule 25, clause 5. The completed form should be submitted directly to the Committee by each invited House Member, officer, or employee, together with the completed and signed trip sponsor form(s) and any attachments. A copy of this form, minus this initial page, will be made available for public inspection.

This form and any attachments may be submitted at 1015 Longworth House Office Building or  
[travel.requests@mail.house.gov](mailto:travel.requests@mail.house.gov).

**Your completed request must be submitted to the Committee no less than 30 days before your proposed departure date.** Absent exceptional circumstances, permission will not be granted for requests received less than 30 days before the trip commences. **You must receive explicit approval from the Committee before you depart on this trip.**

Name of Traveler: Congressman Buddy Carter

**NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.**

**I certify that the information contained on both pages of this form is true, complete, and correct to the best of my knowledge.**

Signature: 

Name of Signatory (if other than traveler): \_\_\_\_\_

For Staff (name of employing Member or Committee): \_\_\_\_\_

Office Address: 2432 Rayburn House Office Building

Telephone Number: 202-225-5831

Email Address of Contact Person: liles.wall@mail.house.gov

☐ Check this box if the sponsoring entity is a media outlet, the purpose of the trip is to make a media appearance sponsored by that entity, and these forms are being submitted to the Committee less than 30 days before the trip departure date.

**NOTE: You must complete all of the contact information fields above, as Committee staff may need to contact you if additional information is required.**

**KEEP A COPY OF THIS FORM.** Page 2 (but not this page) must be submitted to the Clerk as part of the post-travel disclosure required by House Rule 25. Travel Regulation § 404(d) also requires you to keep a copy of all request forms and supporting paperwork for three subsequent Congresses from the date of travel.

If there are any questions regarding this form, please contact the Committee on Ethics at 202-225-7103  
or via email: [travel.requests@mail.house.gov](mailto:travel.requests@mail.house.gov).

# COMMITTEE ON ETHICS

## TRAVELER FORM

1. Name of Traveler: Congressman Buddy Carter
2. Sponsor(s) who will be paying or providing in-kind support for the trip: American Enterprise Institute
3. City and State **OR** Foreign Country of Travel: Sea Island, Georgia
4. a. Date of Departure: March 12th, 2026 Date of Return: March 15th, 2026  
b. Yes ☐ No ☒ Will you be extending the trip at your personal expense?  
If yes, list dates at personal expense: not accepting transportation
5. a. Yes ☒ No ☐ Will you be accompanied by a family member at the sponsor's expense? **If yes:**  
(1) Name of Accompanying Family Member: Amy Carter  
(2) Relationship to Traveler: ☒ Spouse ☐ Child ☐ Other(specify): \_\_\_\_\_  
(3) Yes ☒ No ☐ Accompanying Family Member is at least 18 years of age?
6. a. Yes ☐ No ☒ Did the trip sponsor answer "Yes" to Question 8(c) on the *Primary Trip Sponsor Form* (i.e., travel is sponsored by an entity that employs a registered federal lobbyist or a foreign agent)?  
b. If yes, and you are requesting lodging for two nights, explain why the second night is warranted:  
\_\_\_\_\_  
\_\_\_\_\_
7. Yes ☒ No ☐ *Primary Trip Sponsor Form* is attached, including agenda, invitation, invitee list, and any other attachments and Additional Sponsor Forms.  
NOTE: The agenda should show the traveler's individual schedule, including departure and arrival times and identify the specific events in which the traveler will be participating.
8. Explain why participation in the trip is connected to the traveler's individual official or representational duties. **Staff should include their job title and how the activities on the itinerary relate to their duties.**  
As a result of my position on the House Budget and House Energy and Commerce Committees, participation in the trip will enhance my abilities as a member of Congress to achieve legislative results on behalf of my constituents. By participating in engaging & thoughtful discussions and pannels, I will be better informed to act on behalf of my constituents.
9. Yes ☐ No ☒ **Is the traveler aware of any registered federal lobbyists or foreign agents involved in planning, organizing, requesting, or arranging the trip?**
10. For staff travelers, to be completed by your employing Member:

## ADVANCED AUTHORIZATION OF EMPLOYEE TRAVEL

I hereby authorize the individual named above, an employee of the U.S. House of Representatives who works under my direct supervision, to accept expenses for the trip described in this request. I have determined that the above-described travel is in connection with my employee's official duties and that acceptance of these expenses will not create the appearance that the employee is using public office for private gain.

Signature of Employing Member: Buddy Carter

Date: 2/9/26

# COMMITTEE ON ETHICS

## PRIMARY TRIP SPONSOR FORM

This form should be completed by private entities offering to provide travel or reimbursement for travel to House Members, officers, or employees under House Rule 25, clause 5. A completed copy of the form (and any attachments) should be provided to each invited House Member, officer, or employee, who will then forward it to the Committee together with a *Traveler Form* **at least 30 days before the start date of the trip**. The trip sponsor should *NOT* submit the form directly to the Committee. The Committee's website (ethics.house.gov) provides detailed instructions for filling out the form. The Committee will notify the House invitees directly of its decision and will not notify the trip sponsors.

**NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001. Failure to comply with the Committee's Travel Regulations may also lead to the denial of permission to sponsor future trips. Signatures must comply with section 104(bb) of the Travel Regulations.**

1. Sponsor who will be paying for the trip:

American Enterprise Institute

2. ☒ I represent that the trip will not be financed, in whole or in part, by a registered federal lobbyist or foreign agent. *Signify that the statement is true by checking box.*

3. **Check only one.** I represent that:

- a. ☒ The primary trip sponsor has not accepted from any other source, funds intended directly or indirectly to finance any aspect of the trip; **OR**
- b. ☐ The trip is arranged without regard to congressional participation and the primary trip sponsor has accepted funds only from entities that will receive a tangible benefit in exchange for those funds; **OR**
- c. ☐ The primary trip sponsor has accepted funds, services, or in-kind assistance from other source(s) intended directly or indirectly to finance all or part of this trip and has enclosed disclosure forms from each of those entities.

If "c" is checked, list the names of the additional sponsors: \_\_\_\_\_

4. Provide names and titles of **ALL** House Members *and* employees you are inviting. **For each House invitee, provide an explanation of why the individual was invited** (include additional pages if necessary): See addendum

5. Yes ☒ No ☐ Is travel being offered to an accompanying family member of the House invitee(s)?

6. Date of Departure: March 12, 2026 Date of Return: March 15, 2026

7. a. City of departure: Washington, DC or member's discretion

b. Destination(s): Sea Island, GA

c. City of return: Member's discretion

8. **Check only one.** I represent that

- a. ☐ The sponsor of the trip is an institution of higher education within the meaning of section 101 of the Higher Education Act of 1965; **OR**
- b. ☒ The sponsor of the trip does not retain or employ a registered federal lobbyist or foreign agent; **OR**
- c. ☐ The sponsor employs or retains a registered federal lobbyist or foreign agent, but the trip is for attendance at a one-day event *and* lobbyist / foreign agent involvement in planning, organizing, requesting, or arranging the trip was *de minimis* under the Committee's travel regulations.

9. **Check only one of the following.**

- a. ☒ I checked 8(a) or (b) above; **OR**  
b. ☐ I checked 8(c) above but am not offering any lodging; **OR**  
c. ☐ I checked 8(c) above and am offering lodging and meals for one night; **OR**  
d. ☐ I checked 8(c) above and am offering lodging and meals for two nights. If you checked this box, explain why the second night of lodging is warranted. \_\_\_\_\_

10. ☒ Attached is a detailed agenda of the activities House invitees will be participating in during the travel (i.e., an hourly description of planned activities for trip invitees). *Indicate agenda is attached by checking box.*

11. **Check only one of the following.**

- a. ☒ I represent that a registered federal lobbyist or foreign agent will not accompany House Members or employees on any segment of the trip. *Signify the statement is true by clicking the box; OR*  
b. ☐ *Not Applicable.* Trip sponsor is a U.S. institution of higher education.

12. For **each** sponsor required to submit a sponsor form, describe the sponsor's interest in the subject matter of the trip **and** its role in organizing and/or conducting the trip:

AEI is a non-profit, tax-exempt public policy research organization. AEI plans, sponsors, and pays for the entirety of World Forum. The World Forum addresses public policy issues important to AEI research, including the status of economic policy, reforms in higher education, US foreign policy, science and technology, and domestic policy.

13. **Answer parts a and b. Answer part c if necessary:**

- a. Mode of travel: Air ☒ Rail ☐ Bus ☐ Car ☒ Other ☐ (specify: \_\_\_\_\_)  
b. Class of travel: Coach ☒ Business ☐ First ☐ Charter ☐ Other ☐ (specify: \_\_\_\_\_)  
c. If travel will be first class, or by chartered or private aircraft, explain why such travel is warranted: \_\_\_\_\_

14. ☒ I represent that the expenditures related to local area travel during the trip will be unrelated to personal or recreational activities of the invitee(s). *Signify that the statement is true by checking box.*

15. **Check only one.** I represent that either:

- a. ☒ The trip involves an event that is arranged or organized *without regard* to congressional participation and that meals provided to congressional participants are similar to those provided to or purchased by other event attendees; **OR**  
b. ☐ The trip involves events that are arranged specifically *with regard* to congressional participation. If "b" is checked:  
1) Detail the cost *per day* of meals (approximate cost may be provided): \_\_\_\_\_  
2) Provide the reason for selecting the location of the event or trip: \_\_\_\_\_

16. Name, nightly cost, and reasons for selecting each hotel or other lodging facility:

Hotel Name: The Cloister at Sea Island City: Sea Island, GA Cost Per Night: 708.70

Reason(s) for Selecting: This is the only lodging option as it's a private island and is the only hotel.

Hotel Name: \_\_\_\_\_ City: \_\_\_\_\_ Cost Per Night: \_\_\_\_\_

Reason(s) for Selecting: \_\_\_\_\_

Hotel Name: \_\_\_\_\_ City: \_\_\_\_\_ Cost Per Night: \_\_\_\_\_

Reason(s) for Selecting: \_\_\_\_\_

17. ☒ I represent that all expenses connected to the trip will be for actual costs incurred and not a per diem or lump sum payment. *Signify that the statement is true by checking the box.*

18. **Total Expenses for each Participant:**

| <input type="checkbox"/> Actual Amounts<br><input checked="" type="checkbox"/> Good Faith Estimates | Total <b>Transportation</b><br>Expenses per Participant | Total <b>Lodging</b> Expenses<br>per Participant | Total <b>Meal</b> Expenses<br>per Participant |
|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------|--------------------------------------------------|-----------------------------------------------|
| For each Member,<br>Officer, or Employee                                                            | See addendum                                            | See addendum                                     | See addendum                                  |
| For each Accompanying<br>Family Member                                                              | See addendum                                            | See addendum                                     | See addendum                                  |

|                                          | <b>Other</b> Expenses<br>(dollar amount per item) | Identify Specific Nature of “Other” Expenses<br>(e.g., taxi, parking, registration fee, etc.) |
|------------------------------------------|---------------------------------------------------|-----------------------------------------------------------------------------------------------|
| For each Member,<br>Officer, or Employee | N/A                                               |                                                                                               |
| For each Accompanying<br>Family Member   | N/A                                               |                                                                                               |

19. **Check only one:**

- a. ☒ I certify that I am an officer of the organization listed below; **OR**  
b. ☐ *Not Applicable.* Trip sponsor is an individual or a U.S. institution of higher education.

20. **I certify by my signature that**

- a. **I read and understand the Committee’s Travel Regulations;**  
b. **I am not a registered federal lobbyist or registered foreign agent; and**  
c. **The information on this form is true, complete, and correct to the best of my knowledge.**

Signature:  Date: 2/4/2026  
Name: S. Christopher Gavin Title: Director, Government Relations  
Organization: American Enterprise Institute (AEI)  
Address: 1789 Massachusetts Avenue, NW Washington, DC 20036  
Email: chris.gavin@aei.org Telephone: 480-868-1823

If there are questions regarding this form, please contact the Committee on Ethics at 202-225-7103 or [travel.requests@mail.house.gov](mailto:travel.requests@mail.house.gov).

## 2026 AEI World Forum

### Addendum

#### Question 4:

Jake Auchincloss: This member was invited because of his position on the House Energy and Commerce Committee.

Jodey Arrington: This member was invited because of his positions on the House Budget Committee and House Ways and Means Committee.

Ami Bera: This member was invited because of his positions on the House Foreign Affairs Committee and Permanent Select Committee on Intelligence.

Stephanie Bice: This member was invited because of her positions on the House Appropriations Committee and the House Administration Committee.

Brendan Boyle: This member was invited because of his positions on the House Budget Committee and House Ways and Means Committee.

Mike Carey: This member was invited because of his positions on the House Budget Committee, the House Ways and Means Committee, and the House Administration Committee.

Buddy Carter: This member was invited because of his positions on the House Budget Committee and House Energy and Commerce Committee.

Mario Diaz-Balart: This member was invited because of his position on the House Appropriations Committee.

Tom Emmer: This member was invited because of his position on the House Financial Services Committee and as Republican Whip.

Pat Fallon: This member was invited because of his positions on the House Armed Services Committee and the House Permanent Select Committee on Intelligence.

Brian Fitzpatrick: This member was invited because of his positions on the House Ways and Means Committee, the House Permanent Select Committee on Intelligence, and the Problem Solvers Caucus.

Mike Flood: This member was invited because of his position on the House Financial Services Committee.

Marie Gluesenkamp Perez: This member was invited because of her position on the House Appropriations Committee.

Jared Golden: This member was invited because of his position on the House Armed Services Committee.

Pat Harrigan: This member was invited because of his position on the House Armed Services Committee.

French Hill: This member was invited because of his position on the House Financial Services Committee.

Jim Himes: This member was invited because of his position on the House Financial Services Committee and the House Permanent Select Committee on Intelligence.

Young Kim: This member was invited because of her positions on the House Foreign Affairs Committee and the House Financial Services Committee.

Josh Gottheimer: This member was invited because of his position on the House Financial Services Committee, the House Permanent Select Committee on Intelligence, and the Problem Solvers Caucus.

Brett Guthrie: This member was invited because of his position on the House Energy and Commerce Committee.

Kevin Hern: This member was invited because of his positions on the House Ways and Means Committee and the Republican Policy Committee.

Erin Houchin: This member was invited because of her positions on the House Budget Committee and the House Energy and Commerce Committee.

Dusty Johnson: This member was invited because of his position on the Select Committee on China.

Mike Johnson: This member was invited because of his position as Speaker of the House.

Darin LaHood: This member was invited because of his positions on the House Ways and Means Committee, the Select Committee on China, and the Permanent Select Committee on China.

Lisa McClain: This member was invited because of her positions on the House Republican Conference, on the House Financial Services Committee, and on the Education and Workforce Committee

Brian Mast: This member was invited because of his position on the House Foreign Affairs Committee.

