

1ST QUARTER

January – March 2026

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

# Impact Report

Mission **3**

Policy Impact Priorities **4**

Trustees **5**

Research & Insights **8**

Impact & Awareness **10**

Signature Events **16**

President's Leadership Fund **21**

A faded, light blue-tinted background image of the White House in Washington, D.C., with green trees in the foreground.

# 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 POLICY IMPACT PRIORITIES FOR 2026

## 250 YEARS FORWARD: STRENGTHENING AN AMERICAN FUTURE

As America marks 250 years, the nation faces a pivotal moment. Deep polarization endangers economic strength, democratic trust, and social cohesion. Yet paths forward exist. CED mobilizes business leadership to advance practical, nonpartisan solutions that reconnect and recommit us to the promise of a more united and prosperous future.

Long-term sustainable solutions to these problems require cohesive and robust agreement from leaders in business, government, and society. Central to this promise lie three critical initiatives:

1. **To restore fiscal responsibility.** CED will continue its sustained work on entitlement reform, the federal budget, and improvements to the budget process, engaging both policymakers and the public, as well as assess the broader economic and fiscal implications of tariffs and trade policy.
2. **To renew trust in democracy and free enterprise.** CED will help strengthen civic participation, elevate constructive debate, and promote a clearer public understanding of how democracy and free enterprise depend on one another.
3. **To ensure education and technology build the workforce of tomorrow.** CED will champion an education-and-technology agenda that broadens opportunity, strengthens the middle class, equips the next generation to thrive in a rapidly changing economy, and reinforces the promise of the American dream.

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 smiling. 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.

# TRUSTEES

CED Trustees are chief executive officers, board directors, and key executives of leading US companies and 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

Q1



**Dr. David Callender**  
President and CEO  
Memorial Hermann Health System



**Michelle Peluso**  
Chief Executive Officer  
Revlon



**Martina Cheung**  
President & CEO  
S&P Global



**Pat Tomlinson**  
President and CEO  
Mercer, a Marsh Business



**Julie Jones**  
Chair  
Ropes & Gray LLP



**Rich Whitney**  
Chairman and CEO  
Radiology Partners



**Tim Murphy**  
Senior Managing Director  
Guggenheim Partners, LLC



**David Zwillinger**  
CEO  
DESRI

# CED FELLOWS PROGRAM

The **CED Fellows Program** is an invitation-only, yearlong leadership program for rising executives, offering access to C-suite leaders, exclusive networking, and insights on key economic and geopolitical issues. This unique next-gen leadership experience immerses participants in the world of CED Trustees through private briefings, dynamic discussions, and peer engagement. The 2025–2026 class includes:

**Josh Akbar**

Genworth Financial

**Emily Fontaine**

IBM

**Leann Mester**

Healthpeak Properties, Inc.

**Amit Sedha**

Novolex

**Dawne Bell**

Grand Valley State University

**Rafael Garcia**

Novolex

**Ryan Otter**

Grand Valley State University

**Taylor Sommers**

Northwell Health

**James Burchfield**

Veeam Software  
Management

**Kirti Gavri**

Thrive

**Sarah Palluck**

Novolex

**Kara Starratt**

Paysafe

**Camryn Craig**

Hyundai Motor Company

**Matt Greer**

Sound Physicians

**Christina Peterson**

Google

**Gopitha Tharmalingam**

Veeam Software  
Management

**Mira Dewji**

Seyfarth Shaw

**Mike Harney**

IBM

**Jesse Pignatelli**

Bank of America

**Kathryn Wright**

Kraton

**Brigette Dusack**

Assurant

**Lindsey Kaltenbacher**

Kraton

**Shiva Pillay**

Veeam Software  
Management

**Alexandria Tytus**

DocuSign, Inc.

**Chloe Ellis**

SC Johnson

**Greg Kirstein**

Paysafe

**Amy Rein**

Genworth & CareScout

**Zahra Soonasra**

DocuSign, Inc.

**Foster Ferguson**

Stratasys

**Beth Marlowe**

Quest Diagnostics

**Jean Rho**

Healthpeak Properties, Inc.

For more information about the CED Fellows Program or opportunities to sponsor and support the next generation of business leaders, please contact us at Michelle LaMarche Smith, [MLaMarcheSmith@tcb.org](mailto:MLaMarcheSmith@tcb.org).

