

# COMMITTEE ON ETHICS

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

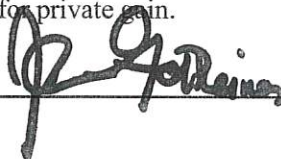
This form is for disclosing the receipt of travel expenses from a private source for travel taken in connection with a Member or officer's official duties. This form does not eliminate the need to report privately-funded travel on the Member or officer's annual *Financial Disclosure Statement*. In accordance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

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

1. Name of Traveler: Rep Josh Gottheimer
2. a. Name of Accompanying Relative: \_\_\_\_\_ **OR**  None  
b. Relationship to Traveler:  Spouse  Child  Other (specify): \_\_\_\_\_
3. a. Dates: Departure: March 13, 2026 Return: March 14, 2026  
b. Dates at Personal Expense, if any: \_\_\_\_\_ **OR**  None
4. Departure City: Newark, NJ Destination: Sea Island, GA Return City: Newark, NJ
5. Sponsor(s), Who Paid for the Trip: American Enterprise Institute
6. Describe Meetings and Events Attended (attach additional pages if necessary): \_\_\_\_\_  
The Congressman attended multiple sessions at the conference including "Executive Power and the Supreme Court," "A Conversation with Robert E Rubin and R. Glenn Hubbard," and "Energy Abundance?." He also spoke on a panel titled "Affordability for Families and the Federal Fiscal Responsibility." The descriptions of the sessions are attached in the 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: 3/30/2026

# 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 13, 2026 Date of Return: March 14 2026

4. Name(s) of Traveler(s): Rep. Josh Gottheimer

**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	\$1,299.10 (\$701.24, roundtrip coach-class airfare and 597.86 ground transportation)	\$603.15	\$767.30	N/A
Accompanying Family Member	N/A	N/A	N/A	N/A

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

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

Signature:  Date: 3/17/2026

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

Organization: American Enterprise Institute

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

Address: 1789 Massachusetts Avenue, NW Washington DC 20036

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

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

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

# COMMITTEE ON ETHICS

## TRAVELER FORM

1. Name of Traveler: Josh Gottheimer
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 12, 2026 3/13/26 Date of Return: March 15, 2026 3/14/26  
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: \_\_\_\_\_
  - (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.**  
This trip will serve as an educational trip. Rep Gottheimer will be able to learn more about the issues voting in Congress, hear from stakeholders. He is also invited to speak on a panel to share his insight from his from his committees and regular meetings with stakeholders on topics related to legislation he is working on.

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

10. For staff travelers, to be completed by your employing Member:

### ADVANCED AUTHORIZATION OF EMPLOYEE TRAVEL

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

Signature of Employing Member: \_\_\_\_\_

Date: 1/10/2026

# COMMITTEE ON ETHICS

## TRAVELER FORM

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

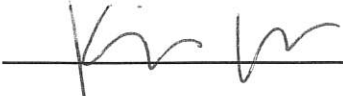
This form and any attachments may be submitted at 1015 Longworth House Office Building or [travel.requests@mail.house.gov](mailto:travel.requests@mail.house.gov).

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

Name of Traveler: Josh Gottheimer

**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): Kiley Wassenberg

For Staff (name of employing Member or Committee): Josh Gottheimer

Office Address: 106 Cannon House Office Building

Telephone Number: 202-225-4465

Email Address of Contact Person: kiley.parker@mail.house.gov

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

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

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

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

# COMMITTEE ON ETHICS

## 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 <b>Transportation</b> Expenses per Participant	Total <b>Lodging</b> Expenses per Participant	Total <b>Meal</b> 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

	<b>Other</b> 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](mailto: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 Josh Gottheimer  
U.S. House of Representatives  
106 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 proposed trip to Sea Island, Georgia, scheduled for March 13 to 14, 2026, sponsored by the American Enterprise Institute.

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

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All Day

Registration

Colonial Lounge

3:00–4:15 p.m.

Book Seminars (Optional)

The Cloister

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

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

Kori Schake

Jim Mattis (Moderator)

Danielle Pletka (Introduction)

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

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

Seth Wickersham

Hamilton Hill (Moderator)

Robert Doar (Introduction)

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

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

Frances Lee

Stephen Macedo

Scott Gottlieb (Introduction)

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

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

**Welcome Remarks**

Robert Doar

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

**A Conversation with Secretary of Education Linda McMahon**

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

Frederick M. Hess (Moderator)

7:15–8:30 p.m. Dinner The Beach Club

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

**American Executives and the General Economic Climate**

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

John Pfeifer

Charlie Scharf

James Taiclet (Tentative)

Kent Walker

David Rubenstein (Moderator) (Expressed Interest)

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

**Friday, March 13**

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

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

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

Chris Miller (Moderator)

**A New Era for American Universities?**

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

Michael Crow

Alan Garber (Expressed Interest)

Linda G. Mills

Jenna Silber Storey (Moderator)

9:30–10:30 a.m.

