


Senate Commerce Committee Nominee Questionnaire, 118th Congress

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation (the "Committee") asks you to provide typed answers to each of the following questions. It is requested that the nominee type the question in full before each response. Do not leave any questions blank. Type "None" or "Not Applicable" if a question does not apply to the nominee. Begin each section (i.e., "A", "B", etc.) on a new sheet of paper. Electronically submit your completed questionnaire to the Committee in PDF format and ensure that sections A through E of the completed questionnaire are in a text searchable and that any hyperlinks can be clicked. Section F may be scanned for electronic submission and need not be searchable.

A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

1. Name (Include any former names or nicknames used): Lanhee Joseph Chen
2. Position to which nominated: Board of Directors, AMTRAK
3. Date of Nomination: September 9, 2024
4. Address (List current place of residence and office addresses):


Office Address: 434 Galvez Mall, Stanford, CA 94305-6010

5. Date and Place of Birth: July 4, 1978, Fayetteville, NC, USA
6. Provide the name, position, and place of employment for your spouse (if married) and the names and ages of your children (including stepchildren and children by a previous marriage).

Cynthia Fung Chen, Employed by State of California, County of Santa Clara, Superior Court, San Jose, CA

7. List all college and graduate schools attended, whether or not you were granted a degree by the institution. Provide the name of the institution, the dates attended, the degree received, and the date of the degree.

Harvard University (2000-09), Graduate School of Arts and Sciences, PhD in Political Science (2009)

Harvard University (2000-09), Graduate School of Arts and Sciences, AM in Political Science (2004)

Harvard Law School (2004-07), JD *cum laude* (2007)

Harvard College (1995-99), AB *magna cum laude* in Government (1999)

8. List all post-undergraduate employment, including the job title, name of employer, and inclusive dates of employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

Please see Attachment A-8, for the information requested here.

9. Attach a copy of your resume.

Please see Attachment A-9, for my current resume.

10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above after 18 years of age.

Not Applicable.

11. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business, enterprise, educational, or other institution.

Partner, Brunswick Group, San Francisco, CA (2023 – Present)

Owner, Launch Policy Strategies (Sole Proprietorship), Mountain View, CA (2013 – Present)

Director, El Camino Health, Mountain View, CA (2015 – Present)

Director, Foundation for Research on Equal Opportunity, Austin, TX (2016 – Present)

Director, David A. Winston Health Policy Fellowship, Washington, DC (2022 – Present)

12. Please list each membership you have had after 18 years of age or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religiously affiliated organization, private club, or other membership organization. (For this question, you do not have to list your religious affiliation or membership in a religious house of worship or institution.). Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or disability.

Member, State Bar of California, Bar Number 258185 (admitted 12/2/2008, inactive 2/1/2012-10/21/2015)

Member, Policy Advisory Board, Free the Facts, a Project of Entitlements How, Inc., Washington, DC (2016 – Present)

Member, Advisory Council, The Asian American Foundation (TAAF), New York, NY (2021 – Present)

Member, Committee of 100, New York, NY (2015 – Present)

Member, Council of Scholars, Better Medicare Alliance, Washington, DC (2017 – Present)

Member, Advisory Board, Global Taiwan Institute, Washington, DC (2020 – Present)

Founder, Golden State Watchdog PAC, Irvine, CA (2023 – Present)

Member, Advisory Board, Golden Together, Los Angeles, CA (2023 – Present)

Member, Nixon Seminar on Conservative Realism and National Security, Yorba Linda, CA (2021 – Present)

Member, Advisory Committee, Aspen Institute/Anti-Defamation League Civil Society Fellowship, Aspen, CO (2019 – Present)

Member, External Advisory Committee, Association of American Medical Colleges (AAMC) Research and Action Institute (2021 – Present)

JAMA Forum Contributor, *JAMA Health Forum*, a Journal of the American Medical Association (2022 – Present)

Former Member, Board of Directors, Healthcare Consumer Rights Foundation (2020-2022)

Former Member, Editorial Board, Salem Radio Network (2017-2022)

Former Member and Director, Aspen Economic Strategy Group (Director, 2017-18; Member 2017-21)

Former Member, National Advisory Committee, Democracy Fund (2018-2020)

Former Visiting Thought Leader, China Europe International Business School, Shanghai, China (2019)

Former Member, International Advisory Board and Health Advisory Board, APCO Worldwide (2014-2018)

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt.

