



1ST
QUARTER

January – March 2025

COMMITTEE FOR ECONOMIC DEVELOPMENT
the public policy center of The Conference Board

Impact Report

THE CONFERENCE BOARD



Mission **3**

CED's Approach to Insights & Impact **4**

Trustees **5**

Research & Insights **7**

Impact & Awareness **9**

Signature Events **14**



Watch a Video Message from **David K. Young**,
President, **CEDE**

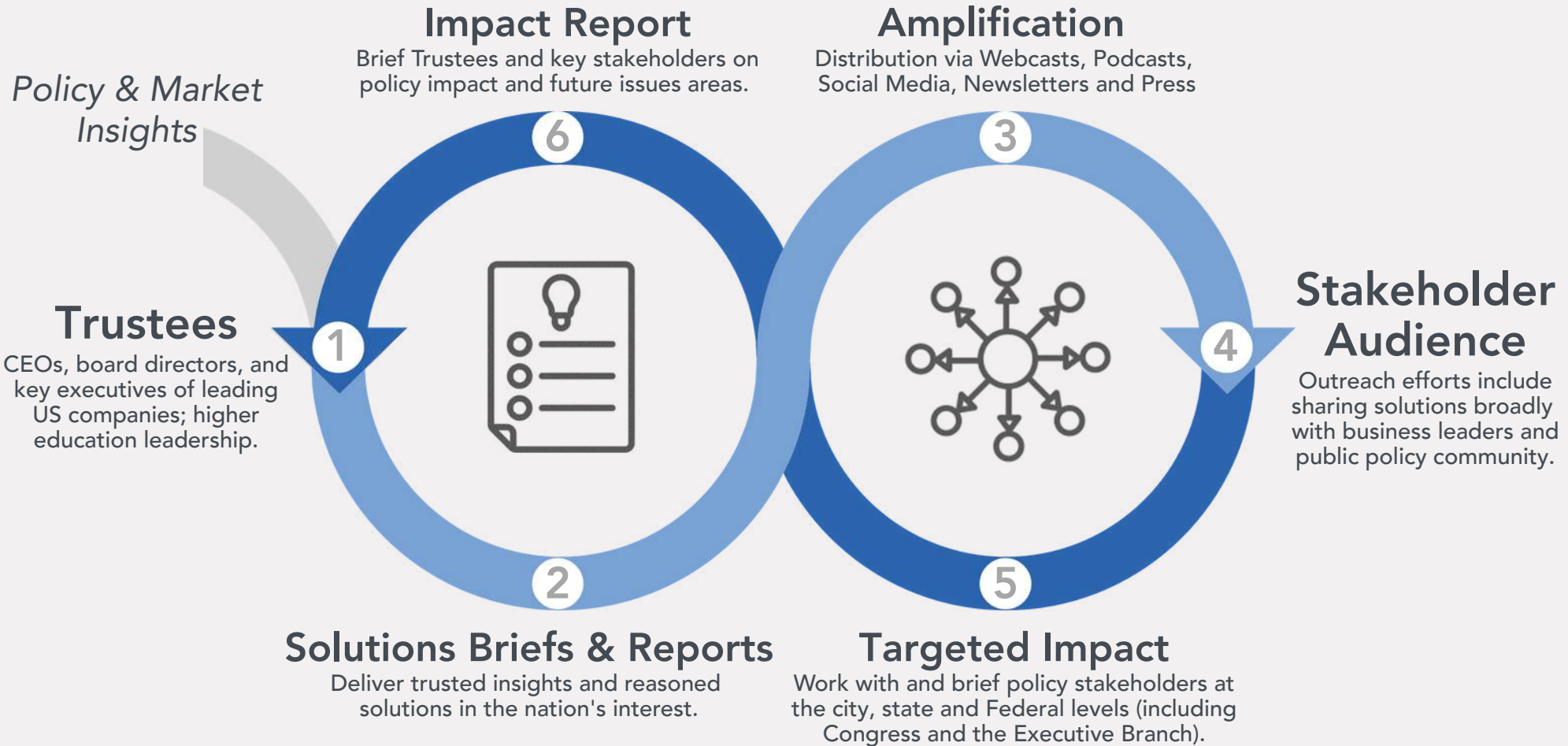
Contents

MISSION

Since its legacy CEO founders in 1942 developed the Marshall Plan for Europe, CED's mission has been to harness the power of business leadership to chart a path forward to a more prosperous economy with equal opportunity for all Americans.



