



U.S. House of Representatives

# COMMITTEE ON ETHICS

## EMPLOYEE POST-TRAVEL DISCLOSURE FORM

☒ Original ☐ Amendment

This form is for disclosing the receipt of travel expenses from private sources for travel taken in connection with official duties. This form does not eliminate the need to report privately-funded travel on the annual *Financial Disclosure Statements* of those employees required to file them. 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: Hali Gruber
2. a. Name of Accompanying Relative: \_\_\_\_\_ **OR** None ☒  
b. Relationship to Traveler: ☐ Spouse ☐ Child ☐ Other (specify): \_\_\_\_\_
3. a. Dates: Departure: April 2, 2023 Return: April 5, 2023  
b. Dates at Personal Expense, if any: \_\_\_\_\_ **OR** None ☐
4. Departure City: Washington, DC Destination: Palo Alto Return City: Washington, DC
5. Sponsor(s), Who Paid for the Trip: Hoover Institution, Stanford University
6. Describe Meetings and Events Attended:  
See final agenda attached
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 employee; **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 on this form is true, complete, and correct to the best of my knowledge.**

Signature of Traveler: Hali Gruber Date: 05/01/2023

I authorized this travel in advance. I have determined that all of the expenses listed on the attached *Sponsor Post-Travel Disclosure Form* were necessary and that the travel was in connection with the employee's official duties and would not create the appearance that the employee is using public office for private gain.

Name of Supervising Member: Ralph Norman Date: 5/1/23

Signature of Supervising Member: Ralph Norman



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# 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 on the trip within ten 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 for the trip: Hoover Institution, Stanford University
2. Travel Destination(s): Stanford University, Stanford, California
3. Date of Departure: April 3, 2023 Date of Return: April 5, 2023
4. Name(s) of Traveler(s): Hali Gruber

**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	\$1,303.73 total = \$1,131.72 airfare \$172.01 ground transportation	\$735 (\$245/night)	\$148 total (\$74/day)	
Accompanying Family Member				

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: 04/17/2023

Name: Eryn Witcher Tillman Title: Associate Director, Director of Media and Government Relations

Organization: Hoover Institution, Stanford University

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

Address: 1399 New York Ave NW, 500, Washington DC, 20005

Email: ewitcher@stanford.edu Telephone: 202-760-3200

**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.





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# COMMITTEE ON ETHICS

## TRAVELER FORM

1. Name of Traveler: Hali Gruber
2. Sponsor(s) who will be paying or providing in-kind support for the trip:  
Hoover Institute
3. City and State **OR** Foreign Country of Travel : San Fransisco, CA
4. a. Date of Departure: April 2 Date of Return: April 5  
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, invitee list, and any other attachments and Additional Sponsor Forms.  
  
*NOTE: The agenda should show the traveler's individual schedule, including departure and arrival times and identify the specific events in which the traveler will be participating.*
8. Explain why participation in the trip is connected to the traveler's individual official or representational duties.  
**Staff should include their job title and how the activities on the itinerary relate to their duties.**  
The Hoover institute is a reputable policy think-tank. As the Legislative Director in Congressman Norman's Office, I hope to gain more knowledge and insight on some of the most pressing issues of today to better help constituents and pass meaningful legislation.
9. **Yes ☐ No ☒ Is the traveler aware of any registered federal lobbyists or foreign agents involved 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 03/03/2023





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# 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 delivered to the Committee at 1015 Longworth or e-mailed to [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: Hali Gruber

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

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

Signature: \_\_\_\_\_

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

For Staff (name of employing Member or Committee): Rep. Ralph Norman

Office Address: 569 Cannon

Telephone Number: 202-225-5501

Email Address of Contact Person: hali.gruber@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 e-mail: [travel.requests@mail.house.gov](mailto:travel.requests@mail.house.gov).



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# 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 website ([ethics.house.gov](https://ethics.house.gov)) provides detailed instructions for filling out the form.

