

# COMMITTEE ON ETHICS

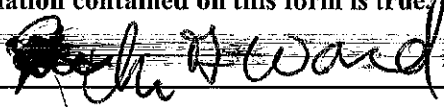
## EMPLOYEE POST-TRAVEL DISCLOSURE FORM Original Amendment

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: Ruth Ward
2. a. Name of Accompanying Relative: \_\_\_\_\_ OR  None  
b. Relationship to Traveler:  Spouse  Child  Other (specify): \_\_\_\_\_
3. a. Dates: Departure: 4/24/26 Return: 4/25/26  
b. Dates at Personal Expense, if any: \_\_\_\_\_ OR  None
4. Departure City: Washington, DC Destination: Gettysburg, PA Return City: Washington, DC
5. Sponsor(s), Who Paid for the Trip: The Pew Charitable Trusts
6. Describe Meetings and Events Attended: The meetings included leadership courses in relation to leadership on the battlefield and how that is pertinent to my role as COS.
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: 

Date: 5/11/26

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: Mike Johnson

Date: 5/10/26

Signature of Supervising Member: \_\_\_\_\_



# 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: The Pew Charitable Trusts
2. Travel Destination(s): Gettysburg, PA
3. Date of Departure: April 24, 2026 Date of Return: April 25, 2026
4. Name(s) of Traveler(s): Mark Dennin, Margaret McInnis, Craig Metz, Rebecca Walldorff, Ruth Ward, and Glenn Wavrunek  
*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	\$130	\$169	\$167.50	None
Accompanying Family Member	\$0	\$0	\$0	None

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: Sharon Nokes Date: 4/29/26

Name: Sharon Nokes Title: Senior Director, Deputy General Counsel and Corporate Secretary

Organization: The Pew Charitable Trusts

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

Address: 901 E St. NW Washington, DC 20004

Telephone: 202-540-6195 Email: snokes@pewtrusts.org

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

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

# COMMITTEE ON ETHICS

## TRAVELER FORM

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


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

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

Name of Traveler: Ruth Ward

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. Mike Johnson (LA-04)

Office Address: 521 Cannon

Telephone Number: 202-225-2777

Email Address of Contact Person: ruth.ward@mail.house.gov

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

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

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

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

# COMMITTEE ON ETHICS

## TRAVELER FORM

1. Name of Traveler: Ruth Ward
2. Sponsor(s) who will be paying or providing in-kind support for the trip: Pew Charitable Trust
3. City and State OR Foreign Country of Travel: Gettysburg, PA
4. a. Date of Departure: 4/24/26 Date of Return: 4/25/26
- 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.  
The Battle of Gettysburg offers a robust case for the study of leadership: the complexity of battle, the size of the opposing armies, and the wide spectrum of personalities represented by military leadership and civilians and how they handled conflicts. My role as a chief of staff offers in the House--managing leaders and staff, while handling complex and dynamic situations. The leadership programming will provide me with perspective and new ideas to act effectively and lead with confidence to better serve our constituents and staff.
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: 3/20/26

# COMMITTEE ON ETHICS

## PRIMARY TRIP SPONSOR FORM

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

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

1. Sponsor who will be paying for the trip:

The Pew Charitable Trusts

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): \_\_\_\_\_

All House Chiefs of Staff are invited to this event. A list of the attendees is attached.

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

6. Date of Departure: April 24, 2026 Date of Return: April 25, 2026

7. a. City of departure: Washington, DC

b. Destination(s): Gettysburg, PA

c. City of return: Washington, DC

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:

Pew is the sole sponsor of the trip. Through its research and advocacy work, Pew seeks to advance sound public policy and strengthen democratic institutions. The Bipartisan Leadership Conference is designed as an intensive professional development program for House Chiefs of Staff, and its effectiveness depends on a deliberately place-based learning environment. Specifically, the leadership curriculum House Chiefs will experience is designed and facilitated by Higher Ground Leadership at Gettysburg in partnership with the Gettysburg Foundation, and the curriculum uses the preserved battlefield and surrounding historic sites as the primary classroom for instruction and discussion. This immersive setting anchors the curriculum in shared history and reflection, reinforcing leadership lessons in ways that cannot be replicated in a traditional venue. Furthermore, a neutral, off-camera setting facilitates candid discussion and trustbuilding across the aisle—outcomes that are difficult to achieve within the constraints of the Capitol work environment. By supporting this convening, Pew advances its mission and reinforces its role as a nonpartisan, trusted resource for senior government leaders.