CED'S APPROACH TO INSIGHTS & IMPACT



A group of business professionals in a meeting. A woman with short grey hair and glasses is in the center, gesturing with her hands while speaking. To her left, a woman with long dark hair is also gesturing. To her right, a man in a white shirt and tie is looking towards her. They are seated around a table with papers and a laptop. The background is slightly blurred, showing an office setting.

TRUSTEES

CED Trustees are chief executive officers, board directors, and key executives of leading US companies and of higher education leadership who bring their unique experience to address today's pressing economic and geopolitical policy issues. Collectively they represent 30+ industries, over a trillion dollars in revenue, and more than 4 million employees.

WELCOME NEW TRUSTEES



Tarang Amin
Chairman and CEO
e.l.f. Beauty



Bruce Lowthers
CEO and Executive Director
Paysafe



Jere Morehead
President
University of Georgia



Patrick Swindle
CEO and Executive Director
CoreCivic



Meredith Wilson
President and CEO
Emergent Risk International

RESEARCH & INSIGHTS

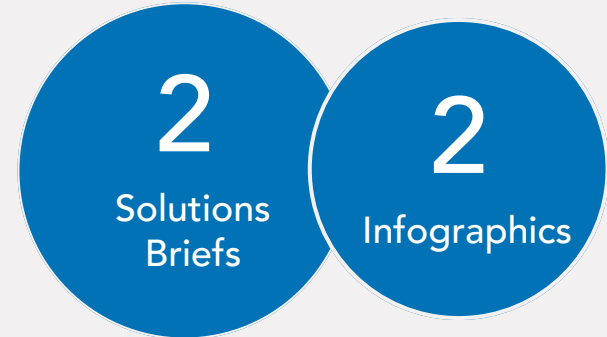
CED's work focuses on major economic and civil challenges, including the clean energy transition, technology and innovation challenges and opportunities, and rebuilding the US labor force through education reform and skills training.

RESEARCH BY THE NUMBERS



CED's Policy Backgrounders provide timely insights on prominent business and economic policy issues facing the nation.

- Greenland
- National Debt & Trade Wars Top of Mind for C-Suite in 2025
- The Panama Canal and US Foreign Policy
- Immigration: Early Actions of the Administration
- Tariffs: Not Yet but Still a Threat
- Regulation: Early Action of the Administration
- Changing US Disaster Relief Funding?
- The Colombia Tariff Episode
- Air Safety: DCA Plane Crash and NTSB Investigation
- National Assessment of Educational Progress 2024 Results
- Recent Actions Remaking the Federal Workforce
- DOGE Access to Federal Payment Systems
- The EU AI Act and the Shifting Global AI Policy Landscape
- House and Senate Budget Resolutions: The Challenge Ahead
- Bird Flu: A New Strategy to Mitigate the Spread of H5N1
- Current Efforts to Redefine Control of the Administrative State
- New US Policy Affects Inbound, Outbound Investment
- Is a US Sovereign Wealth Fund an Appropriate Use of Surpluses?
- Fiscal Policy in the President's Speech to Congress
- Three Years of War in Ukraine--and an Extraordinary Week
- The Future of the CHIPS and Science Act
- The US Crypto Reserve and Other Developments
- US-Ukraine Negotiations and Possible Ceasefire
- Inside Another Last-Minute Deal to Fund the US Government
- Women in STEM: Closing the Gender Gap
- Federal Workforce Reductions – Potential Impacts
- The Administration's View on Impoundment
- China, Taiwan, Japan, and the New Administration



Reforming the Broken Federal Budget Process

This Solutions Brief provides recommendations for Congress to rebuild a predictable and fair annual budget process.

