

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: _____

2. Travel Destination(s): _____

3. Date of Departure: _____ Date of Return: _____

4. Name(s) of Traveler(s): _____

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				
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: _____

Name: _____ Title: _____

Organization: _____

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

Address: _____

Telephone: _____ Email: _____

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: Christopher Mahler
2. Sponsor(s) who will be paying or providing in-kind support for the trip: Hoover Institution, Stanford University
3. City and State **OR** Foreign Country of Travel: Stanford University, Stanford, California
4. a. Date of Departure: 03/29/2026 Date of Return: 04/01/2026 Not accepting return travel - CJM
- b. Yes No Will you be extending the trip at your personal expense?
If yes, list dates at personal expense: ~~04/1/2026 - 04/03/2026~~
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.**
I serve as a Senior Policy Advisor handling health care and broader federal budget policy for the
_____ House Budget Committee. This program will include sessions regarding inflation, taxes, spending, biotechnology
_____ innovation, and national security, among others, each of which intersects with the federal budget process.
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: 02/24/2026

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: _____

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): _____

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

6. Date of Departure: _____ Date of Return: _____

7. a. City of departure: _____

b. Destination(s): _____

c. City of return: _____

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:

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: _____ City: _____ Cost Per Night: _____

Reason(s) for Selecting: _____

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 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			
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		
For each Accompanying Family Member		

19. **Check only one:**

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

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

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

Signature: _____ Date: _____

Name: _____ Title: _____

Organization: _____

Address: _____

Email: _____ Telephone: _____

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

Michael Guest, Mississippi
Chairman
Mark DeSaulnier, California
Ranking Member

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

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



ONE HUNDRED NINETEENTH CONGRESS

U.S. House of Representatives

COMMITTEE ON ETHICS

Thomas A. Rust
Staff Director and Chief Counsel

Jordan Downs
Chief of Staff to the Chairman

David Arrojo
Counsel to the Ranking Member

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

March 26, 2026

Mr. Christopher Mahler
Committee on the Budget
204 Cannon House Office Building
Washington, DC 20515

Dear Mr. Mahler:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your proposed trip to Palo Alto, California, scheduled for March 29 to April 1, 2026, sponsored by Stanford University. We note you are not accepting return transportation from the trip sponsor.

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 \$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:nl

**AGENDA WITH HOUSE STAFF TRAVEL INFORMATION
GRADY FAMILY CONGRESSIONAL FELLOWSHIP PROGRAM
MARCH 2026
HOOVER INSTITUTION, STANFORD UNIVERSITY**

Travel day - All times listed in local time unless otherwise indicated.

FRIDAY, MARCH 27, 2026	
5:55 PM 9:24 PM	<p>Depart DCA via United Airlines flight 368 Arrive at SFO</p> <ul style="list-style-type: none"> - Benjamin Burnett <p>*Participant was responsible for lodging on March 27 and 28, and ground transportation in California from SFO to Sheraton Hotel on March 29.</p>
SATURDAY, MARCH 28, 2026	
7:00 AM 10:17 AM	<p>Depart DCA via United Airlines flight 369 Arrive at SFO</p> <ul style="list-style-type: none"> - Ian Merritt <p>*Participant was responsible for lodging on March 28, and ground transportation in California from SFO to the Sheraton Hotel on March 29</p>
SUNDAY, MARCH 29, 2026	
7:30 AM 10:42 AM	<p>Depart DCA via United Airlines 369 Arrive at SFO</p> <ul style="list-style-type: none"> - Zahraa Saheb <p>*Participant was responsible for ground transportation in California from SFO to the Sheraton Hotel on March 29</p>
5:59 PM 9:13 PM	<p>Depart DCA via United Airlines flight 368 Arrive at SFO (standard flight)</p> <ul style="list-style-type: none"> - Shahid Ahmed - David Cook - Christopher James Mahler - Eric Mendoza - Brenn Thompson <p>*Participants received an Uber voucher to cover their ground transportation in California from SFO to the Sheraton Hotel on March 29.</p>

**AGENDA WITH HOUSE STAFF TRAVEL INFORMATION
GRADY FAMILY CONGRESSIONAL FELLOWSHIP PROGRAM
MARCH 2026
HOOVER INSTITUTION, STANFORD UNIVERSITY**

