

COMMITTEE ON ETHICS

MEMBER/OFFICER POST-TRAVEL DISCLOSURE FORM Original Amendment

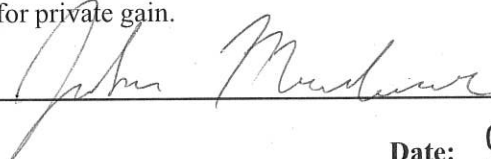
This form is for disclosing the receipt of travel expenses from a private source for travel taken in connection with a Member or officer's official duties. This form does not eliminate the need to report privately-funded travel on the Member or officer's annual *Financial Disclosure Statement*. In accordance 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, 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: John R. Moolenaar
2. a. Name of Accompanying Relative: Amy Moolenaar **OR** None
b. Relationship to Traveler: Spouse Child Other (specify): _____
3. a. Dates: Departure: March 12th, 2026 Return: March 14th, 2026
b. Dates at Personal Expense, if any: _____ **OR** None
4. Departure City: Jacksonville, FL Destination: Sea Island, GA Return City: Grand Rapids, MI
5. Sponsor(s), Who Paid for the Trip: American Enterprise Institute
6. Describe Meetings and Events Attended (attach additional pages if necessary): Please see attached agenda.

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: 
Date: 03/30/2026

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 12, 2026 Date of Return: March 14, 2026

4. Name(s) of Traveler(s): Rep. John Moolenaar, Mrs. Amy Moolenaar

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	\$403.75 (roundtrip coach-class ground transportation)	\$1,206.30	\$1,463.86	N/A
Accompanying Family Member	N/A	N/A	\$1,463.86	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.

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: John Moolenaar

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: 246 Cannon House Office Building

Telephone Number: (202) 225-3561

Email Address of Contact Person: elizabeth.inman@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.

COMMITTEE ON ETHICS

TRAVELER FORM

1. Name of Traveler: John Moolenaar
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, GA
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: _____
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 Moolenaar
 - (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.**

The Chairman will be participating in discussions on China & Their Affect on American & international commerce as part of a panel. As Chairman of the CCF CMT

9. Yes No **Is the traveler aware of any registered federal lobbyists or foreign agents involved in planning, organizing, requesting, or arranging the trip?** This trip is Relevant.
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: _____ Date: _____

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

	Other Expenses (dollar amount per item)	Identify Specific Nature of "Other" Expenses (e.g., taxi, parking, registration fee, etc.)
For each Member, Officer, or Employee	N/A	
For each Accompanying 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: _____ *S. Christopher Gavin* 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.

Michael Guest, Mississippi
Chairman
Mark DeSaulnier, California
Ranking Member

Andrew R. Garbarino, New York
Ashley Hinson, Iowa
Nathaniel Moran, Texas
Brad Knott, North Carolina

Deborah K. Ross, North Carolina
Glenn F. Ivey, Maryland
Sylvia R. Garcia, Texas
Suhas Subramanyam, Virginia



ONE HUNDRED NINETEENTH CONGRESS

U.S. House of Representatives

COMMITTEE ON ETHICS

Thomas A. Rust
Staff Director and Chief Counsel

Jordan Downs
Chief of Staff to the Chairman

David Arrojo
Counsel to the Ranking Member

1015 Longworth House Office Building
Washington, D.C. 20515-6328
Telephone: (202) 225-7103
<https://Ethics.House.gov>

March 10, 2026

The Honorable John R. Moolenaar
U.S. House of Representatives
246 Cannon 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 14, 2026, sponsored by the American Enterprise Institute. We note that you are accepting outbound 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

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

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

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/*New York Times* 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

SEA ISLAND, GEORGIA

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
<p>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.</p>		
3:00–4:15 p.m.	Book Seminars (Optional)	The Cloister
<p>The State and the Soldier: A History of Civil-Military Relations in the United States Kori Schake Jim Mattis (Moderator) Michael R. Strain (Introduction)</p>		<p>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.</p>
<p>In Covid's Wake: How Our Politics Failed Us Frances Lee Stephen Macedo Benjamin Storey (Introduction)</p>		<p>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.</p>
5:00–6:00 p.m.	Reception	The Beach Club
		<p>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.</p>
6:00–6:15 p.m.	Welcome Remarks Daniel A. D'Aniello	The Beach Club
<p>Special Presentation Concerning America at 250 David M. Rubenstein</p>		<p>David Rubenstein will give remarks on the Declaration of Independence and America's founding as the nation prepares for the America250 celebrations.</p>
<p>Program Introduction Robert Doar</p>		
6:15–7:15 p.m.	Opening Conversation	The Beach Club
<p>A Conversation with Secretary of Education Linda McMahon Frederick M. Hess (Moderator) Betsy DeVos (Introduction)</p>		<p>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.</p>

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.