Candidate for California State Controller, 2022, campaign has no outstanding debt

14. List all memberships and offices held with and services rendered to, whether compensated or not, any political party or election committee within the past ten years. If you have held a paid position or served in a formal or official advisory position (whether compensated or not) in a political campaign within the past ten years, identify the particulars of the campaign, including the candidate, year of the campaign, and your title and responsibilities.

Founder, Golden State Watchdog PAC (FEC #C00838219)

Delegate and former member of the Initiatives Committee, California Republican Party

Senior Adviser on Policy, National Republican Senatorial Committee (2014, 2018)

Senior Adviser, Marco Rubio for President (2015-16)

15. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$200 or more for the past ten years.

Kevin Faulconer, Faulconer for Supervisor (San Diego County, CA), \$500, 6-30-2024; 12-08-2023

Tom Cotton, Cotton for Senate, \$2,600, 4-14-2014

Elise Stefanik, Stefanik for Congress, \$300, 3-2-2014

Jim Bognet, Bognet for Congress, \$1,000, 3-31-2020

Greg Bledsoe, Bledsoe for Arkansas, \$1,000, 2-6-2021

Republican Party of California, \$850, 4-1-2022

16. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

Harvard College, John Harvard Scholar
Harvard College, Harvard College Scholar
Harvard College, Dean's List
Harvard University, Thomas E. Upham Class of 1868 Scholarship
Harvard University, Derek Bok Center for Learning and Teaching, Certificate of Distinction in Teaching
Harvard University, Graduate School of Arts and Sciences, Summer Research Fellowship
The Heritage Foundation, Winnie Neubauer Visiting Fellowship in Health Policy Studies
Hoover Institution, David and Diane Steffy Fellow in American Public Policy Studies

17. List each book, article, column, letter to the editor, Internet blog posting, or other publication you have authored, individually or with others. Include a link to each publication when possible. If a link is not available, provide a digital copy of the publication when available.

I have written and commented extensively on public policy issues. Attachment A-17 provides a listing of radio and television interviews from 2020-2024 inclusive, as well as additional resources for written material in the years prior. The listing represents best efforts to compile the requested information and may not be comprehensive.

18. List all speeches, panel discussions, and presentations (e.g., PowerPoint) that you have given on topics relevant to the position for which you have been nominated. Include a link to each publication when possible. If a link is not available, provide a digital copy of the speech or presentation when available.

California Chamber of Commerce, [2017 Capitol Summit](#), May 31, 2017, Sacramento, CA
Peter G. Peterson Foundation, [2019 Fiscal Summit](#), "From One Generation to the Next: Our Fiscal and Economic Legacy, June 11, 2019, Washington, DC
Hoover Institution, Hoover Council Virtual Event, "Biden's First 100 Days and the Conservative Policy Response," February 18, 2021, Online (Powerpoint [Here](#))

19. List all public statements you have made during the past ten years, including statements in news articles and radio and television appearances, which are on topics relevant to the position for which you have been nominated, including dates. Include a link to each statement when possible. If a link is not available, provide a digital copy of the statement when available.

["This bill is a win-win for Democrats and Republicans,"](#) *CNN Opinion*, June 24, 2021

Radio [Interview](#) on *Left, Right and Center*, KCRW Public Radio, "Infrastructure Week, maybe for real this time," April 2, 2021

20. List all digital platforms (including social media and other digital content sites) on which you currently or have formerly operated an account, regardless of whether or not the account was held in your name or an alias. Include the full name of an “alias” or “handle”, including the complete URL and username with hyperlinks, you have used on each of the named platforms. Indicate whether the account is active, deleted, or dormant. Include a link to each account if possible.