MONDAY, MARCH 30, 2026

- 7:45 AM** **Shuttle departs Sheraton Hotel en route Hoover Institution**
- 8:00 AM - 8:30 AM** **Working Breakfast**
- Annenberg Conference Room** Hoover Government Relations staff will welcome attendees, introduce Hoover's Media and Government Relations team, and share the schedule and other program logistics.
- 8:30 AM - 9:30 AM** **America in the World**
- Annenberg Conference Room** Condoleezza Rice, Tad and Dianne Taube Director and Thomas and Barbara Stephenson Senior Fellow on Public Policy, will welcome participants to campus, discuss the Hoover Institution's priorities, and share reflections on the state of U.S. foreign and domestic policy.
- 9:45 AM - 10:45 AM** **Reflections on Today's Economy**
- Annenberg Conference Room** John Cochrane, Rose-Marie and Jack Anderson Senior Fellow, will discuss the current economic situation.
- 11:00 AM - 12:00 PM** **A Window into Modern Iran**
- Annenberg Conference Room** Abbas Milani, Hoover Institution Research Fellow and Co-Director of the Iran Democracy Project, will discuss the geopolitical dynamics of Iran.
- 12:15 PM - 1:15 PM** **Working Lunch: History and Policy**
- Annenberg Conference Room** Hoover Fellows Joseph Ledford, Eyck Freymann, and Cole Bunzel will examine U.S. foreign policy in Latin America, Asia, and the Middle East through their respective research. Applying historical perspective to recent American engagement in these regions, the panel will explore how these strategic theaters intersect, how the past shapes today's challenges, and what developments may lie ahead.
- 1:30 PM - 2:30 PM** **Revitalizing American Institutions**
- Brandice Canes-Wrone, Maurice R. Greenberg Senior Fellow and Director of the Center for Revitalizing American Institutions, and Thomas Schnaubelt, Executive Director of the Center for Revitalizing American Institutions, will share the research efforts they lead and support as well as other initiatives that seek to address challenges to American institutions.

**AGENDA WITH HOUSE STAFF TRAVEL INFORMATION
GRADY FAMILY CONGRESSIONAL FELLOWSHIP PROGRAM
MARCH 2026
HOOVER INSTITUTION, STANFORD UNIVERSITY**

Annenberg Conference Room Michael McFaul, Peter and Helen Bing Senior Fellow, will examine the increasingly complex relationships between the U.S., Russia, and China, and discuss strategic approaches that secure U.S. interests and contribute to broader global security.

3:30 PM - 4:30 PM Leadership

Annenberg Conference Room General Jim Mattis, Davies Family Distinguished Fellow, will discuss the role of leadership and the strategic dilemma that our nation faces.

4:30 PM - 6:30 PM Reception and Dinner: The Hoover Commons Initiative

Sundial Patio Hoover Institution Commons Initiative Lead and Botha-Chan Senior Fellow Philip Zelikow will present the overview of the project, followed by breakout discussions at each dinner table with the Initiative’s policy area experts. The Commons Initiative is a new Hoover project that gathers fellows from across the Institution to envision the future of public policy. The reception and dinner will feature members of Commons Initiative policy teams, including Drew Endy, Stephanie Hall, Steve Koonin, Valerie Ramey and David Fedor.

6:30 PM Shuttle departs Hoover Institution en route Sheraton Hotel

Travel day - All times listed in local time unless otherwise indicated

WEDNESDAY, APRIL 1, 2026

6:00 AM Group shuttle departs Sheraton hotel en route SFO

WEDNESDAY, APRIL 1, 2026	
8:25 AM 4:56 PM	<p>Depart SFO via United Airlines 1678 Arrive at DCA (standard flight)</p> <ul style="list-style-type: none"> - Shahid Ahmed - Benjamin Burnett - David Cook - Eric Mendoza - Ian Merritt - Zahraa Saheb - Brenn Thompson

AGENDA WITH HOUSE STAFF TRAVEL INFORMATION
GRADY FAMILY CONGRESSIONAL FELLOWSHIP PROGRAM
MARCH 2026
HOOVER INSTITUTION, STANFORD UNIVERSITY

OTHER

Christopher James Mahler requested to extend at personal expense and purchase his own return flight.