Breakout Sessions

The Cloister

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

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

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

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

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

**The Regulatory Environment for Business**

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

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

10:45-11:45 a.m.

Morning Conversation

The Cloister Ballroom

**A Conversation with Jamie Dimon**

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

Robert Doar (Moderator)

12:00–1:30 p.m.

Luncheon

The Beach Club

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

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

Scott Gottlieb (Moderator)

1:45–3:00 p.m.

Afternoon Sessions

The Cloister

**Chip/AI/Quantum Computing**

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

**Defense Industry Modernization**

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

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

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

3:30–5:00 p.m.

Afternoon Break

5:00–6:00 p.m.

Evening Conversation

The Cloister Ballroom

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

Ross Douthat (Introduction)

6:00–7:00 p.m.

Reception

The Cloister

7:15–8:30 p.m.

Dinner

The Cloister

8:30–10:15 p.m.

Post-Dinner Reception

The Cloister

8:45–9:45 p.m.

Starlight Chats

The Cloister

**A Conversation with Glenn Hubbard and Bob Rubin**

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

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

**Taking Religion Seriously**

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

Catherine Cox  
 Charles Murray  
 Ross Douthat (Moderator)

**The American Revolution**

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

Sarah Botstein  
 Yuval Levin (Moderator)

**Saturday, March 14**

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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**

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7:30–10:15 a.m.

Breakfast Available

The Cloister

7:30 a.m.

*Shuttle Departs for Mass \**

The Cloister

*\*Mass will begin at 8:00 a.m. at St. William Catholic Church. Shuttles will return to the Cloister at 9:15 a.m.*

9:00–10:15 a.m.

Early Bird Sessions

The Cloister

**The Future of the Iranian Regime**

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

Frederick W. Kagan

Danielle Pletka

**How Can Congress Be Relevant Again?**

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

Jimmy Panetta

Luke Strange (Moderator)

## 2026 AEI WORLD FORUM SPEAKERS

### SPEAKERS

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

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

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

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

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

CONFIDENTIAL



# WORLD FORUM

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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><b>The State and the Soldier: A History of Civil-Military Relations in the United States</b>                  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><b>In Covid's Wake: How Our Politics Failed Us</b>                  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.	<p><b>Welcome Remarks</b>                  Daniel A. D'Aniello</p> <p><b>Special Presentation Concerning America at 250</b>                  David M. Rubenstein</p> <p><b>Program Introduction</b>                  Robert Doar</p>	The Beach Club
		<p>David Rubenstein will give remarks on the Declaration of Independence and America's founding as the nation prepares for the America250 celebrations.</p>
6:15–7:15 p.m.	Opening Conversation	The Beach Club
<p><b>A Conversation with Secretary of Education Linda McMahon</b>                  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\***

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

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

Rainbow Island

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

3:00/3:30–5:15 p.m.

Afternoon Break

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

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

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

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

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

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

7:15–8:30 p.m. Dinner The Cloister

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

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

Roy K. Altman  
 Danielle Pletka (Introduction)

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

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

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

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

**The Revolution Will Be Group-Chatted**

Jonah Goldberg  
 Yuval Levin (Introduction)

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

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

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

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

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

**How Can Congress Be Relevant Again?**

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

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

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

Frederick W. Kagan  
 Kimberly Kagan

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

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

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

Outbound travel details

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**

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

OLEKSANDR KAMYSHIN  
 BRIAN P. KEMP  
 FRANCES LEE  
 MIKE LEE  
 YECHIEL LEITER  
 JAMES LITINSKY  
 EDWARD LUCE  
 STEPHEN MACEDO  
 JIM MATTIS  
 BRENT J. MCINTOSH  
 LINDA MCMAHON  
 JOHN MOOLENAAR  
 BLAKE MOORE  
 MEHMET OZ  
 TOMÁS PALACIOS  
  
 JIMMY PANETTA  
 ELIZABETH PRELOGAR  
 KRISHNA RANGASAYEE  
 DAVID M. RUBENSTEIN  
 ROBERT E. RUBIN  
 EUGENE SCALIA  
 JASON SMITH  
 KEVIN STITT  
 DAN SULLIVAN  
 JIM TAICLET  
 JEFFREY TAYLOR  
  
 LIZA TOBIN  
 KENT WALKER  
 MARIËT WESTERMANN  
 ROGER F. WICKER  
 SETH WICKERSHAM  
 CHRISTOPHER A. WRAY  
 GLENN YOUNGKIN  
 MARK ZANDI  
 HANS ZEIGER