Max Miller: This member was invited because of his position on the Ways and Means Committee.

John Moolenaar: This member was invited because of his position on the House Select Committee on China.

Blake Moore: This member was invited because of his positions on the House Budget Committee and House Ways and Means Committee.

Jimmy Panetta: This member was invited because of his positions on the House Committee on Ways and Means the House Budget Committee.

Scott Peters: This member was invited because of his positions on the House Budget Committee and House Energy and Commerce Committee.

August Pfluger: This member was invited because of his positions on the Republican Study Committee, the House Committee on Homeland Security, and on the House Energy and Commerce Committee.

Guy Reschenthaler: This member was invited because of his position on the Ways and Means Committee.

Mike Rogers: This member was invited because of his position on the House Armed Services Committee.

Steve Scalise: This member was invited because of his role as House Majority Leader.

Elise Stefanik: This member was invited because of her position on the Armed Services Committee.

Jason Smith: This member was invited because of his positions on the House Ways and Means Committee and Joint Committee on Taxation.

Tom Suozzi: This member was invited because of his position on the House Ways and Means Committee.

Tim Walberg: This member was invited because of his position on the House Education and Workforce Committee.

Question 18 Addendum:

For each Members, Officer, or Employee

- Total Transportation per Participant: \$1,174.57 (\$600\* for airfare, \$574.57 round trip for ground transportation from JAX to Sea Island.
  - Ground transportation is only charged once per couple and includes taxes and fees
  - \*Avg. roundtrip for coach-class airfare, DCA-JAX. Final costs subject to airfare availability, travel dates, and specific return destination.
- Total Lodging per Participant: MAX: \$2,126.10 (\$708.70/night)
  - Lodging rates subject to decrease based on final room availability, room-type assignment, and length of stay.
  - The \$708.70 nightly rate is the maximum rate (including taxes and fees) for the standard room type at Sea Island.
- Total Meal Expenses per Participant: MAX: \$2,305.27 per person. Total also includes \$617.20 in service charges, taxes, and fees.
- (3 Breakfast, \$261 total)(3 Lunch, \$253 total) (3 Receptions, \$250.56 total)(3 Dinner, \$923.50 total)

For each Accompanying Family Member

- Total Transportation per Participant: \$600
  - \*Avg. roundtrip for coach-class airfare, DCA-JAX. Final costs subject to airfare
- Total Meal Expenses per Participant: MAX: \$2,305.27 per person. Total also includes \$617.20 in service charges, taxes, and fees.
- (3 Breakfast, \$261 total)(3 Lunch, \$253 total) (3 Receptions, \$250.56 total)(3 Dinner, \$923.50 total)



# WORLD FORUM

SEA ISLAND, GEORGIA

## DRAFT AGENDA

MARCH 12–15, 2026

### Thursday, March 12

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All Day

Registration

Colonial Lounge

3:00–4:15 p.m.

Book Seminars (Optional)

The Cloister

#### **The State and the Soldier: A History of Civil-Military Relations in the United States**

Former Secretary of Defense Jim Mattis will be in conversation with AEI Foreign and Defense Policy Director Kori Schake about her new book, *The State and the Soldier: A History of Civil-Military Relations in the United States*. The book attempts to answer how a country founded in fear of a standing army has come to think about its military as a major bulwark of our democracy.

Kori Schake

Jim Mattis (Moderator)

Danielle Pletka (Introduction)

#### **American Kings: A Biography of the Quarterback**

Quarterback is one of the most exalted and demanding jobs in sports—the preeminent position in the game that remains America’s obsession. In his new book *American Kings: A Biography of the Quarterback*, ESPN journalist and NFL insider Seth Wickersham provides an unprecedented look at the journey to becoming an NFL quarterback. Drawing from reporting and interviews with greats including Johnny Unitas, John Elway, and Peyton Manning, Wickersham reveals what it takes to reach the top—and the burdens that come with it. Please join him and AEI supporter and former Division I quarterback Hamilton Hill for a conversation on the mythology and reality of these larger-than-life celebrity athletes.

Seth Wickersham

Hamilton Hill (Moderator)

Robert Doar (Introduction)

#### **In Covid’s Wake: How Our Politics Failed Us**

The response to the COVID-19 pandemic upended American life and damaged public trust in scientific expertise and political institutions. In their 2025 book, *In Covid’s Wake: How Our Politics Failed Us*, political scientists Stephen Macedo and Frances Lee critically assess the US pandemic response. They document how scientific expertise obscured difficult trade-offs and drove dissent to the margins—raising tough questions about the efficacy and legitimacy of shutdowns. What lessons should we learn from COVID, and how can we make sure we respond more effectively to the next crisis? Join the authors for a conversation about their compelling critique of elites during the pandemic.

Frances Lee

Stephen Macedo

Scott Gottlieb (Introduction)

5:00–6:00 p.m. Reception The Beach Club

6:00–6:10 p.m. Welcome Remarks The Beach Club

### Welcome Remarks

Robert Doar

6:10–7:15 p.m. Opening Conversation The Beach Club

### A Conversation with Secretary of Education Linda McMahon

In 2025 Linda McMahon became the 13th United States secretary of education. In her first year as secretary, she has spearheaded the president's ambition to rethink the federal government's role in education—shrinking the department's bureaucracy and transitioning key responsibilities to other federal agencies—while advancing long-standing conservative priorities on school choice and higher education reform. What kind of success is this approach having, and what's next for federal education policy? Join Secretary McMahon and AEI Education Policy Studies Director Frederick M. Hess for a conversation on the administration's conservative education reforms.

Frederick M. Hess (Moderator)

7:15–8:30 p.m. Dinner The Beach Club

8:30–9:30 p.m. Evening Conversation The Beach Club

### American Executives and the General Economic Climate

The year 2025 was tumultuous for the American economy. Political shocks and international tensions, especially over protectionism, generated uncertainty and increased costs, while new innovations, like artificial intelligence, increasingly displayed the potential to transform work and unleash productivity gains. How are business leaders adapting to the unprecedented promise and perils of this moment, and what are the true economic fundamentals in a moment dominated by so much noise? Join some of America's leading executives for a conversation about what's next for the economy.

John Pfeifer

Charlie Scharf

James Taiclet (Tentative)

Kent Walker

David Rubenstein (Moderator) (Expressed Interest)

8:30–10:15 p.m. Post-Dinner Reception Spanish Lounge

## Friday, March 13

7:30–9:30 a.m. Breakfast Available The Cloister

8:00–9:00 a.m. Early Bird Sessions The Cloister

### A Conversation with Jim Litinsky, Chairman and CEO of MP Materials Corp

Chris Miller (Moderator)

### A New Era for American Universities?

The past year has seen unprecedented federal efforts to push elite universities to reform. How have these aggressive moves looked from some key campuses? What has been useful, and what has been counterproductive? And what is the future of the relationship between the federal government and higher education?

Michael Crow

Alan Garber (Expressed Interest)

Linda G. Mills

Jenna Silber Storey (Moderator)

9:30–10:30 a.m.

Breakout Sessions

The Cloister

### **Cold War Lessons for the New Cold War in Europe**

Was the “Long Peace” an anomaly or a roadmap? Russia’s full-scale aggression against Ukraine has dismantled the illusions of perpetual peace in Europe, and leaders now face the challenges of rearmament and long-term geopolitical competition against authoritarian rivals. What can our past victory in the Cold War teach us about the crisis we face now? This panel will explore how Zbigniew Brzezinski, Henry Kissinger, and Ronald Reagan challenged the Soviet Union and the lessons their strategies offer the West’s leaders today.

Hal Brands  
Will Inboden  
Ed Luce  
Marc A. Thiessen (Moderator)

### **Economic Outlook: Will the Economic Expansion Survive the Trade War?**

Jason Furman  
Gita Gopinath  
Jan Hatzius  
Michael R. Strain  
Mark Zandi  
Jim Pethokoukis (Moderator)

### **The Regulatory Environment for Business**

The Trump administration has advanced a robust deregulatory agenda but has also created some significant regulatory uncertainty. We will consider how chief legal officers at some of America’s leading companies perceive the resulting mix of opportunities and pressures and where they think the regulatory environment is headed.

Rachel Brand  
Brent J. McIntosh  
Jenn Newstead (Expressed Interest)  
Jeff Taylor  
Adam J. White (Moderator)

10:45–11:45 a.m.

Morning Conversation

The Cloister Ballroom

### **A Conversation with Jamie Dimon**

Jamie Dimon has led JPMorgan Chase for more than 20 years, overseeing the growth of the nation’s largest bank into a global financial institution with more than \$4.4 trillion in assets. As one of the United States’ most visible and influential business leaders, he’s been an outspoken voice for free enterprise, financial stability, and American strength. How is he assessing the Trump administration’s record so far, and how is JPMorgan Chase navigating the geopolitical and technological disruptions that are transforming the global economy? Join Dimon for a fireside chat with AEI President Robert Doar.

Robert Doar (Moderator)

12:00–1:30 p.m.

Luncheon

The Beach Club

### **A Conversation with Mehmet Oz, Administrator for the Centers for Medicare & Medicaid Services, and Jay Bhattacharya, Director of the National Institutes of Health of the United States**

President Trump took office with an ambitious vision to address failures in the federal health bureaucracy, from poor care and spiraling costs to the breakdown of scientific expertise during COVID. As Centers for Medicare & Medicaid Services administrator, Mehmet Oz has spearheaded efforts to find savings and improve outcomes in America’s health care entitlements. National Institutes of Health Director Jay Bhattacharya is rethinking how the federal government encourages health sciences innovation. How is new leadership transforming these inertia-driven federal agencies? Join former Food and Drug Administration Director Scott Gottlieb for a conversation about the administration’s vision for American health policy.

Scott Gottlieb (Moderator)

1:45–3:00 p.m.

Afternoon Sessions

The Cloister

### Chip/AI/Quantum Computing

Steve Brierley  
Erik Brynjolfsson (Tentative)  
Tomas Palacios  
Krishna Rangasayee  
Chris Miller (Moderator)

### Defense Industry Modernization

Christian Brose  
Mackenzie Eaglen  
Deb Fischer  
George K. Kollitides II  
James Taiclet (Registered but not confirmed for panel)  
TBD (Moderator)

### Fixing the Debt: How We Did It in the Past? How Can We Fix it in the Future?

Jason Furman (Tentative)  
R. Glenn Hubbard  
Blake Moore  
Alex Brill (Moderator)

3:30–5:00 p.m.

Afternoon Break

5:00–6:00 p.m.

Evening Conversation

The Cloister Ballroom

### Art Presentation by Mariët Westermann, Director and CEO of the Solomon R. Guggenheim Museum and Foundation

Ross Douthat (Introduction)

6:00–7:00 p.m.

Reception

The Cloister

7:15–8:30 p.m.

Dinner

The Cloister

8:30–10:15 p.m.

Post-Dinner Reception

The Cloister

8:45–9:45 p.m.

Starlight Chats

The Cloister

### A Conversation with Glenn Hubbard and Bob Rubin

Join two former high ranking economic advisors for a conversation on economic policymaking in respective administrations.

Glenn Hubbard  
Robert E. Rubin  
Michael R. Strain (Moderator)

### Taking Religion Seriously

Even a decade ago, American culture seemed to be growing increasingly secular and detached from religion. But something has changed. In his recent book, *Taking Religion Seriously*, AEI's Charles Murray recounts his own path to reconsidering faith, and the central role of his wife, Catherine Cox, in that story. AEI's Ross Douthat, whose own most recent book, *Believe: Why Everyone Should Be Religious*, makes the case for religion, will join Dr. Murray and Dr. Cox in conversation about the place of the sacred in American life.

Catherine Cox  
Charles Murray  
Ross Douthat (Moderator)

### The American Revolution

Sarah Botstein, a renowned and award-winning documentary filmmaker, has spent the past two decades producing films on various aspects of American history with Ken Burns. She was most recently Mr. Burns's coproducer on the six-part PBS miniseries *The American Revolution*. She will discuss the series (and show clips of key moments), the importance of commemorating our history in film, the meaning of America's 250th year, and the documentarian's craft.

Sarah Botstein  
Yuval Levin (Moderator)

## Saturday, March 14

7:30–9:30 a.m.

Breakfast Available

The Cloister

8:00–9:00 a.m.

Early Bird Sessions

The Cloister

### A Conversation with Paul Atkins, Chairman of the US Securities and Exchange Commission

Leading the agency responsible for overseeing America's capital markets and protecting investors, Paul Atkins has been a prominent advocate of market integrity, capital formation, and regulatory restraint. This conversation will explore the Securities and Exchange Commission's role in sustaining economic dynamism, balancing innovation with investor protection, and shaping the future of American capitalism.

Adam J. White (Moderator)

### Regulating Artificial Intelligence & Data Centers & Energy

Erik Brynjolfsson (Tentative)  
Shelley Moore Capito  
Mike Dunleavy  
Brian Kemp  
Glenn Youngkin  
TBD (Moderator)

9:30–10:30 a.m.

Breakout Sessions

The Cloister

### China: The State of the Competition

From supply-chain coercion to techno-industrial competition to eroding American deterrence in the western Pacific, the Sino-American rivalry is defining geopolitics in our time. Washington and Beijing are locked in a long-term existential struggle over which country will lead the international system. Yet President Trump has called for a "tactical truce" with Beijing that has resulted in looser American technology restrictions and reduced pressure on China. Will the US gain anything from this approach? What is the right strategy to secure strategic advantage over Beijing? This panel on the state of the competition with China will explore the rivalry in all its dimensions.

Michael Beckley  
Dan Sullivan  
Liza Tobin  
Dan Blumenthal (Moderator)

### Affordability for Families and Federal Fiscal Responsibility

Affordability is expected to be a dominant theme throughout 2026, as policymakers in both parties respond to constituents unhappy with the high cost of goods like housing, energy, and health care; at the same time, federal policy in those same sectors makes it harder for people to rise and businesses to succeed and pushes federal deficits toward record highs. Will the One Big Beautiful Bill Act deliver on promises to grow the economy and rein in spending? What more needs to be done in permitting reform, housing supply reform, health care, and other issues? What must Congress tackle, and what must be left to the states?

Mike Carey  
Josh Gottheimer  
Matt Continetti (Moderator)

### The Supreme Court in a High-Paced Legal Moment

The Supreme Court's current term has not only featured some enormously important cases but also subjected the Court to a turbocharged pace of urgent litigation. This panel of experienced Supreme Court observers and litigators will consider how the Court has responded to that challenge and where this term's biggest cases might be headed.

Paul Clement  
Elizabeth Prelogar  
Gene Scalia  
Adam J. White  
Sarah Isgur (Moderator)

10:45-11:45 a.m.