**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.**

1. Sponsor who will be paying for the trip:  
Hoover Institution, Stanford University
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 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 attached list of staffers chosen due to their background or policy areas being discussed.
5. Yes ☐ No ☒ Is travel being offered to an accompanying family member of the House invitee(s)?
6. Date of departure: April 2, 2023 Date of return: April 5, 2023
7. a. City of departure: Various cities  
b. Destination(s): Stanford University, Stanford, California  
c. City of return: Various Cities
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:



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# COMMITTEE ON ETHICS

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 that the statement is true by checking 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:
- See attached
13. **Answer parts a and b. Answer part c if necessary:**
- a. Mode of travel: Air ☒ Rail ☐ Bus ☒ Car ☒ Other ☐ (specify: see attached )
- b. Class of travel: Coach ☒ Business ☐ First ☐ Charter ☒ Other ☐ (specify: see attached )
- 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 the 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):
- See attached.
- 2) Provide the reason for selecting the location of the event or trip:
- See attached.
16. Name, nightly cost, and reasons for selecting each hotel or other lodging facility:
- Hotel Name: The Stanford Park Hotel City: Menlo Park, CA Cost Per Night: \$245
- Reason(s) for Selecting: In close proximity to the events of the program, equal to the per diem rate.
- 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.*





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# COMMITTEE ON ETHICS

## 18. Total Expenses for each Participant:

<input type="checkbox"/> Actual Amounts <input checked="" type="checkbox"/> Good Faith Estimates	Total Transportation Expenses per Participant	Total Lodging Expenses per Participant	Total Meal Expenses per Participant
For each Member, Officer, or Employee	\$1,137.72 airfare	\$735 (\$245/night)	\$148 total (\$74/day)
For each Accompanying Family Member			

	Other Expenses (dollar amount per item)	Identify Specific Nature of "Other" Expenses (e.g., taxi, parking, registration fee, etc.)
For each Member, Officer, or Employee	\$200	Ground transportation
For each Accompanying Family Member		

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

## 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: Eryn Witcher Tillman Date: 02/24/2023

Name: Eryn Witcher Tillman Title: Associate Director, Director of Media and Government Relations

Organization: Hoover Institution, Stanford University

Address: 1399 New York Ave NW, 500, Washington DC, 20005

Email: ewitcher@stanford.edu Telephone: (202) 760-3200

## INSTRUCTIONS

Complete the *Primary Trip Sponsor Form* and submit the agenda, invitation list, any attachments, and any *Additional Trip Sponsor Forms* directly to the Travelers.

Written approval from the Committee on Ethics is required before traveling on this trip. The Committee on Ethics will notify the House invitees directly and will not notify the trip sponsors.

**Willful or knowing misrepresentation on this form may be subject to criminal prosecution under 18 U.S.C. § 1001. Signatures must comply with section 104(bb) of the Travel Regulations.**

**For questions, please contact the Committee on Ethics at:**

1015 Longworth House Office Building  
Washington, D.C. 20515

[ethicscommittee@mail.house.gov](mailto:ethicscommittee@mail.house.gov) | 202-225-7103  
More information and forms available at [ethics.house.gov](http://ethics.house.gov)

Michael Guest, Mississippi  
*Chairman*  
Susan Wild, Pennsylvania  
*Ranking Member*

David P. Joyce, Ohio  
John H. Rutherford, Florida  
Andrew R. Garbarino, New York  
Michelle Fischbach, Minnesota

Veronica Escobar, Texas  
Mark DeSaulnier, California  
Deborah K. Ross, North Carolina  
Glenn F. Ivey, Maryland



ONE HUNDRED EIGHTEENTH CONGRESS

**U.S. House of Representatives**

COMMITTEE ON ETHICS

Thomas A. Rust  
*Staff Director and Chief Counsel*

Kelle A. Strickland  
*Counsel to the Chairman*

David Arrojo  
*Counsel to the Ranking Member*

1015 Longworth House Office Building  
Washington, D.C. 20515-6328  
Telephone: (202) 225-7103  
Facsimile: (202) 225-7392

March 31, 2023

Ms. Hali Gruber  
Office of the Honorable Ralph Norman  
569 Cannon House Office Building  
Washington, DC 20515

Dear Ms. Gruber:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your proposed trip to Stanford, California, scheduled for April 2 to 5, 2023, sponsored by Stanford University.