*Participant was responsible for all lodging and ground transportation in California starting Wednesday, April 1, 2026.

HOUSE COMMITTEE ON ETHICS - LIST OF HOUSE ATTENDEES
MARCH 2026 GRADY FAMILY CONGRESSIONAL FELLOWSHIP PROGRAM HOOVER
INSTITUTION, STANFORD UNIVERSITY

Shahid Ahmed	Chief of Staff Office of Representative Jennifer McClellan (VA-4th)
Benjamin Burnett	Chief of Staff Office of Representative Eric Swalwell (CA-14th)
David Cook	National Security Advisor Office of Representative Darrell Issa (CA-48th)
Christopher James Mahler	Senior Policy Advisor House Committee on the Budget
Eric Mendoza	Deputy Chief of Staff / Legislative Director Office of Representative Monica De La Cruz (TX-15th)
Ian Merritt	Legislative Director / National Security Advisor Office of Representative Chuck Fleischmann (TN-3rd)
Zahraa Saheb	Chief of Staff Office of Representative Emily Randall (WA-6th)
Brenn Thompson	Investigative Counsel House Committee on Science, Space, and Technology

February 5, 2026

Dear CJ,

I'm pleased to inform you that you have been selected to participate in the March 30-31, 2026, Hoover Institution Grady Family Congressional Fellowship Program. 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.

As a participant, and with proper signoff from your ethics committee, you will receive round-trip airfare, ground transportation in California, lodging near Stanford's campus, and meals that are part of the program.

To proceed, please confirm your agreement to attend by completing [this form](#) by the close of business on Thursday, February 12, 2026. It is imperative that you complete this form on time so that we can complete the requisite ethics paperwork. Failure to do so may result in forfeiture of your spot.

On the registration form you will also find additional information regarding accommodations, airfare, agenda, attire, ground transportation, and trip extensions. A full briefing packet will be sent closer to the program dates.

We will send you the details on how to book your flights after you complete the registration form. Once your flight is secured, we will provide the remainder of your ethics paperwork, which must be submitted **to your ethics committee by Friday, February 27, 2026.**

If you have any questions, do not hesitate to contact Grace Campiti (gcampiti@stanford.edu). We look forward to and expect an excellent program!

Sincerely,

Lauren Wright
Senior Manager, Government Relations
Hoover Institution, Stanford University

HOUSE COMMITTEE ON ETHICS - PRIMARY TRIP SPONSOR FORM ADDENDUM
MARCH 2026 GRADY FAMILY CONGRESSIONAL FELLOWSHIP PROGRAM HOOVER
INSTITUTION, STANFORD UNIVERSITY

4. House employees invited to attend the program due to their portfolio and the policy discussion topics being discussed during the program:

Shahid Ahmed	Chief of Staff Office of Representative Jennifer McClellan (VA-4th)
Evan Ashy	Deputy Chief of Staff / Legislative Director Office of Representative Cleo Fields (LA-6th)
Benjamin Burnett	Chief of Staff Office of Representative Eric Swalwell (CA-14th)
David Cook	National Security Advisor Office of Representative Darrell Issa (CA-48th)
John Taylor Donoghue	Senior Advisor Office of Representative Sarah Elfreth (MD-3rd)
Ali Emamdjomeh	Chief of Staff Office of Representative John James (MI-10th)
Rachel Everette	National Security Advisor Office of Representative Jason Crow (CO-6th)
Eric Hoffman	Legislative Counsel House Committee on Ways and Means, Subcommittee on Tax
Christopher James Mahler	Senior Policy Advisor House Committee on the Budget
Eric Mendoza	Deputy Chief of Staff / Legislative Director Office of Representative Monica De La Cruz (TX-15th)
Ian Merritt	Legislative Director / National Security Advisor Office of Representative Chuck Fleischmann (TN-3rd)
Angel Nigaglioni	Policy Director Office of Representative Steny Hoyer (MD-5th)

HOUSE COMMITTEE ON ETHICS - PRIMARY TRIP SPONSOR FORM ADDENDUM
MARCH 2026 GRADY FAMILY CONGRESSIONAL FELLOWSHIP PROGRAM HOOVER
INSTITUTION, STANFORD UNIVERSITY

Zahraa Saheb

Chief of Staff

Office of Representative Emily Randall (WA-6th)

Brenn Thompson

Investigative Counsel

House Committee on Science, Space, and Technology

12. The Hoover Institution is a department within Stanford University and is headquartered on Stanford University's campus where sessions will take place. Sessions have been organized by Hoover Institution staff, and Hoover Institution staff are the sole organizer and sponsor for this trip. 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 our Senior Fellows for substantive policy discussions with staff.