Morning Conversation

The Cloister Ballroom

### Cities: Opportunities and Potential: A Conversation with Mike Duggan, Former Mayor of Detroit

When Mike Duggan stepped in as mayor of Detroit in 2014, the city was emerging from bankruptcy and facing deep challenges. Over more than a decade in office, Duggan strengthened its economic base, stabilized neighborhoods, reduced crime, and restored public services, transforming the city into a place people once again choose to live and invest in. As American cities today struggle with fiscal constraints, public safety, and affordability, Duggan's experience offers accomplished, practical insight into how to unleash the potential of America's cities. Join AEI President Robert Doar for a conversation with Duggan on the lessons Detroit's turnaround holds for the rest of the country.

Mike Duggan  
Robert Doar (Moderator)

12:00-1:30 p.m.

Luncheon

The Beach Club

### A Conversation with Rahm Emanuel

Jacqui Heinrich (Moderator) Tentative

1:45-3:00 p.m.

Afternoon Sessions

The Cloister

*The drone demonstration concludes at 3:30 p.m.*

### Last Branch Standing: A Potentially Surprising, Occasionally Witty Journey Inside Today's Supreme Court

Many Americans understand the Supreme Court in simple, partisan terms. There are liberal justices and conservative justices, and decisions are divided accordingly. But as legal journalist Sarah Isgur shows in her important new book, that simple view is never sufficient and frequently wrong. So how should we understand the Roberts Court?

Sarah Isgur  
Robert Doar (Moderator)

### The Renewal of Civics Education

The 250th anniversary of the American founding offers an opportunity to strengthen civics in American education, from elementary school through college. And there is plainly renewed openness to civics on all sides of our politics, even if it is not always understood and expressed in quite the same way. Leading figures in this movement will consider what would be required for the revitalization of civics to succeed.

Paul Carrese  
Louise Dube  
Ben Storey  
Hans Zeiger  
Yuval Levin (Moderator)

### Ukrainian Drone Panel and Demonstration\*

Rainbow Island

\*Shuttles will depart from 1:45-2:00 p.m. from the Beach Club and the Cloister for Rainbow Island.

The session and demonstration will conclude at 3:30 p.m. Shuttles will return to the Cloister and Beach Club thereafter.

Pavlo Horyachev (Invited)

Oleksandr Korzh (Invited)

Nataliya Bugayova (Co-Moderator)

Kimberly Kagan (Co-Moderator)

3:00/30–5:15 p.m.

Afternoon Break

5:00 p.m.

*Shuttle Departs for Mass \**

*\*Mass will begin at 5:30 p.m. at St. William Catholic Church.*

*Shuttles will return to the Cloister at 6:45 p.m.*

The Cloister

5:15–6:15 p.m.

Evening Conversation

The Cloister Ballroom

### **The United States and Allies in a More Dangerous World**

The United States has long relied upon close relationships with allies around world to sustain a peaceful and prosperous international order. But disputes over trade policy, the defense of Ukraine, rising threats from China in the Indo-Pacific, and burden sharing have created strains and unsettled America's strategic posture. How can the free world best cooperate to advance shared interests and values? As the president weighs a major defense spending increase, what investments could best strengthen capabilities and deter adversaries? Join former Supreme Allied Commander Europe Chris Cavoli, and Polish Foreign Minister Radosław Sikorski for a conversation on the present and future of global security.

Christopher Cavoli

Radosław Sikorski

Kori Shake (Moderator)

6:15–7:00 p.m.

Reception

The Cloister

7:15–8:30 p.m.

Dinner

The Cloister

8:30–10:45 p.m.

Post-Dinner Reception

The Cloister

8:45–9:45 p.m.

Starlight Chats

The Cloister

### **Mind Games: Cognitive Warfare Against the West**

Russia, China, and other US adversaries are weaponizing the openness of the US and our allies to shape our perceptions of the world to their advantage. Their cognitive warfare efforts aim to distort our sense of reality so that our leaders and the public willingly choose policies that harm ourselves and help our enemies achieve their goals. And they are already finding success. To defend ourselves against this threat, we must first understand it. Join former FBI Director Chris Wray and other experts for an introduction and assessment of how the free world can respond.

Nataliya Bugayova

Frederick W. Kagan

Christopher Wray

Rob Portman (Moderator)

### **Israel on Trial: Examining the History, the Evidence, and the Law**

In the halls of the United Nations and the International Criminal Court, Israel and its leaders face accusations of the worst kind of crimes against humanity. In his forthcoming book, *Israel on Trial: Examining the History, the Evidence, and the Law*, Judge Roy Altman brings courtroom rigor to an examination of these claims. Join Judge Altman as he sifts fact from fiction in Israel's conduct of the war against Hamas.

Roy K. Altman

Danielle Pletka (Introduction)

**Jonah Goldberg**

Sarah Isgur **OR** Yuval Levin (Introduction)

## Sunday, March 15

7:30–10:15 a.m.

Breakfast Available

The Cloister

7:30 a.m.

*Shuttle Departs for Mass \**

The Cloister

*\*Mass will begin at 8:00 a.m. at St. William Catholic Church.*

*Shuttles will return to the Cloister at 9:15 a.m.*

9:00–10:15 a.m.

Early Bird Sessions

The Cloister

### The Future of the Iranian Regime

In January, the Islamic Republic faced its most precarious moment in decades, and the world was horrified to learn the lengths the regime will take to cling to power. Following the brutal suppression of the protests, join AEI's Danielle Pletka and a panel of experts to examine the widening cracks in state loyalty, the looming power vacuum in Iran as Ayatollah Khamenei's health fades, and what steps the United States and Israel can take to hasten the end of the Islamic Republic and ensure a brighter future for the Iranian people.

Frederick W. Kagan

Danielle Pletka

### How Can Congress Be Relevant Again?

In 2025, Republicans used budget reconciliation under united control of Congress to pass President Trump's One Big Beautiful Bill Act and afterward went through the longest government shutdown in history. While some members see last year as a productive agenda in action, others have questioned whether Congress is organized in a way to allow members to legislate effectively. What institutional factors account for the way the 119th Congress has played out so far, and what do members want to see changed? We will look from the varying perspectives of the panelists at how the institution is handling pressures both inside and outside the chamber.

Jimmy Panetta

Luke Strange (Moderator)

## 2026 AEI WORLD FORUM SPEAKERS

### SPEAKERS

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|                      |                                                                                 |
|----------------------|---------------------------------------------------------------------------------|
| ROY K. ALTMAN        | US District Court Judge, US District Court for the Southern District of Florida |
| PAUL ATKINS          | Chairman, US Securities and Exchange Commission                                 |
| AMI BERA             | US House of Representatives (D-CA)                                              |
| JAY BHATTACHARYA     | Director, US National Institutes of Health                                      |
| STEPHANIE BICE       | US House of Representatives (R-OK)                                              |
| SARAH BOTSTEIN       | Director and Producer, Florentine Films                                         |
| RACHEL BRAND         | Executive Vice President, Walmart                                               |
| STEVE BRIERLEY       | CEO and Founder, Riverlane                                                      |
| CHRISTIAN BROSE      | President and Chief Strategy Officer, Anduril                                   |
| NATALIYA BUGAYOVA    | Fellow, Institute for the Study of War                                          |
| SHELLEY MOORE CAPITO | US Senate (R-WV)                                                                |
| MIKE CAREY           | US House of Representatives (R-OH)                                              |
| PAUL CARRESE         | Professor, Arizona State University/The Jack Miller Center                      |
| BUDDY CARTER         | US House of Representatives (R-GA)                                              |
| CHRISTOPHER CAVOLI   | General (retired)/Partner, Valor Equity Partners                                |
| PAUL CLEMENT         | Partner, Clement & Murphy                                                       |
| CATHERINE COX        | Author, Cox and Murray Inc.                                                     |
| MICHAEL CROW         | President, Arizona State University                                             |
| TED CRUZ             | US Senate (R-TX)                                                                |
| JAMIE DIMON          | Chairman and CEO, JPMorganChase                                                 |
| LOUISE DUBÉ          | CEO, iCivics                                                                    |
| MIKE DUGGAN          | Former Mayor of Detroit                                                         |
| MICHAEL DUNLEAVY     | Governor of Alaska                                                              |
| RAHM EMANUEL         | Former Mayor of Chicago                                                         |

*Last Updated on February 6, 2026, at 2:00 p.m.*

|                      |                                                                                                        |
|----------------------|--------------------------------------------------------------------------------------------------------|
| DEB FISCHER          | US Senate (R-NE)                                                                                       |
| MIKE FLOOD           | US House of Representatives (R-NE)                                                                     |
| JASON FURMAN         | Aetna Professor of the Practice of Economic Policy, Harvard University                                 |
| GITA GOPINATH        | Gregory and Ania Coffey Professor of Economics, Harvard University                                     |
| JOSH GOTTHEIMER      | US House of Representatives (D-NJ)                                                                     |
| JAN HATZIUS          | Chief Economist, Goldman Sachs                                                                         |
| JACQUI HEINRICH      | White House Correspondent and Anchor, Fox News                                                         |
| JIM HIMES            | US House of Representatives (D-CT)                                                                     |
| JOHN HURLEY          | Undersecretary of the Treasury for Terrorism and Financial Intelligence, US Department of the Treasury |
| WILLIAM INBODEN      | Director, University of Florida Hamilton School for Classical and Civic Education                      |
| SARAH ISGUR          | Editor, <i>SCOTUSblog</i>                                                                              |
| KIMBERLY KAGAN       | President and Founder, Institute for the Study of War                                                  |
| GEORGE KOLLITIDES II | Senior Adviser to the Deputy Secretary of War, US Department of Defense                                |
| FRANCES LEE          | Professor of Politics and Public Affairs, Princeton University                                         |
| JAMES LITINSKY       | Founder, Chairman, and CEO, MP Materials                                                               |
| EDWARD LUCE          | US National Editor and Columnist, <i>Financial Times</i>                                               |
| STEPHEN MACEDO       | Laurance S. Rockefeller Professor of Politics, Princeton University                                    |
| JIM MATTIS           | General (retired)/Founder, Mattis Consulting                                                           |
| BRENT J. MCINTOSH    | Chief Legal Officer and Corporate Secretary, Citigroup Inc.                                            |
| LINDA MCMAHON        | Secretary of Education, US Department of Education                                                     |
| LINDA G. MILLS       | President, New York University                                                                         |

|                    |                                                                                                                         |
|--------------------|-------------------------------------------------------------------------------------------------------------------------|
| JOHN MOOLENAAR     | US House of Representatives (R-MI)                                                                                      |
| BLAKE MOORE        | US House of Representatives (R-UT)                                                                                      |
| MEHMET OZ          | Administrator, Centers for Medicare & Medicaid Services                                                                 |
| TOMÁS PALACIOS     | Clarence J. LeBel Professor and Director of Microsystems Technology Laboratories, Massachusetts Institute of Technology |
| JIMMY PANETTA      | US House of Representatives (D-CA)                                                                                      |
| JOHN FEIFER        | President and CEO, Oshkosh Corporation                                                                                  |
| ELIZABETH PRELOGAR | Partner and Chair of Supreme Court and Appellate Practice, Cooley LLP                                                   |
| KRISHNA RANGASAYEE | Founder and CEO, SiMa.ai                                                                                                |
| ROBERT E. RUBIN    | Senior Counselor, Centerview Partners                                                                                   |
| EUGENE SCALIA      | Partner, Gibson, Dunn & Crutcher LLP                                                                                    |
| CHARLES SCHARF     | Chairman and CEO, Wells Fargo                                                                                           |
| RADEK SIKORSKI     | Deputy Prime Minister and Minister of Foreign Affairs, Poland                                                           |
| KEVIN STITT        | Governor of Oklahoma                                                                                                    |
| DAN SULLIVAN       | US Senate (R-AK)                                                                                                        |
| JAMES TAICLET      | President and CEO, Lockheed Martin                                                                                      |
| JEFFREY TAYLOR     | Vice President, General Counsel, and Secretary, Exxon Mobil Corporation                                                 |
| LIZA TOBIN         | Managing Director, Garnaut Global                                                                                       |
| KENT WALKER        | President of Global Affairs, Google and Alphabet                                                                        |
| MARIËT WESTERMANN  | Director and CEO, Solomon R. Guggenheim Museum and Foundation                                                           |
| ROGER F. WICKER    | US Senate (R-MS)                                                                                                        |
| SETH WICKERSHAM    | Senior Writer, ESPN/ <i>New York Times</i> bestselling author                                                           |
| CHRISTOPHER WRAY   | Former Director, FBI                                                                                                    |
| GLENN YOUNGKIN     | Former Governor of Virginia                                                                                             |

MARK ZANDI  
HANS ZEIGER

Chief Economist, Moody's Analytics  
President, Jack Miller Center

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# W O R L D F O R U M

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S E A I S L A N D , G E O R G I A

## AGENDA AND PARTICIPANTS

### Inbound travel details

| <u>Member:</u>  | <u>Dates:</u>                                     |
|-----------------|---------------------------------------------------|
| Ami Bera        | 3/11: depart SMF 12:28 p.m., arrive BQK 9:58p.m.  |
| Mike Carey      | 3/13: depart CMH 7:07 a.m., arrive BQK 11:41 a.m. |
| Buddy Carter    | 3/13: driving himself from district home          |
| Josh Gottheimer | 3/13: depart EWR 7:30 a.m., arrive JAX 10:12 a.m. |
| Jim Himes       | 3/13: depart LGA 12:30 p.m., arrive JAX 3:05 p.m. |
| John Moolenaar  | 3/12: arrive JAX 11:00 a.m.                       |
| Jimmy Panetta   | 3/12: depart SFO 11:14 a.m., arrive JAX 9:21 p.m. |

MARCH 12-15, 2026

Travel day  
Rep. Moolenaar, Rep. Bera: 3 hours and 30 minutes of programming  
Rep. Panetta: 0 hours, arriving after Thursday's programming finishes