You must complete an Employee Post-Travel Disclosure Form (which your employing Member must also sign) 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. If you are required to file an annual Financial Disclosure Statement, you must also report all travel expenses totaling more than \$480 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

Susan Wild  
Ranking Member

MG/SW:kjf



**HOUSE PRIMARY TRIP SPONSOR FORM ADDENDUM**  
HOOVER INSTITUTION, STANFORD UNIVERSITY APRIL 2023 STUART FAMILY  
CONGRESSIONAL FELLOWSHIP PROGRAM

#4 House staff members below have been chosen to attend due to their background, work portfolio, or interest in the policy areas being discussed:

<b>Sarah Bassett</b>	<b>Research Director</b> House Financial Services Committee
<b>Ruben Goddard</b>	<b>National Security Advisor</b> Rep. Donald Payne Jr. (NJ-10)
<b>Hali Gruber</b>	<b>Legislative Director</b> Rep. Ralph Norman (SC-05)
<b>Erik Kinney</b>	<b>Legislative Director</b> Rep. Lisa McClain (MI-09)
<b>Rey Anthony Lastre</b>	<b>Communications Director &amp; Foreign Policy Advisor</b> Rep. Carlos Gimenez (FL-28)
<b>Collin Miller</b>	<b>Legislative Director</b> Rep. Mark Green (TN-07)
<b>Nandini Narayan</b>	<b>Legislative Director</b> Rep. Chris Pappas (NH-04)
<b>Casey O'Shea</b>	<b>Chief of Staff</b> Rep. Brad Schneider (IL-10)
<b>Mitchell Rivard</b>	<b>Chief of Staff</b> Rep. Dan Kildee (MI-5)
<b>Mitchell Shea</b>	<b>Legislative Assistant</b> Rep. Steve Scalise (LA-01)
<b>Andrea Valdes Valderrama</b>	<b>Legislative Assistant</b> Rep. Darren Soto (FL-09)

**#12** The Hoover Institution is a department within Stanford University and is headquartered on Stanford University's campus where sessions will take place. Sessions are organized by Hoover Institution staff who are also Stanford employees. As a part of Stanford University, which is an institution of higher education committed to extending the frontiers of knowledge and solving real-world problems, the Hoover Institution is a research institution that through its scholars and library and archives, promotes economic opportunity and prosperity. By convening the program on Stanford's campus, we will be able to include many of our Senior Fellows for substantive policy discussion with staff.

**#13** Attendees will receive Uber vouchers to cover ground transportation between SFO airport and the hotel while in California. A chartered group shuttle will be provided for transportation between The Stanford Park Hotel and Stanford's campus. All airfare will be coach class.

**#15 (B)1** Meals have been arranged to comply with the full \$74 per diem rate for Santa Clara County.

**(B)2** The location of the Hoover Institution's headquarters on Stanford Campus will allow more California-based scholars to participate.





# THE HOOVER INSTITUTION IN WASHINGTON

## STUART FAMILY CONGRESSIONAL FELLOWSHIP PROGRAM

All day-time meetings will be held at The Hoover Institution  
Annenberg Auditorium | 434 Galvez Mall, Stanford University  
*Programming times are listed in Pacific Time*

### SUNDAY, APRIL 2

- |                             |  |
|-----------------------------|--|
| <b>5:05 PM</b> (local time) | <b>Depart DCA via Alaska Airlines flight 7</b> |
| <b>8:21 PM</b> (local time) | <b>Arrive SFO</b>                              |