13. Attendees will receive Uber vouchers to cover ground transportation in California between SFO airport and the Sheraton Hotel for the arrival flight. A chartered group shuttle will be provided for transportation between the Sheraton Hotel and Stanford's campus throughout the duration of the program. Attendees will take a chartered group shuttle between the Sheraton Hotel and SFO airport for the return flight. All airfare will be coach class.

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SATURDAY, MARCH 28, 2026	
7:00 AM 10:17 AM	<p>Depart DCA via United Airlines flight 369 Arrive at SFO</p> <p style="text-align: center;">- Ian Merritt</p> <p>*Participant is responsible for lodging on March 28, and ground transportation in California from SFO to the Sheraton Hotel on March 29</p>

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7:30 AM 10:42 AM	<p>Depart DCA via United Airlines 369 Arrive at SFO</p> <p style="text-align: center;">- Zahraa Saheb</p> <p>*Participant is responsible for ground transportation in California from SFO to the Sheraton Hotel on March 29</p>
5:59 PM 9:13 PM	<p>Depart DCA via United Airlines flight 368 Arrive at SFO (standard flight)</p> <ul style="list-style-type: none"> - Shahid Ahmed - Evan Ashy - Benjamin Burnett - David Cook - Christopher James Mahler - Eric Mendoza - Angel Nigaglioni - Brenn Thompson

AGENDA WITH TRAVEL INFORMATION
GRADY FAMILY CONGRESSIONAL FELLOWSHIP PROGRAM
MARCH 2026
HOOVER INSTITUTION, STANFORD UNIVERSITY

MONDAY, MARCH 30, 2026

- 7:45 AM** **Group shuttle departs The Sheraton Hotel en route to Stanford University**
- 8:00 AM - 8:30 AM** **Working Breakfast**
Annenberg Conference Room Hoover Government Relations staff will welcome attendees, introduce Hoover's Media and Government Relations team, and provide overview of key institutional priorities and research.
- 8:30 AM - 9:30 AM** **History and Policy**
Annenberg Conference Room Hoover Fellows Joseph Ledford, Eyck Freymann, and Cole Bunzel will examine U.S. foreign policy in Latin America, Asia, and the Middle East through their respective research. Applying historical perspective to recent American engagement in these regions, the panel will explore how these strategic theaters intersect, how the past shapes today's challenges, and what developments may lie ahead.
- 9:45 AM - 10:45 AM** **Inflation, Taxes, and Spending**
Annenberg Conference Room John Cochrane, Rose-Marie and Jack Anderson Senior Fellow, will discuss inflation, taxes, and spending.
- 11:00 AM - 12:00 PM** **A Window into Modern Iran**
Annenberg Conference Room Abbas Milani, Hoover Institution Research Fellow and Co-Director of the Iran Democracy Project, will discuss the geopolitical dynamics of Iran.
- 12:00 PM - 1:00 PM** **Lunch**
Hatfield Courtyard
- 1:00 PM - 3:00 PM** **Executive Time**
Program Managers from Hoover research teams will be invited to liaise with congressional staff and discuss their teams' research and scholarly resources.
- 3:00 PM - 4:45 PM** **Strategic Priorities in Biotechnology**
The Shriram Center for Biotechnology Drew Endy, Science Fellow and Senior Fellow, will guide a visit to Stanford's Bioengineering Labs, highlighting his research on emerging biotechnologies and key policy considerations for the U.S. that encourage biotechnology competitiveness, develop robust bioeconomies, and ensure biosecurity.

