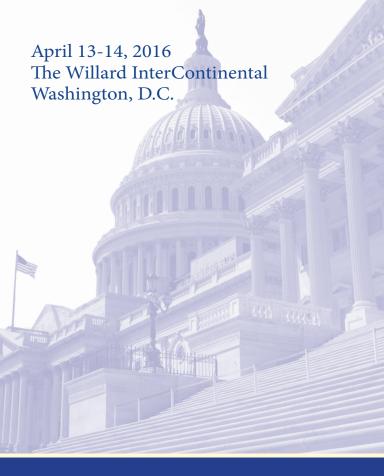


Spring Policy Conference



GOOD YEAR

Goodyear is one of the world's largest tire companies. It develops, manufactures, markets and distributes tires for most applications, and manufactures and markets rubber-related chemicals for various applications. A Fortune 150 company, Goodyear employs approximately 67,000 people and manufactures products in 49 facilities in 22 countries. Its business is composed of three operating segments representing regional tire businesses: Americas (North America and Latin America); Europe, Middle East and Africa (EMEA); and Asia Pacific. Goodyear has been recognized by Fortune magazine as one of the world's most admired companies in the motor vehicle parts sector.



Founded 150 years ago in 1866, The Sherwin-Williams Company is a global leader in the manufacture, development, distribution, and sale of coatings and related products to professional, industrial, commercial, and retail customers. With 47,000 associates and \$11.3 billion in sales, S-W is the USA's #1 paint and coatings company; #3 in the world. The company manufactures products under well-known brands such as Sherwin-Williams*, HGTV HOME* by Sherwin-Williams, Dutch Boy*, Krylon*, Minwax*, Thompson's* Water Seal*, Ronseal**, Sayerlack*, Euronavy*, Altax™ and many more.





Across its 75-plus year history, first as small test-prep pioneer and then an early online education leader and now a global education provider, Kaplan has been recognized for expanding educational access and using technology and learning science innovations to continually improve outcomes for its students and partners. Today, Kaplan serves over 1.2 million students globally each year through its array of higher education, test preparation, professional education, English-language training, and university preparation, and offerings to individuals, institutions, and businesses. This includes regionally accredited Kaplan University, which offers over 180 programs in areas such as business, information technology, social and behavioral sciences, health sciences, and legal studies. Keenly focused on improving student outcomes, Kaplan University continues to develop its new competency-based modularized curricular model, where students are able to get more credit for their previous learning knowledge and skills gained at school, work or through trainingenabling them to earn a degree more quickly and at a lower cost.



In the 25 years since its founding, the McKinsey Global Institute (MGI) has sought to develop a deeper understanding of the evolving global economy. As the business and economics research arm of McKinsey & Company, MGI aims to provide leaders in the commercial, public, and social sectors with the facts and insights on which to base management and policy decisions.

McKinsey&Company

McKinsey & Company is a global management consulting firm that serves leading businesses, governments, non-governmental organizations, and not-for-profits. McKinsey helps clients make lasting improvements to their performance and realize their most important goals. Over nearly a century, McKinsey has built a firm uniquely equipped to this task.



The Dow Chemical Company combines the power of science and technology to passionately innovate what is essential to human progress. The Company is driving innovations that extract value from material, polymer, chemical and biological science to help address many of the world's most challenging problems such as the need for clean water, clean energy generation and conservation, and increasing agricultural productivity. Dow's integrated, marketdriven, industry-leading portfolio of specialty chemical, advanced materials, agrosciences and plastics businesses delivers a broad range of technology-based products and solutions to customers in approximately 180 countries and in high-growth sectors such as construction, infrastructure, packaging, electronics, water, coatings and agriculture. In 2015, Dow had annual sales of nearly \$49 billion and employed approximately 49,500 people worldwide. The Company's more than 6,000 product families are manufactured at 179 sites in 35 countries across the globe. More information about Dow can be found at www.dow.com.



EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services EY delivers helps to build trust and confidence in the capital markets and in economies over the world. EY develops outstanding leaders who team to deliver on promises to all of EY's stakeholders. In so doing, EY plays a critical role in building a better working world for EY's people, clients, and communities. EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about EY, please visit ey.com.



KAUFFMAN Foundation

The Ewing Marion Kauffman Foundation is a private, nonpartisan foundation that aims to foster economic independence by advancing educational achievement and entrepreneurial success. Founded by late entrepreneur and philanthropist Ewing Marion Kauffman, the Foundation is based in Kansas City, Mo., and has approximately \$2 billion in assets. For more information, visit www.kauffman.org, and follow the Foundation on www.twitter. com/kauffmanfdn and www.facebook.com/kauffmanfdn.



The National Association for Stock Car Auto Racing, Inc. (NASCAR) is the sanctioning body for the No. 1 form of motorsports in the United States. NASCAR consists of three national series (the NASCAR Sprint Cup Series™, NASCAR XFINITY Series™, and NASCAR Camping World Truck Series™), four regional series, one local grassroots series and three international series. The International Motor Sports Association™ (IMSA®) governs the IMSA WeatherTech SportsCar Championship™, the premier U.S. sports car series. Based in Daytona Beach, Fla., with offices in eight cities across North America, NASCAR sanctions more than 1,200 races in more than 30 U.S. states, Canada, Mexico and Europe.

facebook

Founded in 2004, Facebook's mission is to give people the power to share and make the world more open and connected. Every day, people go to Facebook to share their stories, see the world through the eyes of others and connect with friends and causes. The conversations that happen on Facebook reflect the diversity of a community of more than 1.5 billion people worldwide. That community is using Facebook to do extraordinary things such as donating to causes important to them, helping to find missing children, and promoting civic engagement.



Duke Energy is one of the largest electric power holding companies in the United States. Its regulated utility operations serve approximately 7.4 million electric customers located in six states in the Southeast and Midwest, representing a population of approximately 24 million people. Duke Energy's Commercial Portfolio and International business segments own and operate diverse power generation assets in North America and Latin America, including a growing portfolio of renewable energy assets in the United States. Headquartered in Charlotte, N.C., Duke Energy is a Fortune 125 company traded on the New York Stock Exchange under the symbol DUK. More information about the company is available at duke-energy.com.



The National Association of Manufacturers (NAM) is the voice for the 12 million men and women who make things in America. For 121 years, NAM's influential association has led the manufacturing community in striving for a pro-business, pro-growth economy. As Washington has grown more aggressive in advancing policies that hurt manufacturers' competitiveness, the NAM has become more aggressive in pushing back. The NAM unites manufacturers of all sizes on issues that matter. NAM works with allies to make sensible policies a reality.



Thank You to All of Our Partners































Knowledge Partner
McKinsey&Company

Agenda

Wednesday, April 13, 2016

11:30 am Peacock Alley Registration

12:00 pm Willard Room Luncheon: Economic Inequality

and Opportunity: Why Business Should Care

What is creating acute inequality, how is it affecting economic growth, and what are potential solutions to reduce the gap?

1:45 pm Willard Room Implications of Investing in High-Quality Early Learning

How high-quality early education programs lay the building blocks for a top-tier workforce and economy.

3:00 pm Willard Room Expanding Connectivity:
The Importance of Internet Access

Examining America's role in ensuring the internet remains globally accessible for robust, free-flowing commerce.

4:15 pm Willard Room Immigration Trends and the Future of the U.S. Workforce

A look past the partisan politics of immigration, focusing on the latest research on how immigration influences labor markets and what business has to say.

5:30 pm Crystal Room Cocktail Reception

6:30 pm Willard Room Leadership in the Nation's Interest Award Dinner

Honoring Richard J. Kramer Chairman, President & CEO The Goodyear Tire & Rubber Company



Agenda

Thursday, April 14, 2016

8:00 am

Breakfast:

Willard Room

Keynote Remarks by The Honorable Bob Corker

Chairman, U.S. Senate Committee on

Foreign Relations

8:45 am
Willard Room

Economic Benefits of Sustainable Energy Policies and Practices

How can the U.S. harness advances in energy while balancing environmental priorities and sustained economic growth?

