

3RD QUARTER

July – September 2026

THE CEO CENTER

the public policy center of The Conference Board

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MISSION

Since its legacy CEO founders in 1942 developed the Marshall Plan for Europe, The CEO Center'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.

THE CEO CENTER'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. The CEO Center 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.** The CEO Center 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.** The CEO Center 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.** The CEO Center 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 photograph of three 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 listening. To her right, a man with short dark hair is also listening. They are all seated at a table with papers and a white cup. The image has a dark blue overlay.

MEMBERS

Members of The CEO Center 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 MEMBERS



Michael Carter

Executive Vice President & Chief
Partner Officer
Truist Financial Corporation



Ellen Granberg

President
George Washington University



Marlon Smith

Managing Director,
Public Infrastructure and
Communications
JLC Infrastructure

THE CEO CENTER FELLOWS PROGRAM

The [The CEO Center 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 The CEO Center Membership 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 CEO Center Fellows Program or opportunities to sponsor and support the next generation of business leaders, please contact us at Michelle LaMarche Smith, MLaMarcheSmith@tcb.org.

RESEARCH & INSIGHTS

The CEO Center'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

19

Policy
Backgrounders

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

Critical Minerals: Impact of Export Regulations

Geopolitics and the World Cup: Why It Matters for Business

Making Predictions Is Hard, Especially About the Future—Or It Used to Be

Proposed Section 338 Tariffs on Canada

Forced Labor Tariffs—and More to Come?

House Budget Resolution Forecasts Higher Debt

A Geopolitical August

Administration Advances New Model for Federal Research

Congress Moves Closer to Avoiding Government Shutdown

Tariff Refunds Update

Administration Allows Private Sector to Battle Foreign Cybercrime

New Food Safety Rules – and the Administration's Regulatory Policy

International Students and the US Talent Pipeline

US-Canada Trade War

Rising AI Opposition: Issues for Firms

El Niño Reshapes Global Agricultural Markets

Move Fast and Pause Things: An Inflection Point for AI Policy

Possible Higher Tariffs Under Sanctions Bill

H-1B Restrictions and Employer Enforcement: Recent Developments

2

Solutions
Briefs

2

Infographics

How the National Debt Affects All Generations of Americans

This Solutions Brief outlines how rising debt and deficits can drive up borrowing costs, constrain economic opportunity, and weaken financial security for Americans at every stage of life.

AI and the Labor Force: Scenarios for Stakeholders

This Solutions Brief examines how the technology could reshape the US labor force and what leaders can do now to prepare.

19

Policy Alerts

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.

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

IMPACT BY THE NUMBERS

61

Total Policymaker Briefings



29 REPUBLICANS



36 HOUSE



21 DEMOCRATS



12 SENATE



2 EXECUTIVE BRANCH

IMPACT BY THE NUMBERS

BRIEFINGS: Debt Scenarios



Senator Jon Husted (R-OH)
Senator Pete Ricketts (R-NE)
Senator Tim Scott (R-SC)
Representative Stephanie Bice (R-OK)
Representative Ken Calvert (R-CA)
Representative Michael Cloud (R-TX)
Representative Bill Huizenga (R-MI)
Representative Blake Moore (R-UT)
Representative Lloyd Smucker (R-PA)



Senator Michael Bennet (D-CO)
Senator Maria Cantwell (D-WA)
Senator Lisa Blunt Rochester (D-DE)
Representative Josh Gottheimer (D-NJ)
Representative Steven Horsford (D-NV)
Representative Steny Hoyer (D-MD)
Representative Ilhan Omar (D-MN)
Representative Brittany Pettersen (D-CO)



House Budget Committee (R-Majority)



House Committee on Financial Services
(D-Minority)



Joint Economic Committee



Problem Solvers Caucus



Senate Committee on Finance



Government Accountability Office (GAO)

IMPACT BY THE NUMBERS

BRIEFINGS: AI Workforce



Senator Tim Scott (R-SC)
Senator Tim Sheehy (R-MT)
Representative Jake Ellzey (R-TX)
Representative Vince Fong (R-CA)
Representative Russ Fulcher (R-ID)
Representative Ryan Mackenzie (R-PA)
Representative Pete Stuber (R-MN)
Representative Matt Van Epps (R-TN)
Representative Roger Williams (R-TX)
Representative Joe Wilson (R-SC)
Representative Bob Latta (R-OH)



Senator Cory Booker (D-NJ)
Representative Suzan DelBene (D-WA)
Representative Bill Foster (D-IL)
Representative Josh Harder (D-CA)
Representative Christian Menefee (D-TX)
Representative Johnny Olszewski (D-MD)
Representative Mark Takano (D-CA)
Representative Paul Tonko (D-NY)
Representative Suhas Subramanyam (D-VA)
Representative Frederica Wilson (D-FL)



Senate HELP Committee (R-Majority)



House Education and Workforce Committee (R-Majority)