All accounts listed below are active and I have no accounts that are dormant or have been deleted.

X/Twitter: @lanheechen: <https://twitter.com/lanheechen>
Facebook (Lanhee Chen): <https://www.facebook.com/lanhee.chen>
Facebook (Chen For California, Campaign Page):
<https://www.facebook.com/ChenforCalifornia/>
Instagram (Lanhee Chen): <https://www.instagram.com/lanheechen>
LinkedIn (Lanhee Chen): <https://www.linkedin.com/in/lanheechen/>

21. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date and subject matter of each testimony.

September 6, 2024. [Remarks](#) before the House Committee on Foreign Affairs, Subcommittee on Indo-Pacific, Member Roundtable: “Global Ties, Local Impact: Why Taiwan Matters for California”

January 28, 2014. Testimony before the House Committee on Ways and Means, Hearing on the Impact of the Affordable Care Act (ACA) Employer Mandate’s Definition of Full-Time Employee on Jobs and Opportunities. Committee transcript, including verbal testimony, linked [here](#). Submitted testimony will be attached.

May 8, 2014. Testimony before the Senate Committee on Finance, Hearing to consider presidential nominations. Submitted testimony linked [here](#) and committee proceedings available [here](#).

22. Given the current mission, major programs, and major operational objectives of the department/agency to which you have been nominated, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

I believe that my general business background—including extensive experience on corporate, nonprofit and government boards, in addition to my work as an investor and critical issues adviser, qualifies me for appointment to the AMTRAK Board of Directors. In my academic and research roles over the course of my career, I’ve also had occasion to analyze and discuss some of the public policy issues that will come before the AMTRAK Board.

23. What do you believe are your responsibilities, if confirmed, to ensure that the department/agency has proper management and accounting controls, and what experience do you have in managing a large organization?

This is one of the principal responsibilities of each member of AMTRAK's Board of Directors, and I intend to take very seriously my mandate to ensure that there are proper management and accounting controls at the corporation. This is particularly significant given that AMTRAK benefits from billions of dollars in taxpayer funding each year. I have significant experience in overseeing and managing large organizations, including as former Chair of the Board, former Chair of the Audit and Compliance and Executive Compensation Committees, and current Chair of the Governance Committee of El Camino Health, a billion-dollar health care system in Northern California, as well as in a wide variety of operational settings over the course of my career.

24. What do you believe to be the top three challenges facing the department/agency, and why?

First, modernizing our rail network and ensuring that we are making proper investments in improving infrastructure – not just in the Northeast Corridor, but throughout AMTRAK's national network. Second, ensuring that AMTRAK continues to meet the needs of customers throughout the country in an effective and efficient manner, including in those communities that depend on AMTRAK for their critical transportation needs. Finally, ensuring proper and rigorous oversight of taxpayer dollars, to ensure that resources are being wisely stewarded and well spent.

B. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts, such as a 401(k) or pension plan.

My arrangements are fully described in Part III of my Executive Branch Confidential Financial Disclosure Report (OGE Form 450).

In connection with the nomination process, I have consulted with the designated Amtrak ethics representative to identify potential conflicts of interest.

Any potential conflicts of interest will be resolved in accordance with the Amtrak Board of Directors' Code of Business Conduct and Ethics and the terms of Amtrak's Ethics Opinion Letter which has been provided to this Committee.

I am not aware of any other potential conflicts of interest.

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association, or other organization during your appointment? If so, please explain.

As I have been nominated to serve on a part-time Board, I intend to continue all current employment arrangements and affiliations as detailed above.

3. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of Government Ethics and AMTRAK's designated agency ethics official (DAEO) to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with the Administration's DAEO and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of Government Ethics and AMTRAK's designated agency ethics official (DAEO) to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with the Administration's DAEO and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

5. Identify any other potential conflicts of interest, and explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of Government Ethics and AMTRAK's designated agency ethics official (DAEO) to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with the Administration's DAEO and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

6. Describe any activity during the past ten years, including the names of clients represented, in which you have been engaged for the purpose of directly or indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy.

Not Applicable.

C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, the Office of Special Counsel, an Inspector General, professional association, disciplinary committee, or other professional group? If yes:
 - a. Provide the name of court, agency, association, committee, or group;
 - b. Provide the date the citation, disciplinary action, complaint, or personnel action was issued or initiated;
 - c. Describe the citation, disciplinary action, complaint, or personnel action;
 - d. Provide the results of the citation, disciplinary action, complaint, or personnel action.

No.

2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, or municipal entity, other than for a minor traffic offense? If so, please explain.

No.

3. Have you or any business or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal proceeding, or civil litigation? If so, please explain.

No.

4. Have you ever been convicted (including pleas of guilty or *nolo contendere*) of any criminal violation other than a minor traffic offense? If so, please explain.

No.

5. Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain.

No.

6. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.

Not Applicable.

D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees, and that your department/agency endeavors to timely comply with requests for information from individual Members of Congress, including requests from members in the minority?

Yes.

2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistleblowers from reprisal for their testimony and disclosures?

Yes.

3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee?

Yes.

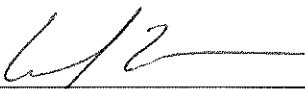
4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so?

Yes.

(Nominee is to include this signed affidavit along with answers to the above questions.)

F. AFFIDAVIT

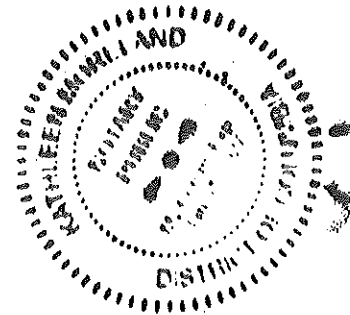
LANHEE J. CHEN being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.


Signature of Nominee

Subscribed and sworn before me this 14th day of September, 2024

Kathleen Moreland
Notary Public

District of Columbia
Signed and Sworn to (or affirmed) before me on 9/19/24 (Date)
by Lanhee J. Chen
(Name(s) of Individual(s) Making Statement)
Signature of Notarial Officer: Kathleen Moreland
Title of Office: Notary Public
My Commission Expires: 1/31/2027



Lanhee J. Chen, Ph.D.

Mountain View, California, United States

[linkedin.com/in/lanheechen](https://www.linkedin.com/in/lanheechen)

Experience



David and Diane Steffy Fellow in American Public Policy Studies

The Hoover Institution, Stanford University

Feb 2013 - Present (11 years 1 month)

Conduct research and provide commentary on contemporary American public policy issues, with a focus on health care policy, economic policy, and US-China relations. Work closely with federal and state policymakers and regulators to provide policy counsel and recommendations, congressional testimony on areas of expertise. Co-chair the Hoover Institution Health Care Policy Working Group and participate in the Hoover Institution Project on Taiwan in the Indo-Pacific Region. Co-author of "Choices For All: Healthcare Reforms for the Future."



Partner

Brunswick Group

Jan 2023 - Present (1 year 2 months)

Partner and Co-Lead of the US Public Affairs, Policy, and Regulatory practice at a global critical issues consulting firm. Provide public affairs and issues management counsel to senior corporate and nonprofit leaders primarily in the health care, technology, media, and telecommunications sectors. Help to manage and mentor dozens of colleagues across the firm and around the world. Senior Counselor at the firm from 2018-2021.



Director of Domestic Policy Studies and Lecturer in Public Policy

Stanford University

Apr 2013 - Present (10 years 11 months)

Teach undergraduates and graduate students at Stanford University on public policy formation, implementation, and the crossover between politics and public policymaking.