### MONDAY, APRIL 3

- |                            |   |
|----------------------------|---|
| <b>8:30 AM – 9:00 AM</b>   | <b>Breakfast</b>  |
| <b>9:00 AM – 10:00 AM</b>  | <b>Fixing Our Health Care System</b><br><i>Lanhee Chen, the David and Diane Steffy Fellow in American Public Policy Studies, will discuss health care policy recommendations to improve the American health care system.</i>  |
| <b>10:15 AM – 11:45 AM</b> | <b>War Games Simulation</b><br><i>Jacquelyn Schneider, Hoover Fellow, will conduct a wargaming exercise to demonstrate its role in international relations, how social sciences can guide its design and analysis, and future applications for policy problems.</i> |
| <b>12:00 PM – 1:00 PM</b>  | <b>NATO's Response to the Russian Invasion of Ukraine</b><br><i>Rose Gottemoeller, Research Fellow, will discuss nuclear security, Russian relations, the NATO alliance, EU cooperation, and nonproliferation.</i>  |
| <b>1:00 PM – 2:00 PM</b>   | <b>Lunch</b>  |
| <b>2:00 PM – 3:00 PM</b>   | <b>Leadership</b>   |



*General Jim Mattis, Davies Family Distinguished Fellow, will discuss the role of leadership and the strategic dilemmas that our nation faces.*

**3:15 PM – 4:15 PM**

**The State of American Education**

*Margaret (Macke) Raymond, Distinguished Research Fellow, and Eric Hanushek, Paul and Jean Hanna Senior Fellow in Education, will discuss their research on K–12 issues, including policy challenges as a result of the global pandemic.*

**4:30 PM – 5:45 PM**

**Inflation and Spending**

*John Cochrane, the Rose-Marie and Jack Anderson Senior Fellow, and Tyler Goodspeed, the Kleinheinz Fellow, will discuss inflation, taxes, and spending.*

**5:45 PM – 7:15 PM**

**Keynote Dinner**

*Michael McFaul, the Peter and Helen Bing Senior Fellow, will examine strategies to defuse the current Russia-Ukraine crisis and the role of Western governments in supporting democracies.*

**TUESDAY, APRIL 4**

**8:00 AM – 8:30 AM**

**Breakfast**

**8:30 AM – 9:30 AM**

**Inflation: A Modern Fiscal and Monetary Mess**

*Kevin Hassett, Distinguished Visiting Fellow, will examine the state of the economy and discuss inflation.*





**9:30 AM – 10:30 AM**

**China**

*Larry Diamond, the William L. Clayton Senior Fellow, will discuss strategies to confront and contain China's global sharp power.*

**10:30 AM – 11:30 AM**

**Rethinking Defense Budgeting**

*Michael Boskin, the Wohlford Family Senior Fellow, will discuss how defense budgets may be improved at a time of growing budget deficits, debt, and elevated national security concerns in a more dangerous world.*

**11:45 AM – 12:30 PM**

**Lunch**

**12:45 PM – 1:45 PM**

**Library & Archives Presentation**

*Samira Bozorgi, Exhibitions Manager, will show Hoover Library and Archives primary sources including Joan Quigley's notes for President Reagan, WWII diaries, and Records from William F. Buckley Jr.'s Firing Line.*

**2:30 PM – 3:30 PM**

**The United States in World-Historical Perspective**

*Niall Ferguson, the Milbank Family Senior Fellow, will discuss US foreign policy strategy and its effects on US domestic policy.*

**3:45 PM - 4:45 PM**

**Spies, Lies, and Algorithms**

*Amy Zegart, the Morris Arnold and Nona Jean Cox Senior Fellow, will discuss the past, present, and future of American espionage as it faces a revolution driven by digital technology, as well as challenges that intelligence communities must confront in the 21st century.*



**5:00 PM – 6:00 PM**

**Flashpoints: The Prospect for Cascading Crises in the Coming Years**

*General H.R. McMaster, the Fouad and Michelle Ajami Senior Fellow, will discuss the geopolitical challenges to American interests.*