10:00 am Willard Room Corporate Short-Termism: U.S. Stewardship for Long-Term Value Creation How companies can manage long-term

How companies can manage long-term objectives amid increased pressure to deliver short-term gains.

11:00 am Willard Room **Examining the 2016 Elections**

How is the presidential and congressional landscape shaping up for the 2016

election cycle?

12:15 pm Willard Room Luncheon:

Business and Higher Education Partnerships: Skilling the Workforce

How business and higher education can partner to create economic prosperity by cultivating a strong workforce.

3M

Abbott

Accenture

Lawrence D. Ackman

Linda Addison
Norton Rose Fulbright

Aetna, Inc.

Alliance for Early Success

American Securities LLC

Michael G. Archbold GNC Holdings, Inc.

Tom Armstrong

Duer Carolina Coil, Inc.

Ian Arnof
Arnof Family Foundation

Paul Atkins
Patomak Global Partners

AT&T

Avaya Inc.

Bank of America

Bernard C. Bailey *Authentix*

George S. Barrett Cardinal Health

Anthony Barrueta Kaiser Foundation Health Plan, Inc

Bruce Batkin Terra Capital Partners

Lydia Beebe Chevron (Ret.)

Belk, Inc.

Peter A. Benoliel

Quaker Chemical Corporation
(Ret.)

Nomi Bergman Bright House Networks Best Buy Co., Inc.

Andrea Bierce
Gupton Marrs

Bill & Melinda Gates Foundation

Shideh Bina Insigniam

Bloomberg

The Boeing Company

The Boston Celtics

James Brady Grant Thornton LLP

Angela Braly
The Braly Group, LLC

Sean R.H. Bratches ESPN

William A. Brewer III Bickel & Brewer

Beth Brooke-Marciniak *EY*

The Brookings Institution

Neri Bukspan EY

Dave Burwick
Peet's Coffee & Tea

Michael M. Byram *University of Colorado Foundation*(Ret.)

Carl T. Camden
Kelly Services, Inc.

Gregory Cappelli
The Apollo Education Group, Inc.

Carnegie Corporation of New York

Campbell Soup Company

Carlson Companies Inc.

Teresa Carlson

Amazon Web Services

Carolinas HealthCare System



John Castellani *PhRMA (Ret.)*

Michael Chesser Great Plains Energy, Inc. (Ret.)

Chubb Group of Insurance Companies

David Chun Equilar, Inc.

Cigna Corporation

Douglas R. Conant Conant Leadership

W. Bowman Cutter
The Roosevelt Institute

CVS Health

Alan M. Dachs Fremont Group

Julie Hembrock Daum Spencer Stuart

Debevoise & Plimpton LLP

Democracy Fund

Michelle Dennedy Cisco Systems

DIRECTV

William H. Donaldson Donaldson Enterprises

Robert H. Dugger Hanover Provident Capital LLC

Duke Energy Corporation

Jeffrey D. Dunn Sesame Workshop

Wade Dyke Kaplan, Inc.

Edgerley Family Foundation

Janice Ellig

Chadick Ellig

Evolving Strategies

Ewing Marion Kauffman Foundation

Facebook

Fast Switch

Roger W. Ferguson, Jr. *TIAA*

Robin A. Ferracone Farient Advisors

Andreas Fibig
International Flavors & Fragrances

Itzhak Fisher
Pereg Ventures

Howard Fluhr
The Segal Group

Margaret "Peggy" Foran Prudential Financial

Ford Foundation

Henrietta H. Fore *Holsman International*

Barbara Hackman Franklin Barbara Franklin Enterprises

Susan Fuhrman Teachers College, Columbia University

Daniel Fulton Weyerhaeuser (Ret.)

Troy Gayeski SkyBridge Capital

General Atlantic LLC

E. Gordon Gee
West Virginia University

General Electric Company

Raymond V. Gilmartin Merck & Co., Inc. (Ret.)