House Small Business Committee (D-Minority)



House Science Committee, Research & Technology Subcommittee

IMPACT BY THE NUMBERS

BRIEFINGS: Health Care Workforce



Representative Michael Baumgartner (R-WA)
Representative Neal Dunn (R-FL)
Representative Virginia Foxx (R-NC)
Representative Andy Harris (R-MD)



Senator Andy Kim (D-NJ)
Senator Martin Heinrich (D-NM)
Representative Greg Landsman (D-OH)



Centers for Medicare and Medicaid Services (CMS)

BRIEFINGS: Stable Democracy



Oregon Secretary of State



Oregon Attorney General Dan Rayfield



Oregon Business & Industry



KERA



Society for Human Resource Management (SHRM)

BRIEFINGS: Prediction Markets



Representative Blake Moore (R-UT)

AWARENESS BY THE NUMBERS

2 **WEBCASTS** ➤ 722 Total Registrants



8 YTD

Why Should Americans Care About the National Debt
» 264 registrants

Preparing America's Workforce for the AI Era » 458

7 **MEMBER BRIEFINGS** ➤
Highlights



16 YTD

How AI is Changing Business and the College-to-Career Pipeline
» with Stefano Puntoni, Co-Director of Human-AI Research, University of Pennsylvania Wharton School

Supreme Court Review and Preview: Implications for Business
» Amy Howe, Founder & Reporter, SCOTUSBlog

Political Polarization and the Role of Business
» with Georgia Levenson Keohane, CEO, Soros Economic Development Fund

30 **EMAILS/NEWSLETTERS** ➤



83 YTD

9 **PODCASTS** ➤ x Total Downloads



14 YTD

America at 250: Compromise for the Common Good » 292 downloads

America at 250: What's Next for Civic Responsibility » 254

America at 250: Can Americans Still Compromise? » 258

Why Prediction Markets Matter for Business Intelligence » 236

From Small Bank to Regional Powerhouse: FNB's Playbook » 273

How CEOs Lead Through Uncertainty: Zoetis CEO Kristin Peck » 295

Why AI Alone Won't Fix Health Care Staffing: Covista CEO Steve Beard » 193

Why Empathy Is a CEO's Strategic Advantage: Terumo CEO Antoinette Gawin » 189

Leading for the Next Generation: Graybar CEO Kathy Mazzarella » 231

201 **TOTAL MEDIA MENTIONS** ➤
Featured Outlets



254 YTD



7,956 **TOTAL WEBSITE VISITS** ➤



25,284 YTD

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), The CEO Center 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

The CEO Center 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.

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

2026 EVENTS | SAVE THE DATE

DISTINGUISHED LEADERSHIP AWARDS CELEBRATION ➤

October 21, 2026 | NYC

POLICY SUMMIT: Fall 2026 ➤

November 12, 2026 | NYC/Hybrid

2026 EVENTS

DISTINGUISHED LEADERSHIP AWARDS CELEBRATION ►

October 21, 2026

HONOREES



Janet Truncale
EY Global Chair and CEO



Kristin Peck
CEO
Zoetis



Kathleen M. Mazzarella
Chairman, President, and CEO
Graybar



George Kurian
CEO
NetApp



Antoinette Gawin
President and CEO
Terumo Blood and Cell Technologies



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



2026 EVENTS

BIANNUAL POLICY SUMMIT: Fall 2026 ➤

November 12, 2026

Policy decisions in Washington, D.C. are reshaping how businesses compete, invest, and grow. The CEO Center at The Conference Board's Fall Policy Summit brings together CEOs, senior business leaders, policymakers, and leading experts for candid conversations on the policy, economic, and political forces affecting business.

Discussions will explore what the changing environment means for business strategy and leadership, helping executives anticipate change, manage uncertainty, and prepare for the decisions ahead.



Chris Christie

Manager Member
Christie 55 Solutions LLC
former Governor of New Jersey



Phil Friedman

Executive Chairman
Computer Generated
Solutions, Inc.



Marc Rowan

Co-Founder, CEO, and Chair
Apollo Global Fund
Management



Dr. David Callender

President & CEO
Memorial Hermann Health
System



Dr. Melissa Flagg

Executive Director
GThe Andrew W. Marshall
Foundation



Pat Tomlinson

President & CEO
Mercer



David Finkelstein

CEO & Co-Chief Investment
Officer
Annaly



Greg Ip

Chief Economics
Commentator
The Wall Street Journal



Dr. Pamela Whitten

President
Indiana University



Dr. Don Levy

Director
Siena College Research
Institute

THE PRESIDENT'S LEADERSHIP FUND

In moments of challenge and opportunity, The CEO Center 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 **President's Leadership Fund**—not to simply maintain momentum, but to accelerate it. This annual initiative is critical to expanding The CEO Center's influence, elevating our policy voice, deepening the Member 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

About Your Contribution

The Conference Board 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.