**6:00 PM – 7:00 PM**

**Closing Buffet Dinner**

**WEDNESDAY, APRIL 5**

**8:00 AM** (local time)

**Depart SFO via Alaska Airlines flight 8**

**4:05 PM** (local time)

**Arrive DCA**





## LIST OF ATTENDEES

<b>Sarah Bassett</b>	Research Director   U.S. House Financial Services Committee
<b>Maria Blackwood</b>	Analyst   Congressional Research Service
<b>Catherine “Katie” Brown</b>	Legislative Director   Senator Susan Collins (ME)
<b>Tim Corley</b>	Policy Advisor   U.S. Senate Republican Conference Committee
<b>Courtney Fellows</b>	National Security Advisor   Senator James Lankford (OK)
<b>Kaleb Froehlich</b>	Chief of Staff   Senator Lisa Murkowski (AK)
<b>Ruben Goddard</b>	National Security Advisor   Representative Donald Payne Jr. (NJ, 10)
<b>Hali Gruber</b>	Legislative Director   Representative Ralph Norman (SC, 05)
<b>Madeline Holzmänn</b>	Press Secretary   Senator Rick Scott (FL)
<b>J.T. Jezierski</b>	Legislative Director   Senator Shelley Moore Capito (WV)
<b>Erik Kinney</b>	Legislative Director   Representative Lisa McClain (MI, 09)
<b>Rey Anthony Lastre</b>	Communications Director, Foreign Policy Adviser Representative Carlos Gimenez (FL, 28)
<b>Collin Miller</b>	Military Legislative Assistant   Representative Mark Green (TN, 07)
<b>Chad Miller</b>	Professional Staff – Senate Committee on the Budget
<b>Nandini Narayan</b>	Legislative Director   Representative Chris Pappas (NH, 01)



**Robert Ordway**

Senior Policy Advisor | Senator Mike Braun (IN)

**Mitchell Rivard**

Chief of Staff | Representative Darren Soto (FL, 09)

**Kelley Saylor**

Specialist | Congressional Research Service

**Mitchell Shea**

Legislative Assistant | House Majority Leader Steve Scalise (LA, 01)

**Andrea Valdes Valderrama**

Legislative Assistant - Representative Darren Soto (FL,09)



## AGENDA

All day-time meetings will be held at The Hoover Institution  
Annenberg Auditorium | 434 Galvez Mall, Stanford University  
Programming times are listed in Pacific Time

### MONDAY, APRIL 3

**8:30 AM – 9:00 AM**

#### **Breakfast**

Fairweather Courtyard

**9:00 AM – 10:00 AM**

#### **Fixing Our Health Care System**

*Lanhee Chen, the David and Diane Steffy Fellow in American Public Policy Studies, will discuss health care policy recommendations to improve the American health care system.*

**10:15 AM – 11:45 AM**

#### **War Games Simulation**

*Jacquelyn Schneider, Hoover Fellow, will conduct a wargaming exercise to demonstrate its role in international relations, how social sciences can guide its design and analysis, and future applications for policy problems.*

**12:00 PM – 1:00 PM**

#### **NATO's Response to the Russian Invasion of Ukraine**

*Rose Gottemoeller, Research Fellow, will discuss nuclear security, Russian relations, the NATO alliance, EU cooperation, and nonproliferation.*

**1:00 PM – 2:00 PM**

#### **Lunch**

Fairweather Courtyard

**2:00 PM – 3:00 PM**

#### **Leadership**

*General Jim Mattis, Davies Family Distinguished Fellow, will discuss the role of leadership and the strategic dilemmas that our nation faces.*





**10:30 AM – 11:30 AM**

**Rethinking Defense Budgeting**

*Michael Boskin, the Wohlford Family Senior Fellow, will discuss how defense budgets may be improved at a time of growing budget deficits, debt, and elevated national security concerns in a more dangerous world.*

**11:45 AM – 12:30 PM**

**Lunch**

*Fairweather Courtyard*

**12:45 PM – 1:45 PM**

**Library & Archives Presentation**

*Samira Bozorgi, Exhibitions Manager, will show Hoover Library and Archives primary sources including Joan Quigley's notes for President Reagan, WWII diaries, and Records from William F. Buckley Jr.'s Firing Line.*