AGENDA WITH TRAVEL INFORMATION
GRADY FAMILY CONGRESSIONAL FELLOWSHIP PROGRAM
MARCH 2026
HOOVER INSTITUTION, STANFORD UNIVERSITY

- 5:00 PM - 7:00 PM** **Reception and Dinner: Revitalizing American Institutions**
Hatfield Courtyard Brandice Canes-Wrone, Maurice R. Greenberg Senior Fellow, will share the research efforts she leads as Director of Hoover’s Center for Revitalizing American Institutions and highlight the Centers’ policy analysis that seeks to address challenges to American institutions.
- 7:00 PM** **Group shuttle departs Stanford University en route to The Sheraton Hotel**

TUESDAY, MARCH 31, 2026

- 8:45 AM** **Group shuttle departs The Sheraton Hotel en route to Stanford University**
- 9:00 AM - 9:30 AM** **Breakfast**
Annenberg Conference Room
- 9:30 AM - 10:30 AM** **U.S. Education Reform and Challenges Ahead**
Annenberg Conference Room 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 emerging policy challenges and the urgent need for policymakers to pursue reforms that are coherent, sustainable, and measurable across greater spans of time to provide all students with a quality education.
- 10:45 AM - 11:45 AM** **The World According to China**
Annenberg Conference Room Elizabeth Economy, Hargrove Senior Fellow and Co-Chair of the Program on the U.S., China, and the World, will discuss Chinese foreign policy and its implications for the United States.
- 11:45 AM - 1:00 PM** **Lunch**
Hatfield Courtyard
- 1:00 PM - 2:00 PM** **The Hoover Institution’s Technology Policy Accelerator and the Stanford Emerging Technology Review**
Annenberg Conference Room Herbert Lin, Research Fellow, and Martin Giles, Hoover Policy Fellow, will discuss the rapidly evolving landscape of emerging technologies and their implications for national security, economic growth, and global leadership. The presentation will also highlight Hoover’s initiatives to navigate pressing technology policy challenges, including the Technology Policy Accelerator and the Stanford Emerging Technology Review.
- 2:15 PM - 3:15 PM** **Challenges for Global Stability**
Annenberg Conference Room Michael McFaul, Peter and Helen Bing Senior Fellow, will examine the increasingly complex relationships between the U.S., Russia, and China, and discuss strategic approaches that secure U.S. interests and contribute to broader global security.

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HOOVER INSTITUTION, STANFORD UNIVERSITY

- 3:30 PM - 4:30 PM** **Leadership**
- Annenberg Conference Room** General Jim Mattis, Davies Family Distinguished Fellow, will discuss the role of leadership and the strategic dilemma that our nation faces.
- 4:30 PM - 5:30 PM** **Executive Time**
- 5:30 PM - 7:00 PM** **Reception and Dinner: The Hoover Commons Initiative**
- Hoover Institution Commons Initiative Lead and Botha-Chan Senior Fellow Philip Zelikow will present the overview of the project, followed by breakout discussions at each dinner table with the Initiative's policy area experts. The Commons Initiative is a new Hoover collaboration that gathers fellows from across the Institution to envision the future of public policy.
- 7:15 PM** Group shuttle departs Stanford campus en route to the Sheraton Hotel

WEDNESDAY, APRIL 1, 2026

Travel day - All times listed in local time unless otherwise indicated

- 6:00 AM** **Group shuttle departs Sheraton hotel en route SFO**

AGENDA WITH TRAVEL INFORMATION
GRADY FAMILY CONGRESSIONAL FELLOWSHIP PROGRAM
MARCH 2026
HOOVER INSTITUTION, STANFORD UNIVERSITY

WEDNESDAY, APRIL 1, 2026	
5:00 AM 8:40 AM	<p>Depart SFO via United Airlines 1479 Arrive at PBI</p> <ul style="list-style-type: none"> - Evan Ashy <p>*Participant is responsible for ground transportation in California from the Sheraton Hotel to SFO</p>
8:25 AM 4:56 PM	<p>Depart SFO via United Airlines 1678 Arrive at DCA (standard flight)</p> <ul style="list-style-type: none"> - Shahid Ahmed - Benjamin Burnett - David Cook - Ali Emamdjomeh - Eric Mendoza - Ian Merritt - Angel Nigaglioni - Brenn Thompson
12:30 AM 5:56 AM	<p>Depart SFO via American Airlines 3047 Arrive at DFW</p> <ul style="list-style-type: none"> - Zahraa Saheb <p>*Participant is responsible for ground transportation in California from the Sheraton Hotel to SFO</p>

*Christopher James Mahler is extending travel and purchasing own return flight