**Thursday, March 12**

|                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| All Day                                                                                                                                                                                                                                                                    | Registration                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Colonial Lounge |
| On Wednesday the 11th, Rep. Bera travels from the airport to Sea Island from 10:15-10:40 p.m. On the 12th, Rep. Moolenaar is traveling from the airport from 11:30 a.m.-12:30 p.m. Both will begin attending the conference with afternoon seminars, sessions, and dinner. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                 |
| 3:00–4:15 p.m.                                                                                                                                                                                                                                                             | Book Seminars (Optional)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | The Cloister    |
|                                                                                                                                                                                                                                                                            | <b>The State and the Soldier: A History of Civil-Military Relations in the United States</b><br>Former Secretary of Defense Jim Mattis will be in conversation with AEI Foreign and Defense Policy Director Kori Schake about her new book, <i>The State and the Soldier: A History of Civil-Military Relations in the United States</i> . The book attempts to answer how a country founded in fear of a standing army has come to think about its military as a major bulwark of our democracy.                                                                                                                                                                                                                                                                          |                 |
|                                                                                                                                                                                                                                                                            | Kori Schake<br>Jim Mattis (Moderator)<br>Michael R. Strain (Introduction)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |
|                                                                                                                                                                                                                                                                            | <b>In Covid's Wake: How Our Politics Failed Us</b><br>The response to the COVID-19 pandemic upended American life and damaged public trust in scientific expertise and political institutions. In their 2025 book, <i>In Covid's Wake: How Our Politics Failed Us</i> , political scientists Stephen Macedo and Frances Lee critically assess the US pandemic response. They document how scientific expertise obscured difficult trade-offs and drove dissent to the margins—raising tough questions about the efficacy and legitimacy of shutdowns. What lessons should we learn from COVID, and how can we make sure we respond more effectively to the next crisis? Join the authors for a conversation about their compelling critique of elites during the pandemic. |                 |
|                                                                                                                                                                                                                                                                            | Frances Lee<br>Stephen Macedo<br>Benjamin Storey (Introduction)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                 |
| 5:00–6:00 p.m.                                                                                                                                                                                                                                                             | Reception                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | The Beach Club  |
|                                                                                                                                                                                                                                                                            | The receptions provide attendees with an opportunity to connect with fellow participants, candidly engage with speakers, debrief on policy dialogues, and continue discussions related to the preceding program sessions in an informal setting.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |
| 6:00–6:15 p.m.                                                                                                                                                                                                                                                             | <b>Welcome Remarks</b><br>Daniel A. D'Aniello                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | The Beach Club  |
|                                                                                                                                                                                                                                                                            | <b>Special Presentation Concerning America at 250</b><br>David M. Rubenstein<br>David Rubenstein will give remarks on the Declaration of Independence and America's founding as the nation prepares for the America250 celebrations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |
|                                                                                                                                                                                                                                                                            | <b>Program Introduction</b><br>Robert Doar                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |
| 6:15–7:15 p.m.                                                                                                                                                                                                                                                             | Opening Conversation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | The Beach Club  |
|                                                                                                                                                                                                                                                                            | <b>A Conversation with Secretary of Education Linda McMahon</b><br>In 2025, Linda McMahon became the 13th United States secretary of education. In her first year as secretary, she has spearheaded the president's ambition to rethink the federal government's role in education—shrinking the department's bureaucracy and transitioning key responsibilities to other federal agencies—while advancing long-standing conservative priorities on school choice and higher education reform. What kind of success is this approach having, and what's next for federal education policy? Join Secretary McMahon and AEI Education Policy Studies Director Frederick M. Hess for a conversation on the administration's conservative education reforms.                   |                 |
|                                                                                                                                                                                                                                                                            | Frederick M. Hess (Moderator)<br>Betsy DeVos (Introduction)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                 |

|                |                      |                |
|----------------|----------------------|----------------|
| 7:15–8:30 p.m. | Dinner               | The Beach Club |
| 8:30–9:30 p.m. | Evening Conversation | The Beach Club |

**The War in Iran**

Frederick W. Kagan  
Yechiel Leiter  
Jim Mattis  
Danielle Pletka (Moderator)

The war with Iran is reshaping geopolitics in the Middle East. What does succession to the ayatollah look like, and can the Iranian people successfully rise against the regime? Have the strikes degraded Tehran's strategic capabilities, and how are terror affiliates like Hezbollah and al Qaeda responding? Could the conflict deepen ties between the US, Israel, and the Gulf states? What strategic lessons can Ukraine teach military planners confronting Iran? Domestically, how are Americans reacting to the conflict, and what role will Congress play as the operation continues? Join Danielle Pletka and a panel of experts for a discussion on the latest on Iran.

Rep. Panetta is traveling from the airport to Sea Island, 10:00–11:00 p.m., and will begin formal programming in the morning.

**Friday, March 13** **Travel day**  
Reps. Bera, Moolenaar, Panetta: 8 hours, 15 minutes programming; Rep. Gottheimer: 5 hours, 15 minutes; Rep. Carey: 5 hours; Rep. Carter: 4 hours; Rep. Himes: 2 hours, 30 minutes

|                |                     |              |
|----------------|---------------------|--------------|
| 7:30–9:30 a.m. | Breakfast Available | The Cloister |
| 8:00–9:00 a.m. | Early Bird Sessions | The Cloister |

**A Conversation with MP Materials Founder, Chairman, and CEO James Litinsky**

Chris Miller (Moderator)

The Trump administration has identified domestic production of rare earths as a crucial national security priority. MP Materials, a rare earth manufacturer, sits at the heart of the administration's strategy—the Department of Defense is its largest shareholder. James Litinsky—the founder, chairman, and CEO—has led MP Materials since its inception in 2017. Join him and AEI's Chris Miller for a conversation about Litinsky's company and the future of the domestic rare earths supply chain.

**A New Era for American Universities?**

Michael Crow  
Alan M. Garber  
Jenna Silber Storey (Moderator)

The past year has seen unprecedented federal efforts to push elite universities to reform. How have these aggressive moves looked from some key campuses? What has been useful, and what has been counterproductive? And what is the future of the relationship between the federal government and higher education?

|                |                        |             |
|----------------|------------------------|-------------|
| 8:30–9:30 a.m. | Breakfast Conversation | Trophy Room |
|----------------|------------------------|-------------|

**A Conversation with Blake Moore (R-UT)**

Matthew Continetti (Moderator)

The economy remains a predominant issue for American families, from rising costs to health care and tax rates. Join Blake Moore, Vice Chair of the House Republican Conference and Chairman of the House Budget Committee Health Care Task Force, and Matt Continetti for a timely conversation on the future of economic policymaking in today's Congress.

Rep. Carter drives himself from his district home at 9 a.m.; will begin attending conference

9:30–10:30 a.m.

Breakout Sessions

The Cloister

**Lessons from the Last Cold War for the New Cold War**

Hal Brands  
William Inboden  
Edward Luce  
Marc A. Thiessen (Moderator)

Was the “Long Peace” an anomaly or a roadmap? Russia’s full-scale aggression against Ukraine has dismantled the illusions of perpetual peace in Europe, and leaders now face the challenges of rearmament and long-term geopolitical competition against authoritarian rivals. What can our past victory in the Cold War teach us about the crisis we face now? This panel will explore how Zbigniew Brzezinski, Henry Kissinger, and Ronald Reagan challenged the Soviet Union and the lessons their strategies offer the West’s leaders today.

**The Economic Outlook: Is the US Economy Hot or Cold?**

Gita Gopinath  
Jan Hatzius  
Michael R. Strain  
Mark Zandi  
James Pethokoukis (Moderator)

Headlines argue that the job market is frozen, at its weakest since it limped out of the aftermath of the 2008 financial crisis. Monthly net payroll gains have been pitiful. At the same time, GDP growth is white-hot, the unemployment rate is low, and equity markets are booming. What is the state of the US economy? If the economy is hot, then why aren’t President Trump’s erratic trade and aggressive immigration policies doing the damage many commentators expected? Why isn’t damage to international alliances registering in financial markets? Is 2026 the year the robots will take our jobs? Join our panel of distinguished economists to discuss the outlook for 2026 and its implications for the Federal Reserve.

**The Regulatory Environment for Business**

Rachel L. Brand  
Buddy Carter  
Brent J. McIntosh  
Jeffrey Taylor  
Kent Walker  
Adam J. White (Moderator)

The Trump administration has advanced a robust deregulatory agenda but has also created some significant regulatory uncertainty. We will consider how chief legal officers at some of America’s leading companies perceive the resulting mix of opportunities and pressures and where they think the regulatory environment is headed. What role can policymakers play in addressing the regulatory environment going into 2026?

10:45–11:45 a.m.

Morning Conversation

The Cloister Ballroom

**A Conversation with Jamie Dimon**

Robert Doar (Moderator)

Jamie Dimon has led JPMorganChase for more than 20 years, overseeing the growth of the nation’s largest bank into a global financial institution with more than \$4.4 trillion in assets. As one of the United States’ most visible and influential business leaders, he’s been an outspoken voice for free enterprise, financial stability, and American strength. How is he assessing the Trump administration’s record so far, and how is JPMorganChase navigating the geopolitical and technological disruptions that are transforming the global economy? Join Dimon for a fireside chat with AEI President Robert Doar.

Rep. Gottheimer travels from airport, 10:40 a.m.-12:00 p.m. and will begin attending the conference with lunch and afternoon sessions..  
Rep. Carey travels from airport, 11:50 a.m.-12:15 p.m. and will begin attending the conference with lunch and afternoon sessions.

12:00–1:30 p.m.

Luncheon

The Beach Club

**Executive Power and the Supreme Court**

Jack Goldsmith  
Sarah Isgur  
Robert Doar (Moderator)

The Trump administration has advanced an ambitious vision of executive power: strengthening control over personnel, challenging the independence of departments and agencies, and aggressively interpreting statutes to assert novel powers as with tariffs—all generating difficult questions for the Supreme Court. No one has done more to analyze these developments than AEI's Jack Goldsmith, a Harvard Law professor and author of the *Executive Functions* Substack. Join Goldsmith and legal journalist Sarah Isgur—whose new book *Last Branch Standing* provides an unmatched, inside look into how the Roberts Court operates right now—for a conversation with AEI President Robert Doar on the legal battles over this new presidentialism.

Rep. Carter departs for district home

1:45–3:00 p.m.

Afternoon Sessions

The Cloister

**Funding the Front Lines: Disrupting the Monopoly of Pentagon Purchasing**

Christian Brose  
Mackenzie Eaglen  
Deb Fischer  
Jim Taiclet  
Kori Schake (Moderator)

The Department of War is not just a new moniker but a daily reminder to the bureaucracy that everything must change. As the Pentagon pursues sweeping reforms to scale defense manufacturing, industry has been forced to adapt at unprecedented speed. New acquisition rules—along with new contract deals, capital, and structures—are changing the landscape in real time. This high-impact panel brings together senior leaders from the world's most successful defense firms, including traditional prime, neoprime, and private equity. Leaders will explore how the Pentagon and White House are reshaping approaches to industry partnerships and how companies are meeting the demands of modern warfare where industrial power is decisive.

**Getting Our Fiscal House in Order**

Ami Bera  
Jason Furman  
R. Glenn Hubbard  
Blake Moore  
Jason Smith  
Alex Brill (Moderator)

The national debt is on an unsustainable path, and the structural budget deficit is so large that the US spends more on interest payments than national defense. How can Congress get the nation's fiscal house in order? Will Congress take steps to secure tariff revenue following the Supreme Court's decision to invalidate much of the 2025 tariff regime? Will Congress increase health spending following the expiration of Affordable Care Act subsidies? What is the outlook for meaningful fiscal consolidation—and what would it take to make it happen?

**The Frontier Technologies That Will Power the AI Age**

Steve Brierley  
Erik Brynjolfsson  
Tomás Palacios  
Krishna Rangasayee  
Chris Miller (Moderator)

This panel will explore some of the scientific and engineering breakthroughs that will shape the future, their commercialization, and their diffusion into business practices. Steve Brierley is the CEO of Riverlane, the quantum computing company. Krishna Rangasayee is the CEO of SiMa.ai, which is bringing AI to technologies like robots, drones, and vehicles. Tomás Palacios, professor at the Massachusetts Institute of Technology, studies frontier industries and technologies. Erik Brynjolfsson, professor at Stanford University and director of the Stanford Digital Economy Lab, is one of the top economists studying technology.

3:00–4:30 p.m.

Afternoon Break

Rep. Himes traveling from the airport, 3:30–4:30 p.m., and will begin attending the conference with evening conversation.

As of Sunday, March 15, 2026

**Confidential. Not for Distribution.**

4:30–6:00 p.m.

Evening Conversations

The Cloister Ballroom

4:30–5:15 p.m.

**A Conversation with Senator Ted Cruz**

Matthew Continetti (Moderator)

Robert Doar (Introduction)

As the Senate looks ahead to the latter half of 2026, including oversight hearings, critical legislation such as the National Defense Authorization Act, annual appropriations, and future nominations, how should senators approach the complex political dynamics with the House and White House to best address pressing policy challenges that directly affect the lives of Americans, the economy, and national security? Join Senator Ted Cruz, chairman of the Senate Commerce Committee and a senior member of the Senate Foreign Relations and Judiciary Committees, for an in-depth look at key policy areas, including the impact of AI on the economy and wider American life, strategic competition with Iran and China, law and the courts, homeland security, and energy policy.

5:15–6:00 p.m.

**From New York to Abu Dhabi: Museums at the Forefront of Cultural Renewal**

Mariët Westermann

Robert Doar (Introduction)

As CEO of the Solomon R. Guggenheim Museum and Foundation, art historian Mariët Westermann leads a constellation of iconic museums—from New York to Venice, Bilbao, and Abu Dhabi—that combine world-class buildings and art collections with deep engagement in their local communities. In her presentation, Westermann will explore what art contributes to the cultural life of cities and how art museums can spur development and civic renewal around the world.

6:00–7:00 p.m.

Reception

The Cloister

The receptions provide attendees with an opportunity to connect with fellow participants, candidly engage with speakers, debrief on policy dialogues, and continue discussions related to the preceding program sessions in an informal setting.

7:15–8:30 p.m.

Dinner

The Cloister

8:45–9:45 p.m.

Starlight Chats

The Cloister

**A Conversation with Robert E. Rubin and R. Glenn Hubbard**

Michael R. Strain (Moderator)

Robert E. Rubin and R. Glenn Hubbard have been at the center of their parties' economic policy debates for decades. Between them, they have contributed to balancing the federal budget, addressing international currency crises, reforming the tax code, and responding to terrorist attacks. Join them and AEI's Michael R. Strain for a conversation about designing and implementing economic policy at the highest levels of government, working collaboratively and constructively with members of the opposite political party, and understanding the economic and fiscal risks we face at this moment—and the risk that centrist economic policy may be a thing of the past.

**Taking Religion Seriously**

Catherine Cox  
Charles Murray  
Ross Douthat (Moderator)

Even a decade ago, American culture seemed to be growing increasingly secular and detached from religion. But something has changed. In his recent book, *Taking Religion Seriously*, AEI's Charles Murray recounts his own path to reconsidering faith and the central role of his wife, Catherine Cox, in that story. AEI's Ross Douthat, whose own most recent book, *Believe: Why Everyone Should Be Religious*, makes the case for religion, will join Murray and Cox in conversation about the place of the sacred in American life.

**The American Revolution**

Sarah Botstein  
Yuval Levin (Moderator)

Sarah Botstein, a renowned and award-winning documentary filmmaker, has spent the past two decades producing films on various aspects of American history with Ken Burns. She was most recently Burns's coproducer on the six-part PBS miniseries *The American Revolution*. She will discuss the series (and show clips of key moments), the importance of commemorating our history in film, the meaning of America's 250th year, and the documentarian's craft.