Sean Glass Advantia Health

Alfred G. Goldstein AG Associates

Timothy Goodell Hess Corporation

Goodwin Procter LLP

Bill Goodwyn

Discovery Education

Patrick W. Gross
The Lovell Group

Kathy Hopinkah Hannan KPMG LLP

HBO

Paul Haskin

CBRE Group

Hollis Hart Citi (Ret.)

Heidrick & Struggles

Ben W. Heineman, Jr. *Harvard University*

Henry Schein, Inc.

Bradford Hewitt
Thrivent Financial for Lutherans

Jack Hockema
Kaiser Aluminum Corporation

The Home Depot, Inc.

Honeywell International Inc.

Lisa Hook Neustar

Lloyd W. Howell, Jr. Booz Allen Hamilton

R. Glenn Hubbard Columbia University

Linda Hudson
The Cardea Group

Hutchins Family Foundation

Independent Women's Forum

Ingredion Inc.

International Paper Company

Jeremy M. Jacobs, Jr.

Delaware North Companies, Inc.

Louis Jacobs

Delaware North Companies, Inc.

Larry Jensen
Cushman & Wakefield/
Commercial Advisors

Jeffrey Joerres ManpowerGroup

Pramod John *Oration*

John Johns *Protective Life Corporation*

Blair Jones Semler Brossy Consulting Group, LLC

D. Bryan Jordan
First Horizon National Corp.

Pres Kabacoff
HRI Properties

Laura Karet Giant Eagle, Inc.

Joseph E. Kasputys

Economic Ventures LLC

The Chris and Susan Kearney Foundation

Brian Kelley Keurig Green Mountain

Karen Keogh

JPMorgan Chase & Co.

Theo Killion

Zale Corp (Ret.)

Henry A. Kissinger

Ronald Klein

Holland & Knight

Harry M. Jansen Kraemer, Jr.

Richard J. Kramer
The Goodyear Tire & Rubber
Company



Robert J. Kueppers

Deloitte LLP (Ret.)

Toshi "TJ" Kumakura Suntory Holdings Limited

Thomas Lamb

PNC Financial Services Group,
Inc.

David Langstaff Argotyche, Inc.

Greg Lau
RSR Partners

James A. Lawrence Great North Star

The LEGO Group

Dawn Lepore drugstore.com, Inc. (Ret.)

Lexmark International, Inc.

Stephen J. Luczo Seagate Technology

Lumina Foundation

John D. and Catherine T. MacArthur Foundation

Bruce K. MacLaury
The Brookings Institution (Ret.)

Tom Maddison

Xerox Corporation (Ret.)

Thomas Marra *Symetra*

T. Allan McArtor *Airbus Americas, Inc.*

Daniel McCarthy
Frontier Communications

Martha McGarry Skadden, Arps, Slate, Meagher & Flom LLP

McGraw Hill Financial

Thomas McInerney Genworth Financial McKinsey & Company

Meijer, Inc.

Robert W. Mendenhall Western Governors University

Lenny Mendonca McKinsey & Company (Ret.)

Steve Messinger ECG Management Consultants

MetLife

Manuel de Miranda Egon Zehnder

Ken Moelis Moelis & Company

Moglia Family Foundation

Paul M. Montrone Liberty Lane Partners

Nicholas G. Moore

Bechtel Group, Inc. (Ret.)

Brian A. Murdock Strategic Investment Group

Joel N. Myers AccuWeather

NASCAR

NASDAQ

Jennifer Nason JPMorgan Chase & Co.

National Association of Manufacturers

Thomas C. Nelson
National Gypsum Company

NewYork-Presbyterian Hospital

Takeshi Niinami Suntory Holdings Limited

Laurie Nordquist Wells Fargo & Co.

Justus O'Brien
Russell Reynolds Associates
As of March 25, 2016

Ronald P. O'Hanley
State Street Global Advisors

Hilda Ochoa-Brillembourg Strategic Investment Group

John F. Olson Gibson, Dunn & Crutcher LLP

Steffen Palko XTO Energy, Inc.