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*

Rainbow Island

**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)

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

Member:	Dates:
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

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

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
BEHDAD EGHBALI	Clearlake Capital Group
JOEL S. EHRENKRANZ	Ehrenkranz Partners
MARTIN C. ELTRICH III	AEA Investors LP
AARON ENRICO	Black Bear Partners
HEATH & JOHN V. FARACI	International Paper
ELIZABETH & TROY FOWLER	Triad Foundation Inc.
JAMIE FREELAND	Byzantine Maritime Corporation
BETH & JOSHUA S. FRIEDMAN	Inher Circle LLC/Canyon Partners LLC
TULLY FRIEDMAN	FFL Partners LLC (retired)
MICHAEL GEARON	28th Street Ventures
BRETT GERRY	The Boeing Company
JODY GESSOW	DivcoWest Real Estate Services Inc.
ANN GIBBS	

JENNIFER L. & MICHAEL W. GLEBA	Sarah Scaife Foundation
HARVEY GOLUB	American Express
NOAH GOLUB	New York University
TIFFANY HU & ROB GRANIERI	Jane Street Capital LLC
GILLIAN MACLEAN GROWDON	MacLean Investment Partners
STEW GROWDON	Northeastern University
DONALD GULBRANDSEN	Gulbrandsen Companies
FRANK HANNA	Hanna Capital LLC
YVONNE & KENNETH H. HANNAN JR.	Colonial Navigation Co. Inc.
TAYLOR BERRY & DAVE HANSON	Tennessee State Collaborative on Reforming Education/ Green Hills Partners
KATHRYN D. & RAYMOND J. HARBERT	Raymond J. and Kathryn D. Harbert Foundation/ Harbert Management Corporation
WILLIAM E. HASLAM	HF Capital LLC
ANNE G. & PETER HENNESSY	Hennessy Automobile Companies
REGEN HORCHOW & KEN HERSH	The Hersh Foundation/HFI Capital Management
TRACI & HAMILTON HILL	Renewal Physical Therapy/Bartlit Beck LLP
JANINE & J. TOMILSON HILL	Council on Foreign Relations (retired)/The Hill Family Office
ANN V. & H. LEE S. HOBSON	Highside Capital Management
DOUGLAS JEFFERSON HSU	Far Eastern Group
MARY MORRIS HSU	Far Eastern Group
NICOLE HSU	Far Eastern Group
KATHY & AL HUBBARD	E&A Companies
KATHLEEN & BOB HUGIN	Twelfth Street Partners
ANURAG JAIN	Perot Jain
LARSEN JAY	Knox County Government (Tennessee)
NANCY DUNLAP JOHNS & JOHN D. JOHNS	University of Alabama at Birmingham/ Protective Life Corporation (retired)
ROBIN GILLEN & HARVEY JONES	Square Wave Ventures
JODY JONSSON	Capital Group
MITCH JULIS	Canyon Partners LLC
SUSAN KASSER	Neuberger Berman
MARCIE & WILL KINZEL	Kylemore Strategies/Carlyle Group
JACKIE & ANDREW KLABER	Rockefeller Capital Management/Bedford Ridge Capital
RODGER KROUSE	Sun Capital Partners Inc.
WILLIAM KROUSE	
ELIZABETH & STEVEN LAW	Law Family Office/Credence
PHILIP LEBHERZ	Point Care
EVAN LEPATNER	Courizon Partners
BARRY MACLEAN	MacLean-Fogg Company
RICHARD MAGNUSON	GI Partners
SANDRA OURUSOFF MASSEY & M. HOLT MASSEY	M. H. Massey & Co. LLC
MARY & ROBERT MCCORMACK	Granite Capital Management
LYDIA COTTRELL & WALTER MCCORMACK	GMO/Granite Capital Management