**Saturday, March 14** Travel day  
Reps. Bera, Carey, Himes, Panetta: 8 hours of programming; Reps. Gottheimer and Moolenaar: 2 hours

7:30–9:30 a.m. Breakfast Available

The Cloister

8:00–9:00 a.m. Early Bird Sessions

The Cloister

**A Conversation with Paul Atkins, Chairman of the US Securities and Exchange Commission**

Adam J. White (Moderator)

Leading the agency responsible for overseeing America's capital markets and protecting investors, Paul Atkins has been a prominent advocate of market integrity, capital formation, and regulatory restraint. This conversation will explore the Securities and Exchange Commission's role in sustaining economic dynamism, balancing innovation with investor protection, and shaping the future of American capitalism.

**Energy Abundance?**

Erik Brynjolfsson  
Shelley Moore Capito  
Mike Dunleavy  
Brian P. Kemp  
Glenn Youngkin  
James Pethokoukis (Moderator)

Energy costs are growing as an important political issue. Elected officials are concerned about AI's energy demands and what they will mean for household energy prices. At the same time, investors and businesses are bullish on AI—provided access to affordable energy does not become a binding constraint. And even apart from AI, energy is a pressing political, economic, and security issue. What is the state of US energy resources? Are policy and regulatory hurdles inhibiting progress toward abundance and affordability? What is the outlook in Congress for permitting reform?

9:30–10:30 a.m.

Breakout Sessions

The Cloister

**Affordability for Families and Federal Fiscal Responsibility**

Mike Carey  
 Josh Gottheimer  
 Mike Lee  
 Kevin Stitt  
 Alex Brill (Moderator)

Affordability is expected to be a dominant theme throughout 2026, as policymakers in both parties respond to constituents unhappy with the high cost of goods like housing, energy, and health care; at the same time, federal policy in those same sectors makes it harder for people to rise and businesses to succeed and pushes federal deficits toward record highs. Will the One Big Beautiful Bill Act deliver on promises to grow the economy and rein in spending? What more needs to be done in permitting reform, housing supply reform, health care, and other issues? What must Congress tackle, and what must be left to the states?

**China: The State of the Competition**

Michael Beckley  
 Jason Furman  
 John Moolenaar  
 Dan Sullivan  
 Liza Tobin  
 Dan Blumenthal (Moderator)

From supply-chain coercion to techno-industrial competition to eroding American deterrence in the western Pacific, the Sino-American rivalry is defining geopolitics in our time. Washington and Beijing are locked in a long-term existential struggle over which country will lead the international system. Yet President Trump has called for a “tactical truce” with Beijing that has resulted in looser American technology restrictions and reduced pressure on China. Will the US gain anything from this approach? What is the right strategy to secure a strategic advantage over Beijing? This panel on the state of the competition with China will explore the rivalry in all its dimensions.

**The Supreme Court in a High-Paced Legal Moment**

Paul Clement  
 Elizabeth Prelogar  
 Eugene Scalia  
 Adam J. White  
 Sarah Isgur (Moderator)

The Supreme Court’s current term has not only featured some enormously important cases but also subjected the Court to a turbocharged pace of urgent litigation. This panel of experienced Supreme Court observers and litigators will consider how the Court has responded to that challenge and where this term’s biggest cases might be headed.

**Reps. Gottheimer, Moolenaar depart the conference for SAV and BQK airports**

10:45–11:45 a.m.

Morning Conversation

The Cloister Ballroom

**A Conversation with Mehmet Oz, Administrator for the Centers for Medicare & Medicaid Services, and Jay Bhattacharya, Director of the National Institutes of Health of the United States and Acting Director of the Centers for Disease Control and Prevention**

Scott Gottlieb (Moderator)

Medical progress depends not only on scientific insight but on the policies that shape how discoveries become treatments. In this conversation, the leaders of the National Institutes of Health and the Centers for Medicare and Medicaid Services will explore the innovations they believe could most transform medicine—from new biologics and cell therapies to AI-guided care—and the policy reforms needed to bring them to patients faster. Just as important, they will examine how the U.S. can sustain its leadership in an era of intensifying global competition and make sure that we don’t lose our biomedical edge to China.

12:00–1:30 p.m.

Luncheon

The Beach Club

**A Conversation with Rahm Emanuel**

Jacqui Heinrich (Moderator)

Rahm Emanuel's breadth of experience knows few parallels among contemporary politicians: He has been a congressman, White House chief of staff, mayor of Chicago, and ambassador to Japan. From his time as a senior adviser to President Bill Clinton to his service as a top diplomat in the Biden administration, Emanuel has seen the parties evolve and policy redefined. However, as today's leaders struggle to find their footing on a range of issues, where should policymakers go from here to address today's most pressing challenges?

1:45–3:00/3:30 p.m.

Afternoon Sessions

The Cloister and Rainbow Island\*

**Cities: Opportunities and Potential: A Conversation with Mike Duggan, Former Mayor of Detroit**

Robert Doar (Moderator)

When Mike Duggan stepped in as mayor of Detroit in 2014, the city was emerging from bankruptcy and facing deep challenges. Over more than a decade in office, Duggan strengthened Detroit's economic base, stabilized neighborhoods, reduced crime, and restored public services, transforming the city into a place people once again choose to live and invest in. As American cities today struggle with fiscal constraints, public safety, and affordability, Duggan's experience offers accomplished, practical insight into how to unleash the potential of America's cities. Join AEI President Robert Doar for a conversation with Duggan on the lessons Detroit's turnaround holds for the rest of the country.

**The Renewal of Civics Education**

Paul Carrese  
Louise Dubé  
Benjamin Storey  
Hans Zeiger  
Yuval Levin (Moderator)

The 250th anniversary of the American founding offers an opportunity to strengthen civics in American education, from elementary school through college. And there is plainly renewed openness to civics on all sides of our politics, even if it is not always understood and expressed in quite the same way. Leading figures in this movement will consider what would be required for the revitalization of civics to succeed.

**Ukraine's Defense Innovation and Drone Demonstration\***

*\*Shuttles will depart from 1:30 to 1:45 p.m. from the Beach Club and the Cloister for Rainbow Island. The session and demonstration will conclude at 3:30 p.m. Shuttles will return to the Cloister and Beach Club thereafter.*

Alex Fink  
Pavlo Horiachev  
Oleksandr Kamyshin  
Nataliya Bugayova (Co-Moderator)  
Kimberly Kagan (Co-Moderator)  
Joseph Gagnard (Demonstrator)

Rainbow Island

AEI and the Institute for the Study of War (ISW) will host a discussion on Ukraine's exceptional wartime innovation and its relevance for the United States' ability to prepare to deter conflict and win future wars. ISW President Kimberly Kagan and ISW Modern Warfare Fellow Nataliya Bugayova will moderate a discussion with Ukraine's top innovators and Oleksandr Kamyshin, strategic adviser to Ukraine's president and formerly Ukraine's minister of strategic industries, who has transformed and scaled Ukraine's defense production during Russia's full-scale invasion. A live demonstration of Ukraine's cutting-edge, battle-proven drone capabilities will follow the discussion.

3:00/3:30–5:15 p.m.

Afternoon Break

5:00 p.m. Shuttle Departs for Mass\*\* The Cloister  
 \*\* Mass will begin at 5:30 p.m. at St. William Catholic Church.  
 Shuttles will return to the Cloister at 6:45 p.m.

5:15–6:15 p.m. Evening Conversation The Cloister Ballroom

### **The United States and Its Allies in a More Dangerous World**

Michael Beckley  
 Christopher Cavoli  
 Jimmy Panetta  
 Roger F. Wicker  
 Kori Schake (Moderator)

The US has long relied on close relationships with allies to sustain a peaceful and prosperous international order. But disputes over trade policy, the defense of Ukraine, China's rising threat, and burden sharing have unsettled America's strategic posture. How can the free world best cooperate to advance shared interests and values? As President Trump weighs a major defense spending increase, what investments could best strengthen capabilities and deter adversaries? Join former Supreme Allied Commander Europe Christopher Cavoli, Senator Roger F. Wicker, Representative Jimmy Panetta, and AEI's Michael Beckley for a conversation on the present and future of global security.

6:15–7:00 p.m. Reception The Cloister  
 The receptions provide attendees with an opportunity to connect with fellow participants, candidly engage with speakers, debrief on policy dialogues, and continue discussions related to the preceding program sessions in an informal setting.

7:15–8:30 p.m. Dinner The Cloister

8:45–9:45 p.m. Starlight Chats The Cloister

### **Israel on Trial: Examining the History, the Evidence, and the Law**

Roy K. Altman  
 Danielle Pletka (Introduction)

In the halls of the United Nations and the International Criminal Court, Israel and its leaders face accusations of the worst kind of crimes against humanity. In his forthcoming book, *Israel on Trial: Examining the History, the Evidence, and the Law*, Judge Roy K. Altman brings courtroom rigor to an examination of these claims. Join Judge Altman as he sifts fact from fiction in Israel's conduct of the war against Hamas.

### **Mind Games: Cognitive Warfare Against the West**

Nataliya Bugayova  
 Frederick W. Kagan  
 Christopher A. Wray  
 Rob Portman (Moderator)

US adversaries are weaponizing the openness of the US and our allies to shape our perceptions of the world to their advantage. Their cognitive warfare efforts aim to distort our sense of reality so that our leaders and the public willingly choose policies that harm ourselves and help our enemies achieve their goals. And they are already finding success. To defend ourselves against this threat, we must first understand it. Join former FBI Director Christopher A. Wray and other experts for an introduction and assessment of how the free world can respond.

### **The Revolution Will Be Group-Chatted**

Jonah Goldberg  
 Yuval Levin (Introduction)

The United States, like all liberal democracies, is built on a system of formal rules and procedures. But the United States, like all nations, functions thanks to an informal system of networks, connections, and associations. What happens when the informal system overpowers the formal? Drawing on the thought of Alexis de Tocqueville, C. S. Lewis, William James, H. G. Wells, Don Vito Corleone, and others, Jonah Goldberg previews the next chapter of American dysfunction—or renewal.

**Sunday, March 15** Travel day  
Reps. Bera, Carey, Himes, Panetta: 1 hour, 15 minutes programming

7:30–10:15 a.m. Breakfast Available The Cloister

7:30 a.m. Shuttle Departs for Mass\* The Cloister  
*\*Mass will begin at 8:00 a.m. at St. William Catholic Church.  
 Shuttles will return to the Cloister at 9:15 a.m.*

9:00–10:15 a.m. Early Bird Sessions The Cloister

### How Can Congress Be Relevant Again?

Katie Britt  
 Mike Carey  
 Jim Himes  
 Jimmy Panetta  
 Luke Strange (Moderator)

In 2025, Republicans used budget reconciliation under united control of Congress to pass President Trump’s One Big Beautiful Bill Act and afterward went through the longest government shutdown in history. While some members see last year as a productive agenda in action, others have questioned whether Congress is organized in a way to allow members to legislate effectively. What institutional factors account for the way the 119th Congress has played out so far, and what do members want to see changed? We will look from the varying perspectives of the panelists at how the institution is handling pressures both inside and outside the chamber.

### The Situation Room: The Wars in the Middle East and Ukraine

Frederick W. Kagan  
 Kimberly Kagan

As President Trump weighs continued military operations against Iran, what is the situation on the ground? Are airstrikes enough to topple the regime? How is the ongoing US cooperation with Israel, the Gulf states, and Western partners shaping the conflict, and what are the long-term ramifications of a continued US campaign? And as news about Iran dominates the media space, what is happening in Ukraine? What lessons should the US and allies in the Middle East learn from Ukraine’s years of experience defending against missile and drone strike packages? Where did the last round of negotiations leave us in the peace process? Join Frederick W. Kagan and Kimberly Kagan for a conversation on key lessons and strategic inflections from Iran and Ukraine.

10:15 a.m.: Rep. Himes departs conference for airport  
 4:45 p.m.: Reps. Bera and Carey depart conference for airport

**Monday, March 16:**  
 9:20 a.m.: Rep. Panetta departs for airport

#### Outbound travel details

| <u>Member:</u>  | <u>Dates:</u>                                     |
|-----------------|---------------------------------------------------|
| Ami Bera        | 3/15: depart BQK 5:43 p.m., arrive DCA 9:41 p.m.  |
| Mike Carey      | 3/15: depart BQK 5:43 p.m., arrive CMH 10:27 p.m. |
| Buddy Carter    | 3/13: driving himself to district home            |
| Josh Gottheimer | 3/14: depart SAV 1:19 p.m., arrive EWR 3:33 p.m.  |
| Jim Himes       | 3/15: depart JAX 1:15 p.m., arrive DCA 3:16 p.m.  |
| John Moolenaar  | 3/14: depart BQK 12:22 p.m., arrive GRR 5:38 p.m. |
| Jimmy Panetta   | 3/16: depart JAX 12:45 p.m., arrive IAD 2:46 p.m. |

**SPEAKERS**


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|----------------------|-------------------------------------------------------------------------------------------------------------|
| ROY K. ALTMAN        | US District Court Judge, US District Court for the Southern District of Florida                             |
| PAUL ATKINS          | Chairman, US Securities and Exchange Commission                                                             |
| AMI BERA             | US House of Representatives (D-CA)                                                                          |
| JAY BHATTACHARYA     | Director, US National Institutes of Health/Acting Director, Centers for Disease Control and Prevention      |
| SARAH BOTSTEIN       | Director and Producer, Florentine Films                                                                     |
| RACHEL L. BRAND      | Board Member, Walmax/Board Member, PhonePe/Former Executive Vice President and Chief Legal Officer, Walmart |
| STEVE BRIERLEY       | CEO and Founder, Riverlane                                                                                  |
| KATIE BRITT          | US Senate (R-AL)                                                                                            |
| CHRISTIAN BROSE      | President and Chief Strategy Officer, Anduril                                                               |
| ERIK BRYNJOLFSSON    | Professor, Stanford University                                                                              |
| NATALIYA BUGAYOVA    | Director, Cognitive Warfare Project/Modern Warfare Fellow, Institute for the Study of War                   |
| SHELLEY MOORE CAPITO | US Senate (R-WV)                                                                                            |
| MIKE CAREY           | US House of Representatives (R-OH)                                                                          |
| PAUL CARRESE         | Professor, Arizona State University/Jack Miller Center                                                      |
| BUDDY CARTER         | US House of Representatives (R-GA)                                                                          |
| CHRISTOPHER CAVOLI   | General (retired)/Partner, Valor Equity Partners                                                            |
| PAUL CLEMENT         | Partner, Clement & Murphy                                                                                   |
| CATHERINE COX        | Author and Editor, Cox and Murray Inc.                                                                      |
| MICHAEL CROW         | President, Arizona State University                                                                         |
| TED CRUZ             | US Senate (R-TX)                                                                                            |
| JAMIE DIMON          | Chairman and CEO, JPMorganChase                                                                             |
| LOUISE DUBÉ          | CEO, iCivics                                                                                                |
| MIKE DUGGAN          | Former Mayor of Detroit                                                                                     |
| MIKE DUNLEAVY        | Governor of Alaska                                                                                          |
| RAHM EMANUEL         | Former Ambassador to Japan                                                                                  |
| ALEX FINK            | President and US CEO, Swarmer                                                                               |
| DEB FISCHER          | US Senate (R-NE)                                                                                            |
| JASON FURMAN         | Aetna Professor of the Practice of Economic Policy, Harvard University                                      |
| JOSEPH GAGNARD       | Director of Field Operations, Swarmer                                                                       |
| ALAN M. GARBER       | President, Harvard University                                                                               |
| GITA GOPINATH        | Gregory and Ania Coffey Professor of Economics, Harvard University                                          |
| JOSH GOTTHEIMER      | US House of Representatives (D-NJ)                                                                          |
| JAN HATZIUS          | Chief Economist and Head of Global Investment Research, Goldman Sachs                                       |
| JACQUI HEINRICH      | Senior White House Correspondent, Fox News Channel/Host, <i>The Sunday Briefing</i>                         |
| JIM HIMES            | US House of Representatives (D-CT)                                                                          |
| PAVLO HORIACHEV      | Engineering Expert, Dignitas Ukraine                                                                        |
| WILLIAM INBODEN      | Executive Vice President and Provost, University of Texas at Austin                                         |
| SARAH ISGUR          | Editor, <i>SCOTUSblog</i>                                                                                   |
| KIMBERLY KAGAN       | President and Founder, Institute for the Study of War                                                       |