Jane Palmieri
The Dow Chemical Company

Carol Parry
Corporate Social Responsibility
Associates

William C. Pate
Equity Group Investments, LLC

Debra Perry Korn Ferry

Gregg Petersmeyer Personal Pathways

Donald K. Peterson Avaya Inc. (Ret.)

Peter G. Peterson Foundation

Todd E. Petzel Offit Capital Advisors LLC

Sally Phipps
Colgate-Palmolive Company

Robert Popovian *Pfizer Inc.*

Glen F. Post, III CenturyLink

Jonas Prising *ManpowerGroup*

The Procter & Gamble Company

Thomas J. Quinlan III RR Donnelley

Matthew Randazzo
National Math + Science Initiative

Renaissance Learning

James Q. Riordan

Michael Robinson

Broadview Networks

Robinson Bradshaw & Hinson, P.A.

Rockefeller Brothers Fund, Inc.

Rockwell Automation

Daniel Rose *Rose Associates, Inc.*

Nathan Rosenberg Insigniam

Landon H. Rowland *Ever Glades Financial (Ret.)*

M. David Rudd
University of Memphis

Patricia F. Russo Hewlett Packard Enterprise

Edward B. Rust, Jr.
State Farm Insurance Companies

Stephen W. Sanger General Mills, Inc. (Ret.)

Pete Schaefer Hannover Reassurance Company of America

Larraine Segil
The Little Farm Company

Pete Selleck *Michelin Tire Corporation*

John Sexton
New York University

Jane Sherburne Sherburne PLLC

Gregg Sherrill *Tenneco Inc.*

The Sherwin-Williams Company

Gary Shorb

Methodist Healthcare Corporation



Shure Incorporated

Eric Smith

Swiss Re America

Frederick W. Smith FedEx Corporation

Richard K. Smucker
The J.M. Smucker Company

Snap-on Incorporated

Jeffrey Sonnenfeld Yale University School of Management

Sony Corporation of America

Robert J. Stanzione ARRIS

Paula Stern
The Stern Group

Jane Stevenson Korn Ferry

Stuart Family Foundation

SunGard

TD Ameritrade

Frederick W. Telling *Pfizer Inc. (Ret.)*

Davia B. Temin
Temin & Company

Thermo Fisher Scientific

Thornburg Foundation

Toy Industry Association

Tallman Trask III

Duke University

James S. Turley *EY (Ret.)*

Steve Ubl PhRMA

Myron "Mike" Ullman, III *JCPenney Company, Inc.*

Betty Vandenbosch Kaplan University

Daisy Vanderlinde GNC Holdings, Inc.

Verizon Communications

Edward F. Voboril *Analogic Corporation*

Robert S. Walker Wexler | Walker

The Walt Disney Company

Weber Shandwick

Robert Stefanowski DFC Global Corp.

Ben Walter HISCOX USA

The Wessel Group

Jon Whitmore *ACT (Ret.)*

Scott Wieler Signal Hill

John Wilcox Sodali Ltd.

Maggie Wilderotter Frontier Communications

Christopher Williams
HCC Insurance Holdings

David S. Williams

Deloitte LLP

Keith Williams *Underwriters Laboratories Inc.*

Ronald A. Williams
RW2 Enterprises LLC

Jacob Worenklein
U.S. Grid Company

Yum! Brands

As of March 25, 2016

Follow Us and Join the Conference Conversation!



#CEDPolicyConf



The Committee for Economic Development

of The Conference Board (CED) is a nonprofit, nonpartisan, business-led public policy organization that delivers well-researched analysis and reasoned solutions to our nation's most critical issues.

CED's Core Principles

- · Sustainable capitalism
- · Long-term economic growth
- · Efficient fiscal & regulatory policies
- · Competitive & open markets
- · Globally competitive workforce
- · Equal economic opportunity
- · Non-partisanship in the nation's interest

The Committee for Economic Development www.ced.org