# RESEARCH & INSIGHTS

CED's work focuses on major economic and civil challenges that lie at the intersection of business, policies, and society, including fiscal responsibility, technological innovation, energy resilience, reinforcing the US labor force through education transformation, and geopolitics and geoeconomics.

# RESEARCH BY THE NUMBERS



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

## What Next for Venezuela?

AI and the C-Suite: Implications for CEO Strategy in 2026

Uncertainty Top of Mind for CEOs in 2026

Trump v. Cook: Is the Fed Special?

The Outlook for Digital Assets in 2026

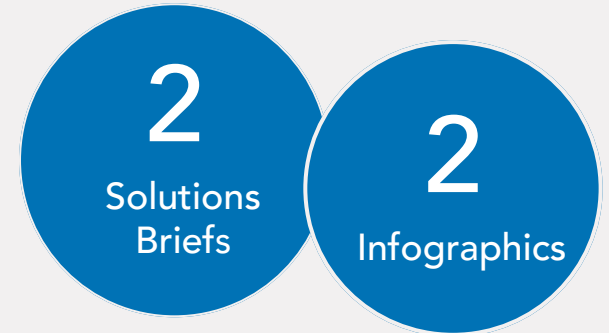
The Global Minimum Tax and the US "side-by-side" Agreement

The US Critical Minerals Ministerial and Industrial Policy

The Court Rules on Tariffs – But What Will Change?

Tariffs Refund Ruling and Next Steps

The Outlook for Immigration Policy



## 250 Years Forward: Strengthening an American Future

This Solutions Brief outlines this year's critical policy challenges and how Washington can meet the moment.

## A Bipartisan Fiscal Commission to Tackle the National Debt

This Solutions Brief calls on Congress to establish a bipartisan fiscal commission composed of Members of Congress.



# 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

**32** Total Policymaker Briefings



**11** REPUBLICANS



**20** HOUSE



**13** DEMOCRATS



**6** SENATE



**6** EXECUTIVE BRANCH

# IMPACT BY THE NUMBERS

## BRIEFINGS: Health Care Landscape



**Representative Russell Fry (R-SC)**  
**Representative Lisa McClain (R-MI)**  
**Representative Carol D. Miller (R-WV)**  
**Representative Greg Steube (R-FL)**



**Subcommittee on Health (House Committee on Ways and Means) (D-Minority)**



**Centers for Medicare and Medicaid Services**



**Health Resources and Services Administration (HRSA)**



**National Institutes of Health (NIH)**

## BRIEFINGS: Science and Tech



**Economic Development Administration (EDA)**

# IMPACT BY THE NUMBERS

## BRIEFINGS: Fiscal Commission



Senator Marsha Blackburn (R-TN)  
Representative Josh Brecheen (R-OK)  
Representative Ken Calvert (R-CA)  
Representative Blake Moore (R-UT)  
Representative John Rose (R-TN)



Senate Committee on the Budget  
(R-Majority)



House Committee on the Budget  
(R-Majority)



House Committee on Ways and Means  
(R-Majority)



Senate Committee on the Budget  
(D-Minority)



Senate Committee on Appropriations  
(D-Minority)



House Committee on the Budget; House  
Committee on Rules (D-Minority)



Problem Solvers Caucus



Government Accountability Office (GAO)



Senator Maria Cantwell (D-WA)  
Senator Mark Warner (D-VA)  
Representative Cleo Fields (D-LA)  
Representative Adam Gray (D-CA)  
Representative Jim Himes (D-CT)  
Representative Chrissy Houlahan (D-PA)  
Representative Greg Landsman (D-OH)  
Representative Marie Gluesenkamp Perez (D-WA)  
Representative Kristen McDonald Rivet (D-MI)



Centers for Medicare and Medicaid  
Services



Congressional Budget Office (CBO)

# AWARENESS BY THE NUMBERS

**2** **WEBCASTS** ▶ 471 Total Registrants



A Bipartisan Fiscal Commission to Tackle the National Debt » 171 registrants

Geopolitics and Goeconomics—What Lies Ahead for Business? » 300

**3** **PODCASTS** ▶ 1,681 Total Downloads



C-Suite Outlook 2026: Top Priorities for CEOs » 734 downloads

What Could the Fed Look Like Under Kevin Warsh? » 548

Ukraine: Are We Headed for a Frozen Conflict or Bigger War? » 399

**5** **TRUSTEE BRIEFINGS** ▶ Highlights



Navigating Washington: What Lies Ahead for Iran? » with David Young, President, CED, and John Gardner, Head of Public Policy & Research, CED