America in Perspective: Policy Priorities in 2025

Based on our annual letters to the President and Congressional Leadership, this Solutions Brief highlights the top policy priorities for the year ahead.



IMPACT & AWARENESS

Our nation requires committed business leadership to meet the challenges of these unprecedented times and support, guide, and advance solutions in the nation's interest.

CED's insights and solutions are shared through extensive national outreach efforts in order to achieve tangible impact.

IMPACT BY THE NUMBERS

37

Total Policymaker Briefings



20 REPUBLICANS



26 HOUSE



13 DEMOCRATS



6 SENATE



4 EXECUTIVE BRANCH

IMPACT BY THE NUMBERS

BRIEFINGS: 2025 Policy Priorities



Office of **Senator Tim Sheehy (R-MT)**
Office of **Rep. Don Bacon (R-NE)**
Office of **Rep. Erin Houchin (R-IN)**
Office of **Rep. David Joyce (R-OH)**
Office of **Rep. Bob Latta (R-OH)**
Office of **Rep. Carol Miller (R-WV)**
Office of **Rep. John Rose (R-TN)**



Office of **Rep. Sheila Cherfilus-McCormick (D-FL)**
Office of **Rep. Judy Chu (D-CA)**
Office of **Rep. Cleo Fields (D-LA)**
Office of **Rep. Seth Magaziner (D-RI)**
Office of **Rep. LaMonica McIver (D-NJ)**
Office of **Rep. Jimmy Panetta (D-CA)**
Office of **Rep. Juan Vargas (D-CA)**
House Committee on Financial Services (D-Minority)



White House Office of Public Liaison



US Department of Labor

BRIEFINGS: Reforming Budget Process



Office of **Senator Ted Budd (R-NC)**
Office of **Senator Mike Crapo (R-ID)**
Office of **Senator Chuck Grassley (R-IA)**
Office of **Senator Eric Schmitt (R-MO)**
Representative Mike Carey (R-OH)
Office of **Rep. Morgan Griffith (R-VA)**
Office of **Rep. Brian Jack (R-GA)**
Office of **Rep. Addison McDowell (R-NC)**
Office of **Rep. Ralph Norman (R-SC)**
Office of **Rep. Lloyd Smucker (R-PA)**
Office of **Rep. Martin Stutzman (R-IN)**



Representative Bobby Scott (D-VA)
Office of **Rep. Ed Case (D-HI)**
Office of **Rep. Greg Landsman (D-OH)**
Office of **Rep. Joe Morelle (D-NY)**



Congressional Budget Office

BRIEFINGS: Child Care Series



Senate Committee on Health, Education, Labor and Pensions (D-Minority)



Montana State Senate Committee on Taxation

BRIEFINGS: Modernizing Health Programs



Representative Greg Murphy (R-NC)
Office of **Rep. Donald Norcross (R-NJ)**
House Committee on the Budget (R-Majority)

AWARENESS BY THE NUMBERS

5 **WEBCASTS** ▶ 1523 Total Registrants



- Economics of Child Care » 259 registrants
- America in Perspective: The First 100 Days » 523 registrants
- Reforming the Broken Federal Budget Process » 237 registrants
- Financial Services—What Next from the New Administration? » 256 registrants
- Are We Educating the Workforce of the Future? » 248 registrants

3 **PODCASTS** ▶ 1337 Total Downloads



- Gaza: Can the World Find a Lasting Solution? » 537 downloads
- CED's David Young on the Risks CEO Are Watching Right Now » 808 downloads
- Trade Wars 101: What Businesses Need to Know » 401 downloads

11 **TRUSTEES BRIEFINGS** ▶ Highlights



- 2025 Policy Priorities (3)
 - » with Rep. John Rose (R-TN)
 - » with Rep. Bobby Scott (D-VA)
 - » with Hailey Borden, White House Office of Liaison
- Priorities for Munich Security Conference in 2025
 - » with Dr. Benedikt Franke

56 **TOTAL MEDIA MENTIONS** ▶ Featured Outlets



BBC

THE WALL STREET JOURNAL

BARRON'S

Schwab
NETWORK



27 **EMAILS/NEWSLETTERS** ▶ 820 Total Opens



19,277 **TOTAL WEBSITE VISITS** ▶

IMPACT & AWARENESS: FOUNDATION GRANT WORK



ADTALEM GLOBAL EDUCATION FOUNDATION

Conducting activities highlighting best practices on how businesses in the healthcare sector can determine skills requirements for their future workforces, collaborate with higher education institutions, healthcare industry leaders and others to improve training curricula, and coordinate efforts to upskill and increase employment opportunities for underserved populations.