OLEKSANDR KAMYSHIN

BRIAN P. KEMP

FRANCES LEE

MIKE LEE

YECHIEL LEITER

JAMES LITINSKY

EDWARD LUCE

STEPHEN MACEDO

JIM MATTIS

BRENT J. MCINTOSH

LINDA MCMAHON

JOHN MOOLENAAR

BLAKE MOORE

MEHMET OZ

TOMÁS PALACIOS

JIMMY PANETTA

ELIZABETH PRELOGAR

KRISHNA RANGASAYEE

DAVID M. RUBENSTEIN

ROBERT E. RUBIN

EUGENE SCALIA

JASON SMITH

KEVIN STITT

DAN SULLIVAN

JIM TAICLET

JEFFREY TAYLOR

LIZA TOBIN

KENT WALKER

MARIËT WESTERMANN

ROGER F. WICKER

SETH WICKERSHAM

CHRISTOPHER A. WRAY

GLENN YOUNGKIN

MARK ZANDI

HANS ZEIGER

Adviser to the President of Ukraine

Governor of Georgia

Professor of Politics and Public Affairs, Princeton University

US Senate (R-UT)

Israel's Ambassador to the United States

Founder, Chairman, and CEO, MP Materials

US National Editor and Columnist, *Financial Times*

Laurance S. Rockefeller Professor of Politics, Princeton University

General (retired)

Chief Legal Officer and Corporate Secretary, Citigroup Inc.

Secretary of Education, US Department of Education

US House of Representatives (R-MI)

US House of Representatives (R-UT)

Administrator, Centers for Medicare & Medicaid Services

Clarence J. LeBel Professor and Director of Microsystems

Technology Laboratories, Massachusetts Institute of Technology

US House of Representatives (D-CA)

Partner and Chair of Supreme Court and Appellate Practice, Cooley LLP

Founder and CEO, SiMa.ai

Cofounder and Co-Chairman, Carlyle Group

Senior Counselor, Centerview Partners

Partner, Gibson, Dunn & Crutcher LLP

US House of Representatives (R-MO)

Governor of Oklahoma

US Senate (R-AK)

Chairman, President, and CEO, Lockheed Martin

Vice President, General Counsel, and Secretary,

Exxon Mobil Corporation

Managing Director, Garnaut Global

President of Global Affairs, Google and Alphabet

Director and CEO, Solomon R. Guggenheim Museum and Foundation

US Senate (R-MS)

Senior Writer, ESPN/*New York Times* Bestselling Author

Distinguished Visiting Fellow, Hoover Institution/Former Director, FBI

Former Governor of Virginia

Chief Economist, Moody's Analytics

President, Jack Miller Center

**ATTENDEES**


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|                                 |                                                                   |
|---------------------------------|-------------------------------------------------------------------|
| NANCY & PHILIP ANSCHUTZ         | The Anschutz Corporation                                          |
| LAUREL & CLIFFORD ASNESS        | AQR Capital Management LLC                                        |
| SUSAN & BRYAN BAILEY            | Crow Holdings Capital/Dalfort Capital Partners                    |
| NANCY S. LEE & JOSHUA G. BEDELL | NYU Langone Health/TransUnion                                     |
| BETSY & THILO BEST              | Betsy Best Interiors/Bayshore Retirement Partners                 |
| LUCY & HENRY BILLINGSLEY        | Billingsley Company                                               |
| ELIZABETH K. & FRANCIS S. BLAKE | Pine Needles Investments                                          |
| BARBARA STEWART & PETER BOWE    | Bowe Stewart Foundation                                           |
| DICK BOYCE                      | The Boyce Family Office                                           |
| ANGELA & DOUG BRALY             | The Braly Group LLC/Leading Properties                            |
| BLACKFORD F. BRAUER             | Hunter Engineering Co.                                            |
| BROOKS BURGUM                   | LongWater                                                         |
| DIANA & ERIC CANTOR             | Alternative Investment Management LLC/Moelis & Company            |
| JACOB CARNEY                    | Castle Hook Partners                                              |
| DAN T. CATHY                    | Chick-fil-A/Trilith                                               |
| RICHARD CHIN                    | New York Life Insurance Investors                                 |
| MARY & ARMEANE M. CHOKSI        | Omnicom/Johns Hopkins Medicine, Brady Urological Institute        |
| EDWARD CONARD                   | Adjunct Fellow, American Enterprise Institute                     |
| MARILYN E. & PETER H. COORS     | Center for Bioethics and Humanities at the University of Colorado |
|                                 | Anschutz Medical Campus/Molson Coors Beverage Company             |
| KATHY & HARLAN CROW             | Crow Holdings                                                     |
| MACKENZIE & JACK CROW           | Shoal Creek Capital                                               |
| BOYKIN CURRY                    | Eagle Capital Management LLC                                      |
| RAVENEL CURRY                   | Eagle Capital Management LLC                                      |
| MARK F. DALTON                  | Tudor Investment Corporation                                      |
| DANIEL A. D'ANIELLO             | Carlyle Group                                                     |
| STEVE DELBIANCO                 | NetChoice                                                         |
| KIM DENNIS & TRACY BROWN        | DonorsTrust                                                       |
| BETSY & DICK DEVOS              | 11th US Secretary of Education/The Windquest Group                |
| JUDY & JOHN DONOVAN             | Qudit                                                             |
| BRITTANY & KURT DUDAS           | University of Florida                                             |
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| ABIGAIL DOUTHAT        |                                       |
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| MARY EBERSTADT         | Faith and Reason Institute            |
| ALLYSON GOTTLIEB       |                                       |
| WENDY GRAMM            |                                       |
| MARY SCOTT HIMES       |                                       |
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| RANA SIU INBODEN       | Strauss Center, University of Texas   |
| SCOTT KELLER           | Lehotsky Keller Cohn LLP              |
| MARTY KEMP             | First Lady of Georgia                 |
| NIAMH KING             | Aspen Strategy Group                  |
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| SHARON LEE             |                                       |
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If you have any questions regarding the World Forum during your stay,  
please contact the World Forum Office.

Hours: March 12–14, 7:00 a.m. to 9:45 p.m.;  
March 15, 7:00 a.m. to 12:00 p.m.

Phone: 202-419-5290

Email: [worldforum@aei.org](mailto:worldforum@aei.org)



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ONE HUNDRED NINETEENTH CONGRESS

**U.S. House of Representatives**

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<https://Ethics.House.gov>

March 10, 2026

The Honorable Earl L. "Buddy" Carter  
U.S. House of Representatives  
2432 Rayburn House Office Building  
Washington, DC 20515

Dear Colleague:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your and your spouse's proposed trip to Sea Island, Georgia, scheduled for March 12 to 15, 2026, sponsored by the American Enterprise Institute. We note that you are not accepting transportation from the sponsor.

You must complete a Member/Officer Post-Travel Disclosure Form and file it, together with a Sponsor Post-Travel Disclosure Form completed by the trip sponsor, with the Clerk of the House within 15 days after your return from travel. As part of that filing, you are also required to attach a copy of this letter and both the Traveler and Primary Trip Sponsor Forms (including attachments) you previously submitted to the Committee in seeking pre-approval for this trip. You must also report all travel expenses totaling more than \$525 from a single source on the "Travel" schedule of your annual Financial Disclosure Statement covering this calendar year. Finally, Travel Regulation § 404(d) also requires you to keep a copy of all request forms and supporting information provided to the Committee for three subsequent Congresses from the date of travel.

If you have any further questions, please contact the Committee's Office of Advice and Education at extension 5-7103.

Sincerely,

Michael Guest  
Chairman

Mark DeSaulnier  
Ranking Member

MG/MD:kjf

September 18, 2025

The Honorable Buddy Carter  
United States House of Representatives  
2432 Rayburn House Office Building  
Washington, DC 20515

Dear Representative Carter,

I am writing to invite you and your spouse to the American Enterprise Institute's annual World Forum, which will be held March 12-15, 2026, in Sea Island, Georgia.

AEI's World Forum has a remarkable 40-year history that has made it one of the most important gatherings of world leaders grappling with the most critical policy issues of the day. Every year, we convene a group of some of the most influential figures in government, business, media, and academia to discuss the major challenges facing the free world. In recent years, our agenda has included remarks from Elon Musk, Tim Cook, Mark Zuckerberg, George W. Bush, and Michael Bloomberg. In 2025, among our featured speakers were Alex Karp, Lawrence Culp, Jonathan Haidt, Eva Moskowitz, Interior Secretary Doug Burgum, and House and Senate leadership.

What continues to set AEI's Forum apart from other events of its kind, however, is its reputation as one of the most substantive and thought-provoking off-the-record events that features serious, civil debate on both today's urgent issues and those that are further afield. Your participation as a speaker would add great value to these conversations.

I very much hope you will be able to join us next year. I have enclosed the agenda and participant list from this year's World Forum, and I will share with you the 2026 program agenda as it takes shape.

With warm regards,



Robert Doar  
President  
American Enterprise Institute

Enclosures





# W O R L D F O R U M

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SEA ISLAND, GEORGIA

MARCH 12-15, 2026

## 2026 AEI WORLD FORUM



AEI's 2026 World Forum will address the challenges that the United States and its allies face in economics, security, and social welfare. The annual event is completely off-the-record and attracts top business and financial executives and entrepreneurs, as well as distinguished statesmen, scholars, and military leaders from around the world. Discussions of varying size are carefully structured to be candid, provocative, and informative. A premium is placed on lively debate, contrarian thinking, and solutions-oriented discussion.

Unencumbered by political or special interests, as always, the Forum focuses on creative and forward-looking ideas in pursuit of independent and innovative solutions with real-world impact. AEI expects the World Forum to inspire ideas that expand human dignity and human potential at home and abroad. The mix of participants' knowledge, experience, savvy, and talent makes the World Forum a unique venue for insight and intelligence unavailable at any other gathering.

The event, held annually at The Cloister on Sea Island, Georgia, is a private event for the purpose of encouraging a frank and free-ranging competition of ideas. Ample time is reserved for social events and private meetings. Spouses and significant others are encouraged to attend and participate in the Forum's discussions.

**The 2026 World Forum agenda is currently in development. As an example, the 2025 agenda and participant list follow.**



From March 12 to 15, 2026, all of Sea Island will be devoted to the AEI World Forum.

Located along five miles of private beach on the Atlantic coast, Sea Island has served as an unrivaled luxury resort and vacation and meeting destination since 1928.

Sea Island is only minutes from McKinnon St. Simons Island Airport, which services private aircraft.

Sea Island is located halfway between Savannah, Georgia, and Jacksonville, Florida, and is approximately a one-hour drive from both cities' international airports.

**Note: The information in this program and all AEI World Forum discussions are confidential and off-the-record.**

## Thursday, March 13

|                |                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| All Day        | Registration                                                                               | Colonial Lounge                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 3:00–4:15 p.m. | Book Seminars (Optional)                                                                   | The Cloister                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                | <b>The Fate of the Day: The War for America, Fort Ticonderoga to Charleston, 1777–1780</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                | Rick Atkinson                                                                              | The year 2025 marks the 250th anniversary of the start of the American Revolution. An essential part of the story of our nation's founding is our improbable military triumph against Britain. Pulitzer Prize-winning historian Rick Atkinson has been studying this conflict for years, and the second book in his Revolution Trilogy, <i>The Fate of the Day: The War for America, Fort Ticonderoga to Charleston, 1777–1780</i> , comes out this spring. Please join him for a seminar on this new book, covering the middle years of the war, including the Battle of Saratoga, Valley Forge, and France's entry. Mr. Atkinson's powerful narrative adds new dimensions to the people and events that won our nation its independence. |
|                | Aaron MacLean (Moderator)                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                | Robert Doar (Introduction)                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                | <b>Tides of Fortune: The Rise and Decline of Great Militaries</b>                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                | Zack Cooper                                                                                | Zack Cooper will discuss his recently released book, <i>Tides of Fortune: The Rise and Decline of Great Militaries</i> , from Yale University Press. Drawing on a decade of research and his experience at the White House and the Pentagon, Dr. Cooper outlines a novel explanation for how militaries change as they rise and decline. For centuries, the world's most powerful militaries have adhered to a remarkably consistent pattern of behavior. His book tracks the paths of the six great powers of the 20th century and argues that the American and Chinese militaries are following the same well-trodden path. To get on the right side of history, the United States must change course, and quickly.                      |
|                | Kori Schake (Introduction)                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 5:00–6:00 p.m. | Reception                                                                                  | The Beach Club                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 6:00–6:10 p.m. | <b>Welcome Remarks</b>                                                                     | The Beach Club                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                | Daniel A. D'Aniello                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                | Robert Doar                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 6:10–7:15 p.m. | Opening Conversation                                                                       | The Beach Club                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                | <b>Leadership in the States</b>                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                | Brian P. Kemp                                                                              | Each day, America's governors act as salespeople for their state, negotiators with a legislature, advocates to Washington and the world, responders to disasters, and leaders of an executive branch. With these powers and responsibilities, they must steer their states to balance a budget, grow their economy, educate their youth, provide for public safety, and navigate energy and technological transitions that will upend how their predecessors have done all these things. Please join AEI's Ramesh Ponnuru as he welcomes Georgia Governor Brian P. Kemp and Oklahoma Governor Kevin Stitt for a conversation in their leadership in their states.                                                                          |
|                | Kevin Stitt                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                | Ramesh Ponnuru (Moderator)                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

|                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                |
|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| 7:15–8:30 p.m.  | Dinner                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | The Beach Club |
| 8:30–9:30 p.m.  | Evening Conversation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | The Beach Club |
|                 | <b>A Conversation with House Ways and Means Chairman Jason Smith</b><br>David M. Rubenstein (Moderator)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                |
|                 | The year 2025 is crucial for tax policy, as the expiration of provisions of the 2017 Tax Cuts and Jobs Act, including individual rate cuts, provides an opportunity to extend and expand fiscally responsible pro-growth tax reform. As chairman of the House Ways and Means Committee, Jason Smith is the chief tax writer for House Republicans and one of the most influential players in crafting both the substance and political strategy of this legislation. What are Republicans' top priorities, and how will they navigate their narrow majority and differences between the House and Senate? Join Chairman Smith for a conversation about the opportunities and challenges of tax reform in 2025. |                |
| 8:30–10:15 p.m. | Post-Dinner Reception                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Spanish Lounge |