**2:30 PM – 3:30 PM**

**Cold War II and World War II**

*Niall Ferguson, the Milbank Family Senior Fellow, will discuss lessons from history for contemporary U.S. foreign policy.*

**3:45 PM - 4:45 PM**

**Spies, Lies, and Algorithms and Stanford Emerging Technology Review**

*Amy Zegart, the Morris Arnold and Nona Jean Cox Senior Fellow, will discuss the past, present, and future of American espionage as it faces a revolution driven by digital technology, as well as challenges that intelligence communities must confront in the 21st century.*

**5:00 PM – 6:00 PM**

**Flashpoints: The Prospect for Cascading Crises in the Coming Years**

*General H.R. McMaster, the Fouad and Michelle Ajami Senior Fellow, will discuss the geopolitical challenges to American interests.*

**6:00 PM – 7:00 PM**

**Closing Buffet Dinner**

*Teitworth Terrace*



**3:15 PM – 4:15 PM**

**The State of American Education**

*Margaret (Macke) Raymond, Distinguished Research Fellow, and Eric Hanushek, Paul and Jean Hanna Senior Fellow in Education, will discuss their research on K–12 issues, including policy challenges as a result of the global pandemic.*

**4:30 PM – 5:45 PM**

**Inflation, Spending, and Banks**

*John Cochrane, the Rose-Marie and Jack Anderson Senior Fellow, and Tyler Goodspeed, the Kleinheinz Fellow, will discuss inflation, taxes, and ongoing bank issues.*

**5:45 PM – 6:30 PM**

**Reception**

Fairweather Courtyard

**6:30 PM– 7:30 PM**

**Keynote Dinner**

Traitel Pavilion

*Michael McFaul, the Peter and Helen Bing Senior Fellow, will examine strategies to defuse the current Russia-Ukraine crisis and the role of Western governments in supporting democracies.*

**TUESDAY, APRIL 4**

**8:00 AM – 8:30 AM**

**Breakfast**

Fairweather Courtyard

**8:30 AM – 9:30 AM**

**Semiconductors**

*Admiral James Ellis, Annenberg Distinguished Visiting Fellow, and Matt Turpin, Hoover Visiting Fellow, will discuss potential policy recommendations to address global semiconductor supply chain risks.*

**9:30 AM – 10:30 AM**

**China**

*Larry Diamond, the William L. Clayton Senior Fellow, will discuss strategies to confront and contain China's global sharp power.*



February 22, 2023

Dear Hali,

We are pleased to inform you that you have been selected to participate in the Hoover Institution's Stuart Family Congressional Fellowship Program from April 3-4, 2023. This program includes seminars on Stanford University's campus, where Hoover scholars will lead policy sessions on some of the most pressing issues of today.

These sessions will challenge you to learn from and debate key philosophical and policy issues with some of the nation's leading thinkers and practitioners. As a participant you will receive round-trip airfare, ground transportation in California, lodging near Stanford's campus, and those meals that are part of the program.

For your planning purposes, expect to arrive at SFO on the evening of Sunday, April 2 and depart either the evening of Tuesday, April 4 or the morning of Wednesday, April 5.

**To proceed, please confirm your agreement to attend by completing [this form](#) by the close of business on Friday, February 24.** Due to ethics rules, to maintain your spot, it is imperative that you complete this form on time.

Following completion, you will receive email instructions on how to book your flight. Once your flight is secured, we will provide the remainder of your ethics paperwork for submission **to your ethics committee for review by Wednesday, March 1.**

If you have any questions, do not hesitate to contact Victoria Guzman ([vmguzman@stanford.edu](mailto:vmguzman@stanford.edu)). We look forward to and expect an excellent program.

Sincerely,

Sarah Delahunty  
Senior Manager, Government Relations  
Hoover Institution, Stanford University