Adviser to the President of Ukraine  
 Governor of Georgia  
 Professor of Politics and Public Affairs, Princeton University  
 US Senate (R-UT)  
 Israel’s Ambassador to the United States  
 Founder, Chairman, and CEO, MP Materials  
 US National Editor and Columnist, *Financial Times*  
 Laurance S. Rockefeller Professor of Politics, Princeton University  
 General (retired)  
 Chief Legal Officer and Corporate Secretary, Citigroup Inc.  
 Secretary of Education, US Department of Education  
 US House of Representatives (R-MI)  
 US House of Representatives (R-UT)  
 Administrator, Centers for Medicare & Medicaid Services  
 Clarence J. LeBel Professor and Director of Microsystems  
 Technology Laboratories, Massachusetts Institute of Technology  
 US House of Representatives (D-CA)  
 Partner and Chair of Supreme Court and Appellate Practice, Cooley LLP  
 Founder and CEO, SiMa.ai  
 Cofounder and Co-Chairman, Carlyle Group  
 Senior Counselor, Centerview Partners  
 Partner, Gibson, Dunn & Crutcher LLP  
 US House of Representatives (R-MO)  
 Governor of Oklahoma  
 US Senate (R-AK)  
 Chairman, President, and CEO, Lockheed Martin  
 Vice President, General Counsel, and Secretary,  
 Exxon Mobil Corporation  
 Managing Director, Garnaut Global  
 President of Global Affairs, Google and Alphabet  
 Director and CEO, Solomon R. Guggenheim Museum and Foundation  
 US Senate (R-MS)  
 Senior Writer, ESPN/*New York Times* Bestselling Author  
 Distinguished Visiting Fellow, Hoover Institution/Former Director, FBI  
 Former Governor of Virginia  
 Chief Economist, Moody’s Analytics  
 President, Jack Miller Center

**ATTENDEES**

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NANCY & PHILIP ANSCHUTZ	The Anschutz Corporation
LAUREL & CLIFFORD ASNESS	AQR Capital Management LLC
SUSAN & BRYAN BAILEY	Crow Holdings Capital/Dalfort Capital Partners
NANCY S. LEE & JOSHUA G. BEDELL	NYU Langone Health/TransUnion
BETSY & THILO BEST	Betsy Best Interiors/Bayshore Retirement Partners
LUCY & HENRY BILLINGSLEY	Billingsley Company
ELIZABETH K. & FRANCIS S. BLAKE	Pine Needles Investments
BARBARA STEWART & PETER BOWE	Bowe Stewart Foundation
DICK BOYCE	The Boyce Family Office
ANGELA & DOUG BRALY	The Braly Group LLC/Leading Properties
BLACKFORD F. BRAUER	Hunter Engineering Co.
BROOKS BURGUM	LongWater
DIANA & ERIC CANTOR	Alternative Investment Management LLC/Moelis & Company
JACOB CARNEY	Castle Hook Partners
DAN T. CATHY	Chick-fil-A/Trilith
RICHARD CHIN	New York Life Insurance Investors
MARY & ARMEANE M. CHOKSI	Omnicom/Johns Hopkins Medicine, Brady Urological Institute
EDWARD CONARD	Adjunct Fellow, American Enterprise Institute
MARILYN E. & PETER H. COORS	Center for Bioethics and Humanities at the University of Colorado
	Anschutz Medical Campus/Molson Coors Beverage Company
KATHY & HARLAN CROW	Crow Holdings
MACKENZIE & JACK CROW	Shoal Creek Capital
BOYKIN CURRY	Eagle Capital Management LLC
RAVENEL CURRY	Eagle Capital Management LLC
MARK F. DALTON	Tudor Investment Corporation
DANIEL A. D'ANIELLO	Carlyle Group
STEVE DELBIANCO	NetChoice
KIM DENNIS & TRACY BROWN	DonorsTrust
BETSY & DICK DEVOS	11th US Secretary of Education/The Windquest Group
JUDY & JOHN DONOVAN	Qudit
BRITTANY & KURT DUDAS	University of Florida
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  
 MICHAEL MCKINNON  
 DREW MCKNIGHT  
 BILLIE & ROSS MCKNIGHT  
 MEREDITH & JONATHAN MEEKS  
 KEN MEHLMAN  
 MICHELLE MESACK  
 JUDITH B. MILLER  
 KEN MONAHAN  
 MARY & ROBERT S. MURLEY  
 DIANE & FRANK W. MURPHY III  
 VIPIN NAMBIAR  
 CHARLENE & PATRICK NEAL  
 MINA NGUYEN & JASON JAGGARD  
 VIRGINIA & WILLY NUNN  
 KATHLEEN & KEVIN J. O'CONNOR  
 RICHARD R. ONG  
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