## Friday, March 14

|                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                    |
|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 7:30–9:30 a.m. | Breakfast Available                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | The Cloister       |
| 8:00–9:00 a.m. | Early Bird Sessions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | The Cloister       |
|                | <b>China's Foreign Influence Operations</b><br>John Moolenaar<br>Derek Scissors<br>Brandon Wales<br>Yaqiu (Rachel) Wang<br>Audrye Wong (Moderator)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                    |
|                | How is the Chinese Communist Party trying to manipulate ethnic Chinese communities in the United States and elsewhere? What are the implications of recent Chinese hacking attempts on US infrastructure and telecommunications? To what extent have multinational corporations fallen under the sway of the Chinese government's demands? And how is the US government responding to China's wide-ranging influence attempts? This panel will examine the multifaceted nature of Beijing's political interference and foreign influence activities and assess the threats to US national security and the health of liberal democracies.                                       |                    |
|                | <b>How to Understand Gen Z</b><br>Kristen Soltis Anderson<br>Daniel A. Cox<br>Ramesh Ponnuru (Moderator)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                    |
|                | The young are always a mystery to their elders, but today's young Americans seem to be living exceptionally different lives than their parents and grandparents did. Technology has changed how they learn, work, and socialize, and long-standing norms around dating, marriage, work, play, and politics have seemingly melted away. But are Gen Z Americans really that different from other generations? Join pollster Kristen Soltis Anderson and AEI's Survey Center Director Daniel A. Cox for a conversation about kids today and tomorrow.                                                                                                                             |                    |
|                | Special Exhibit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Black Banks Parlor |
|                | <b>The Situation Room: The Wars in Ukraine and the Middle East</b><br>Frederick W. Kagan<br>Kimberly Kagan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                    |
|                | Frederick W. Kagan and the Critical Threats Project (CTP) at AEI work closely with their research partner, the Institute for the Study of War (ISW), led by Kimberly Kagan. CTP and ISW are analyzing the ongoing Russian invasion of Ukraine, the Israel-Hamas war, Syria, and Iran's activities in the Middle East. The daily update maps are actively used by most major media outlets, including the BBC, CNN, <i>The Guardian</i> , <i>The Financial Times</i> , <i>The New York Times</i> , and Reuters. This session will showcase the most recent CTP-ISW assessments of the conflicts in Ukraine and the Middle East and provide up-to-date information on the crises. |                    |

9:30–10:30 a.m.

Breakout Sessions

**AI, Cybersecurity, and the Future of American Security**

Mike Gallagher  
 Richard McCormick  
 Paul M. Nakasone  
 Kent Walker  
 Klion Kitchen (Moderator)

The Cloister

Artificial intelligence is reshaping the battlefield of cybersecurity, amplifying both threats and defenses. Former Representative Mike Gallagher, former Director of the National Security Agency Paul M. Nakasone, Representative Richard McCormick, and Google's Kent Walker examine how AI is transforming cyber operations, the implications for national security, and the urgent need for collaboration between government and industry. This discussion will explore the risks, opportunities, and policies shaping America's ability to defend itself in the AI-driven cyber era.

**A Conversation with Dr. Priscilla Chan**

Robert Doar (Moderator)

Priscilla Chan is the co-founder and co-CEO of the Chan Zuckerberg Initiative (CZI). Founded in 2015, CZI is harnessing the power of technology to advance its core mission to help scientists cure, prevent, or manage all diseases by the end of this century. As a tech-driven philanthropy, CZI has supported researchers in learning about human cell behavior, building open-source software tools, and creating scientific institutions to help address some of the biggest challenges in cell biology and imaging. Join Dr. Chan and AEI President Robert Doar for a conversation about the role of philanthropy in developing cutting-edge scientific research and CZI's work to build a better future for all.

**The Future of Ukraine**

Frederick W. Kagan  
 Rob Portman  
 Marc A. Thiessen  
 Danielle Pletka (Moderator)

As US-Ukraine relations enter a period of uncertainty, numerous questions are pressing. Is the United States indispensable to Ukrainian victory? Can Europe fill any gap left if the United States ceases to support Ukraine militarily and financially? Is this a harbinger of the end of the transatlantic alliance? Or are relations recoverable? There's also the question of a new basis for relations between Washington and Kyiv: Can a minerals deal resuscitate Trump-Zelensky ties? And finally, what does this mean for Russia and the new axis of evil?

10:45 a.m.–12:15 p.m. Morning Conversations

**Challenges and Opportunities for the Trump Presidency**

10:45–11:30 a.m.

H. Lawrence Culp Jr.  
 Judy Marks  
 Chris Stirewalt (Moderator)

The Cloister Ballroom

**A Conversation with America's CEOs**

As a new administration takes office, American businesses are facing broad uncertainty. Tax reform, deregulation, and technological innovation could potentially unlock growth, but geopolitical competition, trade barriers, and a heated political climate pose novel challenges to business leaders. How should businesses respond and adapt, and what does successful corporate leadership look like in 2025? Join AEI's Chris Stirewalt and two of America's leading CEOs for a conversation about the present and future of America's business environment.

11:30 a.m.–12:15 p.m.

Jack Landman Goldsmith  
 Don McGahn  
 Jeffrey A. Rosen  
 Adam J. White  
 Yuval Levin (Moderator)

**Executive Power in a New Era**

In returning to the presidency, President Trump has pledged to use the power of the presidential office more aggressively and effectively. How should we expect the new administration to use its authorities, approach the other branches, and shape the separation of powers? And what kinds of challenges might President Trump's approach to his office confront in the coming years? Join leading scholars of the executive branch and former Trump administration officials to think about the legislative branch in President Trump's second term.

12:30–2:00 p.m.

Luncheon

**Governing Over a Divided America**

Mark Penn

Karl Rove

Matthew Continetti (Moderator)

The Beach Club

American society remains deeply divided. More Americans than ever are distrustful of their neighbors, skeptical of institutions, and pessimistic about the future. The 2024 elections reflected many of these concerns, further highlighting pressing socioeconomic issues, changing demographic trends, and the necessity of challenging policy conversations. With elections in the rearview mirror, how can today's leaders across government address these challenges? What can policymakers do to alleviate Americans' rising concerns on everything from the economy to culture, as well as rebuild lacking trust in institutions? How can leaders govern over a divided America? And with a wafer-thin Republican House majority, where might compromise be necessary—and where might it prove the most complicated?

2:15–3:30 p.m.

Afternoon Sessions

**Antisemitism at the United Nations: A Global Stain**

Hillel Neuer

Brett D. Schaefer

Elise M. Stefanik

Danielle Pletka (Moderator)

The Cloister

Whether it's Secretary-General António Guterres explaining away October 7 with "context," UNRWA's "mind meld" with Hamas, the International Criminal Court's unbalanced vendetta against Israel, the Human Rights Council's disturbing obsession with Israel, or the General Assembly's efforts to reward Hamas for its terrorism, the past year and a half has ripped the mask off the entire UN system's problem with Jews. Nor is this the UN's only blind spot: It was infiltrated agencywide by the Chinese Communist Party and incapable of managing the COVID pandemic. The real question is: Is the United Nations redeemable?

**Solving America's Housing Crisis**

L. Jay Cross

Mike Flood

Gene Sperling

Kevin Stitt

Edward L. Glaeser (Moderator)

America's housing market is deeply unbalanced, with demand growing faster than supply and home prices rising faster than many Americans' incomes. To address this, politicians typically want to subsidize homebuyers—putting additional upward pressure on prices. Increasing supply, in contrast, would put more Americans in homes while slowing the growth of prices. Supply constraints are challenging to address because they are set by localities responsive to pressure from current homeowners. But addressing them is crucial: Homeownership is central to the American Dream, wealth accumulation, and strong communities.

**The US Economy in 2025: Inflation, Disruption, and Growth**

Jason Furman

Jan Hatzius

Michael R. Strain

Mark Zandi

James Pethokoukis (Moderator)

What is the state of the economy in the first quarter of 2025? Is inflation stuck above the Fed's target? Can the expansion withstand President Trump's trade and immigration policies? How big an economic boost will deregulation and tax cuts provide? Will AI spending dwarf the negative effect of policy errors? What role will heightened geopolitical tensions play? Join our panel of leading economists to discuss their outlook for 2025.

3:30–5:00 p.m.

Afternoon Break

3:45–4:45 p.m.

Special Exhibit

**The Situation Room: The Wars in Ukraine and the Middle East**

Frederick W. Kagan  
Kimberly Kagan

Black Banks Parlor

Frederick W. Kagan and the Critical Threats Project (CTP) at AEI work closely with their research partner, the Institute for the Study of War (ISW), led by Kimberly Kagan. CTP and ISW are analyzing the ongoing Russian invasion of Ukraine, the Israel-Hamas war, Syria, and Iran's activities in the Middle East. The daily update maps are actively used by most major media outlets, including the BBC, CNN, *The Guardian*, *The Financial Times*, *The New York Times*, and Reuters. This session will showcase the most recent CTP-ISW assessments of the conflicts in Ukraine and the Middle East and provide up-to-date information on the crises.

5:00–6:15 p.m.

Evening Conversation

**A Conversation with Governor Glenn Youngkin**

Kristen Soltis Anderson (Moderator)

The Cloister Ballroom

Glenn Youngkin is entering his fourth and final year in his term-limited time as Virginia's governor in 2025. On the campaign trail and in office, Governor Youngkin has successfully navigated the challenges of winning elections and effectively governing as a Republican in a purple state, creating a healthy business environment and economic growth while pursuing an innovative and principled policy agenda on issues like education and artificial intelligence. Does Virginia point the way to a center-right agenda that can both unify conservatives and win over moderates? Join Governor Youngkin for a conversation about his experiences and the broader lessons the country can learn from his state.

6:15–7:15 p.m.

Reception

The Cloister

7:15–8:30 p.m.

Dinner

The Cloister

8:30–10:15 p.m.

Post-Dinner Reception

The Cloister

8:45–9:45 p.m.

Starlight Chats

The Cloister

**A Conversation with Phil Gramm on Free Trade, Free Markets, and Free People**

Michael R. Strain (Moderator)

Phil Gramm was a leader in the US Senate, serving as chairman of the Banking Committee. Since leaving Congress, he has been a leader in the public square. Most recently, Senator Gramm has been one of the strongest voices in favor of free trade. This should come as no surprise, as he has long been an important voice for free markets and free people. Join him in conversation with Michael R. Strain to discuss the importance of economic liberty, the state of politics, and Senator Gramm's life and career.

**A Conversation with Vladimir Kara-Murza**

Angela Stent (Moderator)

As a Pulitzer Prize-winning journalist, filmmaker, and politician, Vladimir Kara-Murza has been a leading Russian opposition figure against President Vladimir Putin for more than two decades. In 2022, he was arrested and imprisoned for publicly criticizing the invasion of Ukraine, and in 2024 he was freed in a multilateral prisoner exchange. Since his release, he has worked to promote Russian freedom, support Ukrainian resistance, and isolate Putin internationally. Join Mr. Kara-Murza and Russian foreign policy expert Angela Stent for a conversation about his experiences, the nature of Putin's regime, and Russia's future.

## Saturday, March 15

|                 |                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7:30–9:30 a.m.  | Breakfast Available                                                                                                                                                                            | The Cloister                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 8:00–9:00 a.m.  | Early Bird Sessions                                                                                                                                                                            | The Cloister                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                 | <b>A Conversation on the Future of the Press</b><br>Chris Best<br>AG Sulzberger<br>Chris Stirewalt (Moderator)                                                                                 | <p>The news media is being disrupted by new technology. Many media leaders also worry about disruption from politics. How will long-standing institutions evolve, and how are new media companies reimagining journalism? Are First Amendment press freedoms safe? Join AG Sulzberger, publisher of <i>The New York Times</i>, and Chris Best, the cofounder and CEO of Substack, for a conversation on journalism.</p>                                                                                                                                                                                                                                                                                                  |
|                 | <b>A Conversation with University Presidents</b><br>James P. Clements<br>Ronald Daniels<br>Daniel Diermeier<br>Benjamin Storey (Moderator)                                                     | <p>From battles over free expression and affirmative action to an explosion of antisemitism, campus controversies have been rampant in recent years. But not all elite universities are alike. How do academic leaders who perceive the problem with campus politicization seek to address it and preserve the academic ethos? The presidents of Clemson University, Johns Hopkins University, and Vanderbilt University join AEI's Benjamin Storey for a conversation about the future of the academy.</p>                                                                                                                                                                                                              |
| 8:00–10:30 a.m. | Special Exhibit<br><b>The Situation Room: The Wars in Ukraine and the Middle East</b><br>Frederick W. Kagan<br>Kimberly Kagan                                                                  | <p>Black Banks Parlor</p> <p>Frederick W. Kagan and the Critical Threats Project (CTP) at AEI work closely with their research partner, the Institute for the Study of War (ISW), led by Kimberly Kagan. CTP and ISW are analyzing the ongoing Russian invasion of Ukraine, the Israel-Hamas war, Syria, and Iran's activities in the Middle East. The daily update maps are actively used by most major media outlets, including the BBC, CNN, <i>The Guardian</i>, <i>The Financial Times</i>, <i>The New York Times</i>, and Reuters. This session will showcase the most recent CTP-ISW assessments of the conflicts in Ukraine and the Middle East and provide up-to-date information on the crises.</p>            |
| 9:30–10:30 a.m. | Breakout Sessions<br><b>"Drill, Baby, Drill": Energy Markets in the Age of Trump and AI</b><br>Greg Brockman<br>Chris Miller<br>Marc Sumerlin<br>Daniel Yergin<br>Roger Pielke Jr. (Moderator) | <p>The Cloister</p> <p>In his inaugural address, President Trump promised to declare a national energy emergency to increase domestic energy production, saying, "We will drill, baby, drill." Simultaneously, the likely energy demands of AI technology have increased interest in energy production from a variety of sources, including some that were recently taboo, such as nuclear power. What is the future of energy technology and production? How will markets respond?</p>                                                                                                                                                                                                                                  |
|                 | <b>Tax Reform: Here We Go Again</b><br>Buddy Carter<br>Bill Cassidy<br>Brian Deese<br>R. Glenn Hubbard<br>Thomas Suozzi<br>Alex Brill (Moderator)                                              | <p>In 2017, Republicans in Congress and President Trump enacted historic tax reform, reducing the corporate tax rate and temporarily cutting household taxes. Those temporary cuts expire at the end of this year, and extending them is a top priority for the second Trump administration and congressional Republicans. But how? Will Congress roll back the 2017 cap on the state and local tax deduction? Will the corporate rate come down further? Will any households see their taxes increase? What about Trump's promise to eliminate the tax on tips? And how will Congress avoid blowing out the deficit? Join our panel of experts and members of Congress to find out what changes are on the horizon.</p> |

**What Does the Life of Zhou Enlai Teach Us About China Today?**

Chen Jian  
Audrye Wong (Moderator)

From the Chinese Communist Party's (CCP) revolutionary roots to China's growing global engagement, Zhou Enlai played a central role as architect and executor of Chairman Mao Zedong's domestic and foreign policies. He has been exalted as a consummate statesman but also criticized for his self-preserving loyalty to Mao despite the latter's disastrous and violent excesses. In an impressive new biography, Chen Jian, a leading historian of the Cold War and China's foreign policy, investigates the origins and legacies of a crucial figure in modern Chinese history. Join us to discuss how Zhou's aspirations and paradoxes illuminate the CCP's trajectory and China's contemporary transformation into a global power.