NBC News Contributor

NBC News

Dec 2023 - Present (3 months)

Serve as on-air contributor to NBC's Meet the Press



Member of the Board of Directors

El Camino Health

Jul 2015 - Present (8 years 8 months)

Serve as a member of the Board of Directors of El Camino Hospital, a community-based, nonprofit healthcare system serving the San Francisco Bay Area. Also serve as a member of the Board's Compliance and Audit Committee and Chair of the Governance Committee. Served as Chairman of the Board from July 2017-July 2022.



Regular Contributor and author of The Right Angle with Lanhee Chen, CNN Opinion

CNN

Jan 2021 - July 2024 (3 years 6 months)

Write regular commentary on policy and political topics for CNN Opinion.

Candidate, California State Controller

Chen for California

Jul 2021 - Nov 2022 (1 year 5 months)

Republican nominee for California State Controller, the state's chief fiscal officer, in 2022. Won more votes than any other Republican candidate in the country in the general election and earned endorsements from every major newspaper in the state, including the Los Angeles Times, Sacramento Bee, San Jose Mercury News, and San Francisco Chronicle.



Operating Partner and Strategic Advisor

NewRoad Capital Partners

Jul 2018 - Jul 2021 (3 years 1 month)

Sourced and diligenced potential deals for SEC registered investment firm investing in growth equity and growth buyout opportunities in select U.S. Supply Chain & Logistics and Retail & Consumer Packaged Goods sectors in the lower middle market. Focused on deals in consumer and digital health care sectors for \$176 million Fund III.



Editorial Board Member

Salem Media Group

Nov 2016 - Jul 2021 (4 years 9 months)



Inaugural Director and Member, Aspen Economic Strategy Group

The Aspen Institute

Sep 2017 - Jan 2021 (3 years 5 months)

Served as the first director and an original member of the Aspen Economic Strategy Group, a diverse, bipartisan group of distinguished leaders and thinkers promoting evidence-based solutions to significant U.S. economic challenges.



Counsel

Arent Fox

Oct 2015 - Oct 2018 (3 years 1 month)




Board Member


Social Security Advisory Board


Sep 2014 - Sep 2018 (4 years 1 month)

Appointed by President Barack Obama (upon the recommendation of Senate Republican Leader Mitch McConnell) and unanimously confirmed by the United States Senate to serve as member of a federal board tasked with providing policy counsel on the Social Security, Disability Insurance and Supplemental Security Income programs to the President, Congress, and Commissioner of Social


Security.


 **Lecturer in Law**
Stanford Law School
Jan 2014 - Apr 2018 (4 years 4 months)


 **Columnist, Bloomberg View**
Bloomberg
Feb 2013 - Feb 2015 (2 years 1 month)

 **Policy Director**
Romney for President
Apr 2011 - Nov 2012 (1 year 8 months)

Deputy Campaign Manager and Policy Director
Steve Poizner for Governor 2010
Jun 2009 - Aug 2010 (1 year 3 months)

 **Associate Attorney**
Gibson Dunn
Nov 2008 - Jun 2009 (8 months)

 **Senior Counselor to the Deputy Secretary**
U.S. Department of Health and Human Services (HHS)
May 2008 - Nov 2008 (7 months)

 **Domestic Policy Director**
Romney for President
Jun 2007 - Feb 2008 (9 months)

 **Winnie Neubauer Visiting Fellow in Health Policy Studies**
The Heritage Foundation
Jun 2003 - Aug 2003 (3 months)

Education

 **Harvard University**
Ph.D., Political Science
2000 - 2009

 **Harvard Law School**
JD

2004 - 2007



Harvard University
A.M., Political Science



Harvard University
A.B., Government
1995 - 1999

Licenses & Certifications

State Bar of California

Skills

Public Policy • Political Campaigns • Politics • Policy Analysis • Coalitions • Legislative Relations •
Grassroots Organizing • Political Consulting • Public Affairs • Political Science