JOBS FOR THE FUTURE

As a partner and subgrantee to support the organization's partnership with the Good Jobs Challenge of the U.S. Economic Development Administration (EDA), CED provides technical assistance and subject matter expertise to help regional grantees address and find solutions to workforce challenges.



W.K. KELLOGG FOUNDATION

Produced an update of CED's signature Child Care in State Economies report, providing national and state economic impact data related to the use of the paid child care market, including during and following the COVID-19 pandemic period.



ALLIANCE FOR EARLY SUCCESS

Serving as a national technical assistance provider to support state partner organizations on policy issues such as expanding access to high-quality child care and pre-K; strengthening the early learning workforce and improving compensation; and expanding shared services networks to meet community needs.



PETER G. PETERSON FOUNDATION

Increasing awareness among policymakers and their staffs as well as business leaders about the challenges unsustainable levels of Federal debt pose to our economy and society.

SIGNATURE EVENTS

CED Summits provide an exclusive opportunity for interaction with senior policy officials and experts to discuss and shape public policy solutions in the nation's interest.

CED's Distinguished Leadership Awards Celebration honor outstanding business leaders and their companies who exemplify CED's mission by answering the call for business stewardship, corporate citizenship and demonstrating a strong commitment to public policy in the nation's interest.

UPCOMING SIGNATURE EVENTS

CED BIENNIAL TRUSTEE POLICY SUMMIT: Spring 2025 Navigating Washington ► June 10 - 11, 2025

For more than a quarter century, the CED Distinguished Leadership Awards have been honoring business leaders and their companies who exemplify CED's mission by answering the call for corporate citizenship and demonstrating a strong commitment to public policy in the nation's interests.

As in past years, the Spring Trustee Policy Summit will consist of a series of discussions with CED Trustees and special guests from the Washington business and public policy communities on the most important economic and geopolitical challenges and opportunities facing the nation. Past speakers include Members of Congress, White House and Cabinet Department officials, members of the intelligence community, and private sector leaders.

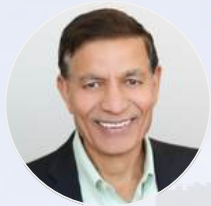
Many thanks to our sponsors:



UPCOMING SIGNATURE EVENTS

CED DISTINGUISHED LEADERSHIP AWARDS CELEBRATION ► October 8, 2025

HONOREES



Jay Chaudhry
CEO, Chairman, and Founder
Zscaler



INTRODUCED BY: Julie Sweet, Chair and CEO, Accenture



Reshma Kewalramani, MD, FASN
CEO and President
Vertex Pharmaceuticals



INTRODUCED BY: Julie Jones, Chair, Ropes & Gray



Joaquin Duato
Chairman and CEO
Johnson & Johnson



INTRODUCED BY: Anne Mulcahy, Former Chairman and CEO,
Xerox Corporation



Jeff Harmening
Chairman and CEO
General Mills



INTRODUCED BY: Richard Olson, Chairman, President and CEO,
The Toro Company



Stephanie Ferris
CEO and President
FIS



INTRODUCED BY: Jeffrey Goldstein, Senior Advisor, Canapi Ventures



Linda Rendle
Chair and CEO
The Clorox Company



INTRODUCED BY: Tarang Amin, Chairman and CEO, e.l.f. Beauty

UPCOMING SIGNATURE EVENTS

CED DISTINGUISHED LEADERSHIP AWARDS CELEBRATION ►

October 8, 2025

A VERY SPECIAL THANK YOU TO OUR SPONSORS