Navigating the Health Care Landscape in 2026 » with Dr. Jay Bhattacharya, Director, NIH; Acting Director, CDC

2026 Global and North American Economic Outlook » with Dana M. Peterson, Chief Economist, The Conference Board

**18** **TOTAL MEDIA MENTIONS** ▶ Featured Outlets



**27** **EMAILS/NEWSLETTERS** ▶



**8,446** **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.



## 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.

# 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 honors 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.

## Q1 EVENTS

### 2026: A YEAR IN PREVIEW ► January 27–28, 2026 | NYC

**2026: A Year in Preview** is an exclusive, annual gathering of CEOs and C-Suite thought leaders for peer-to-peer discussions and mobilization for the year (or two) ahead.

2026 will be a year of reckoning for CEOs. Economic uncertainty, regulatory scrutiny, geopolitical tensions, and AI-driven business models are reshaping competitive landscapes at a pace few predicted. What will it take to lead successfully in this era of high-stakes transformation?

This was a dynamic and essential strategy session for those leaders who want to be ahead of what's coming. With an agenda fueled by data and insights from The Conference Board's 27th annual C-Suite Outlook, attendees dove into everything from AI's next frontier to the realities of workforce reinvention, from capital market shifts to the hard choices that CEOs will have to make on sustainability, trust, and security.



## Q1 EVENTS

### HEALTH CARE WORKFORCE POLICY SUMMIT ►

March 25, 2026 | NYC

This invitation-only program focused on how business-led collaboration can help bolster the health care workforce, support frontline teams, and harness innovation—especially AI and digital tools—in a responsible way that improves access, quality, and sustainability.

The event featured a keynote conversation on the future of the health workforce; a fireside chat on innovation, education, and workforce readiness; and moderated discussions with leaders from health systems, employers, educators, and technology and data innovators.



#### Key themes included:

- The fast-changing intersection of public policy and health care sector innovation
- Building a resilient health care workforce and talent pipeline
- Technology, AI, and the future of practice—supporting clinicians and allied professionals to work at the top of their license

## 2026 EVENTS | SAVE THE DATE

**CED BIENNIAL TRUSTEE POLICY SUMMIT: Spring 2026** ➤

June 9–10, 2026 | Washington, DC

**CED DISTINGUISHED LEADERSHIP AWARDS CELEBRATION** ➤

October 21, 2026 | NYC

**CED BIENNIAL TRUSTEE POLICY SUMMIT: Fall 2026** ➤

November 12, 2026 | NYC/Hybrid

# 2026 EVENTS

## CED DISTINGUISHED LEADERSHIP AWARDS CELEBRATION ► October 21, 2026

### HONOREES



**Janet Truncale**  
EY Global Chair and CEO



**Kathleen M. Mazzarella**  
Chairman, President, and CEO  
Graybar



**Kristin Peck**  
CEO  
Zoetis



**Vincent J. Delie Jr.**  
Chairman, President, and CEO  
F.N.B. Corporation and First  
National Bank



**José Muñoz**  
President and CEO  
Hyundai Motor Company



# THE PRESIDENT'S LEADERSHIP FUND

In moments of challenge and opportunity, CED has always risen to meet the moment—because of leaders like you. Your steadfast commitment fuels everything we do, and we're deeply grateful for your continued support.

We relaunched the **CED President's Leadership Fund**—not to simply maintain momentum, but to accelerate it. This annual initiative is critical to expanding CED's influence, elevating our policy voice, deepening the Trustee experience, and elevating our leadership programs.

## What Your Support Makes Possible

- **Policy Impact:** Advancing nonpartisan solutions to the nation's most pressing challenges.
- **Leadership Initiatives:** Empowering today's and tomorrow's leaders with knowledge, networks, and opportunities to lead boldly.
- **Convenings & Collaboration:** Creating opportunities where leaders connect, exchange ideas, and work together to turn solutions into action.

## To donate, please contact:

Michelle LaMarche Smith

Email: [MLaMarcheSmith@tcb.org](mailto:MLaMarcheSmith@tcb.org)

## About Your Contribution

The Committee for Economic Development of The Conference Board (CED) is a 501(c)(3) nonprofit organization. Your tax-deductible contribution directly supports our ability to deliver trusted insights, independent research, and leadership programs that shape the nation's future.