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): \$250

2) Provide the reason for selecting the location of the event or trip: Intensive professional development setting using the historic sites and battlefield as core studies to examine leadership under pressure, decision-making, and accountability. Provides a neutral, nonpartisan environment that allows Chiefs to engage in focused professional development, reflection, and peer learning, free from daily legislative demands.

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

Hotel Name: Wyndam City: Gettysburg, PA Cost Per Night: \$169  
 Reason(s) for Selecting: This option was selected based on cost and the limited number of hotels in the area that can support large groups and meet ADA compliance requirements.  
 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 checked="" 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	\$130	\$169	\$250
For each Accompanying Family Member	\$130	\$0	\$250

	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: Sarah Senno Date: 2/9/2026  
 Name: Sarah Senno Title: Vice President, Finance and Treasurer  
 Organization: The Pew Charitable Trusts  
 Address: 901 E Street NW Washington, DC 20004  
 Email: ssenno@pewtrusts.org Telephone: 215-575-4841

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>

April 23, 2026

Ms. Ruth Ward  
Office of the Honorable Mike Johnson  
521 Cannon House Office Building  
Washington, DC 20515

Dear Ms. Ward:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your proposed trip to Gettysburg, Pennsylvania, scheduled for April 24 to 25, 2026, sponsored by Pew Charitable Trusts. We remind you that, because the trip sponsor employs a federal lobbyist, you may participate in officially-connected activity on one calendar day only.

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

WIKI





## AGENDA

### **Bipartisan House Chiefs of Staff Leadership Conference**

*Gettysburg, Pennsylvania | April 24-25, 2026*

#### Summary

The Bipartisan House Chiefs of Staff Leadership Conference is a structured professional development program designed to strengthen the leadership, management, and decision-making capabilities of House Chiefs of Staff in their professional duties.

Through facilitated, on-site case studies at Gettysburg, Chiefs of Staff will examine how leaders operate under pressure, manage competing priorities, communicate intent, and exercise command responsibility in moments of uncertainty—core competencies directly relevant to their roles as principal advisors and managers of congressional offices.

The Battle of Gettysburg serves as a rigorous historical leadership case study due to the scale and speed of decision-making, rapidly changing conditions, and the interaction among military leaders, civilian leadership, and institutional constraints. Historical analysis is used solely as an educational framework and is intentionally paired with contemporary leadership concepts, peer discussion, and guided reflection tailored to the professional responsibilities of House Chiefs of Staff.

Each session is facilitated by a licensed battlefield guide and leadership facilitator to ensure that the historical context directly informs modern congressional leadership practices and office management. Participants will leave with practical, job-relevant insights into leading teams, advising Members of Congress, and managing complex situations.

#### Friday, April 24, 2026

- 7:30–9:30 a.m. Bus departure. Check-in for buses outside Capitol Hill Club, First & C Streets, SE (Across from South Capitol Metro). Boxed breakfast provided at departure. Brief educational programming related to the Gettysburg leadership case study will be conducted during transit. *(Final boarding details will be confirmed in advance)*
- 9:30–10:00 a.m. Bus arrival at Lutheran Theological Seminary Refectory (148 Seminary Ridge, Gettysburg PA 17325). Program orientation and introductions. Light

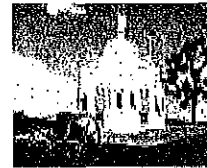
# Pew



breakfast, fruit, pastries, coffee, and tea provided during the opening session.