SHANNON & DON MCGAHN	National Association of Realtors/Jones Day
MICHAEL MCKINNON	Artisan Partners
DREW MCKNIGHT	Fortress Investment Group
BILLIE & ROSS MCKNIGHT	Olney Bancshares of Texas
MEREDITH & JONATHAN MEEKS	TA Associates
KEN MEHLMAN	KKR
MICHELLE MESACK	JPMorganChase
JUDITH B. MILLER	JPMorganChase
KEN MONAHAN	Thornhill Advisors
MARY & ROBERT S. MURLEY	UBS
DIANE & FRANK W. MURPHY III	FW Murphy Family Foundation/Genisys Controls
VIPIN NAMBIAR	HN Capital Partners
CHARLENE & PATRICK NEAL	Neal Communities
MINA NGUYEN & JASON JAGGARD	Geneses Capital Management/Novus Global
VIRGINIA & WILLY NUNN	Star View Advisors/Homes by WestBay
KATHLEEN & KEVIN J. O'CONNOR	AQR/Asness Family Foundation/Lockheed Martin
RICHARD R. ONG	Eagle Capital Management LLC
AMY & ZACHARY J. PACK	BDT & MSD Partners
PENNY & G. RUFFNER PAGE JR.	O'Neal Industries
ADEN PAVKOV	Goldman Sachs
NANCY JACOBSON PENN & MARK PENN	No Labels/Stagwell Group
RUSSELL P. PENNOYER	Achelis & Bodman Foundation
ROSS PEROT JR.	Sarah and Ross Perot Jr. Foundation/Hillwood
DONALD QUINTIN	Lone Star Funds
ANNE & ROBERT RAYMOND	Crow Holdings/Raymond Design LP
PHOEBE SCOTT REAUMOND	Scott Family Foundation
GEOFFREY REHNERT	Audax Group
LAURA C. & ROBERT L. REYNOLDS	Great-West Lifeco US
RICHARD ROEDER	Cherry Hill Investments
LISA & MATTHEW ROSE	The Gatehouse/BNSF Railway Company (retired)
SALLY & ED RUST	State Farm
NATHAN E. SAINT-AMAND	
CODIE SANCHEZ & CHRISTOPHER PETKAS	Contrarian Thinking
IAN SCHAAD	Jane Street Capital LLC
PETER SCHER	JPMorganChase
ANNE SCOTT	Town of Jupiter Island, Florida
MARY & DOUG SCRIVNER	
YUKO WATANABE SHAH & RAJ M. SHAH	I Squared Capital/Shield Capital
RACHEL & PAUL SHERIDAN	Kirkland & Ellis/Latham & Watkins
DANNA & ALEX SLUSKY	Vector Capital
DIANE & THOMAS W. SMITH	Prescott Investors Inc.
JILL & MIKE SOMMERS	American Petroleum Institute

ROBIN & ALEXANDER D. STUART
 MARC SUMERLIN
 BARBARA & WILSON H. TAYLOR
 MARILYNN & CARL THOMA
 GWENDOLYN VAN PAASSCHEN
 CECILIA GREENE & PAUL VERBINNEN
 JANET A. & CHRISTOPHER P. VINCZE
 ECKART VON KLAEDEN
 SARAH H. KETTERER & ALAN VORWALD
 EDGAR WACHENHEIM III
 DORI & BILL WALTON
 AMY & LES WARE
 COURTNEY BENSE WEATHERFORD
 & WILL WEATHERFORD
 CHELSEA RENNHOFF & GILES WHITING
 JEANNE WINSTON
 DANIEL YERGIN
 ROBIN & MIKE ZAFIROVSKI

North Star Investments
 Evenflow Macro
 Cigna
 Thoma Foundation/Thoma Bravo
 John Brookes-Denmans Foundation
 Partnership Schools/FGS Global
 TRC Companies Inc.
 Mercedes-Benz Group AG
 Causeway Capital Management LLC/Morgan Stanley
 Greenhaven Associates Inc.
 Rockpoint Group LLC
 Marconi
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