The Cloister Ballroom

10:45 a.m.–12:15 p.m. Morning Conversations  
**How to Best Educate Children**

10:45–11:30 a.m.  
Robert Doar (Moderator)

**A Conversation with Eva Moskowitz**

Success Academy Charter Schools in New York City is one of the most successful school systems in the country. Founded in 2006 with just one school serving 165 kindergarteners and first graders, it has grown to over 57 schools serving over 22,000 students. On test scores, graduation rates, college admissions, and other metrics, its students—many of whom are minorities or from single-parent families—are high achievers. As Success Academy's founder and CEO since day one, Eva Moskowitz has been the driving force behind these accomplishments. Join her and AEI President Robert Doar for a conversation about how she does it and what lessons American schools can learn from Success Academy.

11:30 a.m.–12:15 p.m.  
Yuval Levin (Moderator)

**A Conversation with Jonathan Haidt**

Jonathan Haidt has become America's leading advocate for replacing the "phone-based childhood" by recovering the "play-based childhood." What's at stake in the war over screens and social media in children's lives? What's the role of public policy, and education and culture, in advancing this agenda? And what is the evidence behind his concerns? Dr. Haidt joins AEI's Yuval Levin for a conversation about the future of childhood in America.

12:30–2:00 p.m. Luncheon  
**A Conversation with Alex Karp**  
Joe Lonsdale (Moderator)

The Beach Club

Alex Karp has grown Palantir into a world-class software company by applying cutting-edge innovation to advance national security and competing against market incumbents and an ossified federal procurement bureaucracy. How can the Trump administration and Congress clear obstacles to American innovation and encourage the renaissance in hardware and software development for national security that a world full of dangers will require? Join Dr. Karp, Palantir co-founder and CEO, and Joe Lonsdale, Palantir co-founder and 8VC managing partner, for a one-on-one conversation on this urgent challenge facing America and the West.

2:15–3:30 p.m.

Afternoon Sessions

**Fixing the Crumbling Foundations of America's Military**

Mackenzie Eaglen  
Jimmy Panetta  
Austin Scott  
Raj M. Shah  
Heather Wilson  
Kori Schake (Moderator)

The Cloister

America has typically avoided war to achieve political objectives. Once underway, our citizenry demands no fair fight. But the portion of the defense budget that yields combat power to deter mercantilist China and revisionist Russia has collapsed, and innovation in the armed forces is completely stalled. Great ideas from tech or venture capital companies are almost never fielded at scale. Cultural resistance in the bureaucracy keeps defense primes on autopilot. The defense industrial base must be strengthened and broadened so military investments can better bolster combat forces and restore deterrence in a fiscally responsible way. Is America up to the task?

**How Will Artificial Intelligence Change the World?**

Greg Brockman  
Scott Gottlieb  
Michael R. Strain  
Connor Zwick  
John Bailey (Moderator)

AI has captured the imaginations of scholars, business leaders, and government officials. The year 2023 will be remembered as a turning point in history—the year when humans and machines could converse in natural language and chatbots passed the Turing test. Since then, investors have poured huge sums into AI infrastructure. But beyond impressive chatbots, how specifically will AI change the world? Join this panel of scholars and technology leaders to learn about current and potential ways to apply AI to education, language acquisition, drug development, medical care, and more.

**Israel and the Middle East**

Elliott Abrams  
Eyal Hulata  
Walter Russell Mead  
Danielle Pletka (Moderator)

After the devastating attacks of October 7, Israel has upended the entire region. Iran and its terrorist proxies, Lebanon, and Syria are shadows of their former selves. Iran has never been so weak. Can Israel capitalize on this moment to forge a new era? Can President Trump pull off another Abraham Accords-style miracle? Or, as the Hamas war winds to a close, will it be back to the future, with Hamas again in charge of Gaza, Hezbollah in charge of Lebanon, and Iran in possession of a nuclear weapon?

3:30–5:00 p.m.

Afternoon Break

3:45–4:45 p.m.

Special Exhibit

**The Situation Room: The Wars in Ukraine and the Middle East**

Frederick W. Kagan  
Kimberly Kagan

Black Banks Parlor

Frederick W. Kagan and the Critical Threats Project (CTP) at AEI work closely with their research partner, the Institute for the Study of War (ISW), led by Kimberly Kagan. CTP and ISW are analyzing the ongoing Russian invasion of Ukraine, the Israel-Hamas war, Syria, and Iran's activities in the Middle East. The daily update maps are actively used by most major media outlets, including the BBC, CNN, *The Guardian*, *The Financial Times*, *The New York Times*, and Reuters. This session will showcase the most recent CTP-ISW assessments of the conflicts in Ukraine and the Middle East and provide up-to-date information on the crises.

5:00–6:00 p.m.

Evening Conversation

**A Conversation with US Secretary of the Interior Doug Burgum**

Robert Doar (Moderator)

The Cloister Ballroom

At the center of President Donald Trump’s economic vision is an ambitious agenda for energy dominance: empowering domestic energy production with innovation and deregulation to lower prices, strengthen economic growth, and bolster national security. As the chief federal official in charge of public lands and natural resources, newly confirmed Secretary of the Interior Doug Burgum is leading these efforts, building on his experience in the private sector and as governor of North Dakota. Join Secretary Burgum for a conversation with AEI President Robert Doar about his vision for the Department of the Interior and the administration’s broader priorities for industry and the private sector.

5:00 p.m.

*Shuttle Departs for Mass\**
*\*Mass will begin at 5:30 p.m. at St. William Catholic Church.*
*Shuttles will return to the Cloister at 6:45 p.m.*

The Cloister

6:00–7:00 p.m.

Reception

The Cloister

7:15–8:30 p.m.

Dinner

The Cloister

8:30–10:30 p.m.

Post-Dinner Reception

The Cloister

8:45–9:45 p.m.

Starlight Chats

The Cloister

**America at 250**

Allen Carl Guelzo

Yuval Levin

Adam J. White (Moderator)

The year 2026 will mark the 250th anniversary of the American founding. Join Adam J. White, Allen Guelzo, and Yuval Levin for a discussion of how the nation should mark the occasion and what AEI is doing to help make it a turning point for civics education.

**A Conversation with Paul Finebaum**

Chris Christie (Moderator)

At a time when college sports are undergoing a sea change, Paul Finebaum has become one of the most prominent sports media voices in the country. Starting his career as a sportswriter in Alabama, Mr. Finebaum has had a front-row seat as a radio host and ESPN television personality to the transformative effects of trends like conference realignment, financial compensation for athletes, sports gambling, and increasingly pervasive media coverage on college athletics. As the pace of these changes shows little sign of slowing, join him for a wide-ranging conversation on the future of college sports and sports media and their changing place in American life.

**Why Can’t We Run Government Like a Bolivian Chinchilla Ranch?**

Jonah Goldberg

Charles Murray (Introduction)

Jonah Goldberg reflects on the perils of bad analogies on all sides of our politics.

**Sunday, March 16**


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|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7:30–10:15 a.m. | Breakfast Available                                                                                                                             | The Cloister                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 7:30 a.m.       | Shuttle Departs for Mass*<br>*Mass will begin at 8:00 a.m. at St. William Catholic Church.<br>Shuttles will return to the Cloister at 9:15 a.m. | The Cloister                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 9:00–10:15 a.m. | Early Bird Sessions<br><b>A Conversation with Allen Carl Guelzo</b><br>Ben Sasse (Moderator)                                                    | The Cloister<br>The Civil War never loses its resonance. In every generation, in light of new challenges, reflecting on our greatest national crisis offers us fresh ways to think about American ideals and the nature of statesmanship. Join Allen Carl Guelzo (our greatest living Civil War historian) and Senator Ben Sasse (himself a historian and a political and educational leader) for a conversation about the meaning of that era and the importance of teaching and learning history in 21st-century America. |
|                 | <b>Congress in a New Era</b><br>Shelley Moore Capito<br>Mike Lee<br>Marc A. Thiessen (Moderator)                                                | Our politics tends to focus on the presidency, but durable policy change must happen in Congress. With the narrowest House majority in generations and a closely divided Senate, how do members now think about advancing their agendas? How do they regard the president's assertions of power? And what are the prospects for progress on the country's long-term challenges?                                                                                                                                             |

**SPEAKERS**

|                         |                                                                |
|-------------------------|----------------------------------------------------------------|
| ELLIOTT ABRAMS          | Council on Foreign Relations                                   |
| KRISTEN SOLTIS ANDERSON | Echelon Insights                                               |
| RICK ATKINSON           | Author                                                         |
| CHRIS BEST              | Substack                                                       |
| GREG BROCKMAN           | OpenAI                                                         |
| DOUG BURGUM             | US Secretary of the Interior                                   |
| SHELLEY MOORE CAPITO    | US Senate (R-WV)                                               |
| BUDDY CARTER            | US House of Representatives (R-GA)                             |
| BILL CASSIDY            | US Senate (R-LA)                                               |
| PRISCILLA CHAN          | Chan Zuckerberg Initiative                                     |
| CHEN JIAN               | New York University and New York University Shanghai           |
| JAMES P. CLEMENTS       | Clemson University                                             |
| L. JAY CROSS            | Howard Hughes Holdings                                         |
| H. LAWRENCE CULP JR.    | GE Aerospace                                                   |
| RONALD DANIELS          | Johns Hopkins University                                       |
| BRIAN DEESE             | Massachusetts Institute of Technology                          |
| DANIEL DIERMEIER        | Vanderbilt University                                          |
| PAUL FINEBAUM           | ESPN                                                           |
| MIKE FLOOD              | US House of Representatives (R-NE)                             |
| JASON FURMAN            | Harvard University                                             |
| MIKE GALLAGHER          | Former Congressman (R-WI)                                      |
| PAUL A. GIGOT           | <i>The Wall Street Journal</i>                                 |
| ALLEN CARL GUELZO       | Princeton University                                           |
| JONATHAN HAIDT          | New York University Stern School of Business                   |
| JAN HATZIUS             | Goldman Sachs                                                  |
| EYAL HULATA             | Foundation for the Defense of Democracies                      |
| KIMBERLY KAGAN          | Institute for the Study of War                                 |
| VLADIMIR KARA-MURZA     | Free Russia Foundation                                         |
| ALEX KARP               | Palantir                                                       |
| BRIAN P. KEMP           | Governor of Georgia                                            |
| MIKE LEE                | US Senate (R-UT)                                               |
| JOE LONSDALE            | 8VC                                                            |
| JUDY MARKS              | Otis Worldwide Corporation                                     |
| RICHARD MCCORMICK       | US House of Representatives (R-GA)                             |
| WALTER RUSSELL MEAD     | Hudson Institute                                               |
| JOHN MOOLENAAR          | US House of Representatives (R-MI)                             |
| EVA MOSKOWITZ           | Success Academy Charter Schools                                |
| PAUL M. NAKASONE        | Director, Vanderbilt University Institute of National Security |
| HILLEL NEUER            | United Nations Watch                                           |
| JIMMY PANETTA           | US House of Representatives (D-CA)                             |
| KARL ROVE               | Rove and Company                                               |
| DAVID M. RUBENSTEIN     | The Carlyle Group                                              |
| BEN SASSE               | Former US Senator (R-NE)                                       |
| AUSTIN SCOTT            | US House of Representatives (R-GA)                             |

|                     |                                            |
|---------------------|--------------------------------------------|
| JASON SMITH         | US House of Representatives (R-MO)         |
| GENE SPERLING       | Former Director, National Economic Council |
| ELISE M. STEFANIK   | US House of Representatives (R-NY)         |
| ANGELA STENT        | Georgetown University                      |
| KEVIN STITT         | Governor of Oklahoma                       |
| AG SULZBERGER       | <i>The New York Times</i>                  |
| MARC SUMERLIN       | Evenflow Macro                             |
| THOMAS SUOZZI       | US House of Representatives (D-NY)         |
| BRANDON WALES       | SentinelOne                                |
| YAQIU (RACHEL) WANG | Freedom House                              |
| HEATHER WILSON      | University of Texas at El Paso             |
| DANIEL YERGIN       | S&P Global                                 |
| GLENN YOUNGKIN      | Governor of Virginia                       |
| MARK ZANDI          | Moody's Analytics                          |
| CONNOR ZWICK        | Speak                                      |

## ATTENDEES

|                                 |                                                            |
|---------------------------------|------------------------------------------------------------|
| DIANA & MICHAEL ALLEN           | Beacon Global Strategies                                   |
| NANCY & PHILIP ANSCHUTZ         | Anschutz Corporation                                       |
| LAUREL & CLIFFORD ASNESS        | AQR Capital Management LLC                                 |
| BRYAN BAILEY                    | DalFort Capital Partners                                   |
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| ELIZABETH K. & FRANCIS S. BLAKE | Pine Needles Investments                                   |
| JOSHUA BOLTEN                   | Business Roundtable                                        |
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| ANDREW CATHY                    | Chick-fil-A                                                |
| DAN T. CATHY                    | Chick-fil-A/Trilith                                        |
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| MARY PAT & CHRIS CHRISTIE       | Christie 55 Solutions/55th Governor of New Jersey          |
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| MARILYN E. & PETER H. COORS     | Molson Coors Beverage Company                              |
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| RAVENEL CURRY                   | Eagle Capital Management LLC                               |
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 Double V Trust Funds  
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