- 10:00–10:10 a.m. On-field Leadership Program begins, led by licensed battlefield guide and facilitator.
- 10:10–10:50 a.m. Stop 1: McPherson's Ridge. Facilitated discussion will provide historical context for the events at this site and guide participants through case-based discussions on leadership challenges, such as decision-making with incomplete information and delegating responsibilities under time pressure. The discussion will draw work-relevant parallels to managing congressional office operations during fast-moving or uncertain situations.
- 10:50–11:25 a.m. Stop 2: Oak Hill. Facilitated discussion will provide historical context for the events at this site and guide participants through case-based discussions on leadership challenges, such as decision-making with incomplete information and delegating responsibilities under time pressure. The discussion will draw work-relevant parallels to managing congressional office operations during fast-moving or uncertain situations.
- 11:25–12:45 p.m. Stop 3: Seminary Ridge. Facilitated discussion will provide historical context for the events at this site and guide participants through case-based discussions on leadership challenges, such as decision-making with incomplete information and delegating responsibilities under time pressure. The discussion will draw work-relevant parallels to managing congressional office operations during fast-moving or uncertain situations.
- 12: 45–1:30 p.m. Working lunch with facilitated discussion (catered buffet) at the Refectory (148 Seminary Ridge, Gettysburg PA 17325).
- 1:30–1:45 p.m. Battlefield Program continues with travel to next stop.
- 1:45–2:25 p.m. Stop 4: The Peach Orchard. Facilitated discussion will provide historical context for the events at this site and guide participants through case-based discussions on leadership challenges, such as decision-making with incomplete information and delegating responsibilities under time pressure. The discussion will draw work-relevant parallels to managing congressional office operations during fast-moving or uncertain situations.
- 2:25–2:35 p.m. Stop 5: Little Round Top. Facilitated discussion will provide historical context for the events at this site and guide participants through case-based

# Pew



- discussions on leadership challenges, such as decision-making with incomplete information and delegating responsibilities under time pressure. The discussion will draw work-relevant parallels to managing congressional office operations during fast-moving or uncertain situations.
- 2:35–3:10 p.m. Stop 6: Cemetery Ridge (tentative). Facilitated discussion will provide historical context for the events at this site and guide participants through case-based discussions on leadership challenges, such as decision-making with incomplete information and delegating responsibilities under time pressure. The discussion will draw work-relevant parallels to managing congressional office operations during fast-moving or uncertain situations.
- 3:10–3:45 p.m. Stop 7: The Angle (tentative). Facilitated discussion will provide historical context for the events at this site and guide participants through case-based discussions on leadership challenges, such as decision-making with incomplete information and delegating responsibilities under time pressure. The discussion will draw work-relevant parallels to managing congressional office operations during fast-moving or uncertain situations.
- 3:45–4:00 p.m. Bus transportation to Wyndham Gettysburg Hotel & Conference Center (95 Presidential Circle, Gettysburg PA 17325).
- 4:00–4:45 p.m. Program debrief inside Wyndham Salon F. Facilitated discussion connecting the day's case studies to managing teams, advising principals, and crisis decision-making in congressional offices and operations.
- 4:45–6:15 p.m. Hotel check-in
- 6:15–6:30 p.m. Transportation to Gettysburg National Military Park Museum, 1195 Baltimore Pike Gettysburg, PA 17325.
- 6:30–7:00 p.m. Working reception with facilitated discussion. Retired Lieutenant General and Professor Benjamin C. Freakley will discuss leadership experiences from his military career. The discussion will focus on decision-making, accountability, and advising senior leaders under pressure.
- 7:00–8:00 p.m. Working dinner at the National Military Park Museum, Gettysburg Exhibit open during dinner, with facilitated discussion prompts connecting historical decision points to modern leadership and management responsibilities.

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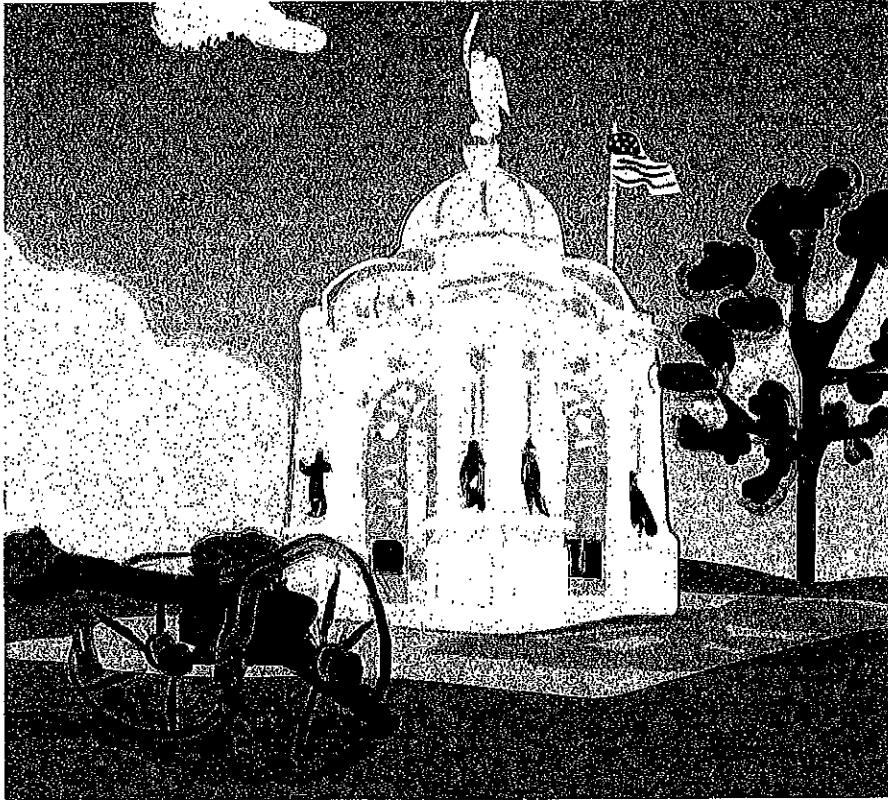
- 8:00–8:30 p.m. Facilitated viewing of the Gettysburg Cyclorama. The cyclorama, painted in 1884, depicts Pickett's Charge and will be used as a visual case study to support facilitated discussion on leadership, communication, and consequences of command decisions.
- 8:30 p.m. Evening programming concludes. Bus transportation returns participants to the hotel.

## Saturday, April 25, 2026

- 8:00–9:30 a.m. Breakfast at hotel.
- 9:30 a.m. Bus departs Gettysburg for D.C.
- 11:00 a.m. Bus returns to First & C Streets, SE (Across from South Capitol Metro).

**Pew**

**Bipartisan Chiefs of Staff Initiative**



The Pew Charitable Trusts invites you and an immediate family member to the:

## House Chiefs of Staff Leadership Conference

April 24-25, 2026  
Gettysburg, Pennsylvania

**REGISTER WITH .GOV EMAIL**

The conference will include a guided tour of key Gettysburg battleground sites and a facilitated viewing of items at the

National Military Park Museum, including the Gettysburg  
Cyclorama and Civil War artifacts.

You can view a copy of the working agenda [here](#).

Expenses for you and your family member are covered by The Pew  
Charitable Trusts, as permitted, excluding alcohol.

**Ethics paperwork:**

[Click here to download your paperwork.](#)

The Committee on Ethics must receive your pre-travel  
paperwork by **March 20, 2026** to ensure processing by the  
legal deadline. You may submit the paperwork to  
[travel.requests@mail.house.gov](mailto:travel.requests@mail.house.gov) or deliver it to 1015  
Longworth.

Since the Committee will bar attendance for staff who submit  
late, we recommend you submit your forms immediately,  
even if you're not sure you'll attend, as there is no penalty if  
you're approved but later decide you can't attend.

We look forward to seeing you in historic Gettysburg this spring!

The Pew Charitable Trusts makes every effort to comply with federal, state, and local government  
ethics rules, including when hosting events. Please make sure that your participation is consistent  
with applicable ethics rules.

This email was sent to [acalbos@pewtrusts.org](mailto:acalbos@pewtrusts.org)

901 E Street NW, Washington, DC 20004-2008

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[Contact](#) | [Privacy](#) | [Unsubscribe](#)

First Name	Last Name	Email
Mark	Spannagel	mark.spannagel@mail.house.gov
Ed	Buckham	ed.buckham@mail.house.gov
Leafaina	Yahn	leafaina.yahn@mail.house.gov
Raven	Reeder	raven.reeder@mail.house.gov
Angeline	Jabbar	angeline.jabbar@mail.house.gov
Marvalette	Hunter	marvalette.hunter@mail.house.gov
Jamie	Robinette	jamie.robinette@mail.house.gov
Elena	Brunk	elena.brunk@mail.house.gov
Sarah	Servin	sarah.servin@mail.house.gov
Alex	Vargo	alex.vargo@mail.house.gov
Marisol	Flores-Aguirre	marisol.flores-aguirre@mail.house.gov
Amy	Emerick Clerkin	amy.emerick@mail.house.gov
Joshua	Jackson	josh.jackson@mail.house.gov
Candace	Person	candace.person@mail.house.gov
Aaron	Linfesty	aaron.linfesty@mail.house.gov
Mike	Casca	mike.casca@mail.house.gov
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