Lanhee J. Chen

More Significant Writings, Media and Longer Form Interviews (2020 and Prior)

1. Columns written during time as a columnist for Bloomberg View, the opinion page of the Bloomberg media network:
<https://www.bloomberg.com/opinion/authors/AQwQdiROxoc/lanhee-j-chen>
2. Podcast I hosted called “Crossing Lines”:
<https://www.listennotes.com/podcasts/crossing-lines-with-lanhee-chen-the-umpIWe-5cvB/>
3. Doctoral Dissertation, “Essays on Elections,” Faculty of Arts and Sciences, Harvard University, 2009, Copy Appended
4. [Bloomberg Television Appearances \(Many in 2020 and Prior\)](#)
5. [Fox Business Television Appearances \(Many in 2020 and Prior\)](#)
6. KQED (SF PBS Affiliate) Television [Appearances](#) (Some Interviews Itemized in 2021-24)
7. Hoover Institution Podcasts
 - a. [“Rationalizing Immigration”](#): June 27, 2014
 - b. [“COVID-19 and the Politics of the WHO”](#): May 21, 2020
 - c. [“Lanhee Chen: Republican Rift?”](#): Oct. 31, 2019
 - d. [“Fiery But Mostly Peaceful”](#): Aug. 28, 2020
8. Hoover Institution Videos
 - a. Available by search [here](#), only the first 13-15 entries appear relevant.
 - b. [“COVID-19, China and the Political Fallout”](#)
 - c. PolicyEd Videos: [Public Option](#); [Health Insurance Competition](#)
 - d. [“Federalism and COVID-19”](#): A conversation with Gov. Larry Hogan
 - e. [“A Discussion on America’s Future After COVID-19”](#): A conversation with Sen. Marco Rubio
9. Aspen Institute Programs
 - a. Lanhee Chen and Andy Slavitt: [A Major Difference of Opinion](#) (full discussion [here](#)).
 - b. Mitt Romney and Lanhee Chen: [Aspen Ideas Festival](#)
 - c. [Follow the Money: Investing in Health](#)
 - d. KHN’s ‘What the Health’ [Podcast](#) Taping
10. Major Television Appearances (2020 and Previous)
 - a. This Week with George Stephanopoulos (ABC): 6/25/2017, 11/19/2017, 2/25/2018, 9/9/2018, 4/7/2019, 6/2/2019, 10/11/2020
 - b. Meet the Press (NBC): 6/5/2016, 10/14/2018, 2/24/2019, 4/7/2019, 6/28/2019, 10/27/2019, 4/12/2020, 6/6/2021
 - c. Face the Nation (CBS): 9/18/2016, 11/20/2016, 1/22/2017, 2/26/2017, 7/2/2017, 12/10/2017, 10/28/2018, 4/28/2019, 9/22/2019, 1/26/2020, 2/23/2020, 5/13/2020, 12/13/2020
 - d. Fox News Sunday: 8/2/2020

- e. State of the Union with Jake Tapper: 8/31/2014, 9/14/2014, 3/22/2020
- f. Real Time with Bill Maher: 9/23/2016

11. Other Videos

- a. Veritas Forum: Faith & Politics, [Perspectives Across the Aisle](#)
- b. [Committee of 100: “Chinese American Journeys: Lanhee Chen, Hoover Institution, Stanford University”](#)
- c. CBS News Red&Blue: [Lanhee Chen on GOP’s Future](#)
- d. Foundation for American Innovation: [Lanhee Chen on Elections](#)
- e. AmCham China: [How important is China to the US election?](#)
- f. USPAACC LiveTalk: [Realistic and Responsible Plan to Reopen the Economy](#)
- g. Wide World of News (Mark Halperin): [A Conversation with Lanhee Chen](#)
- h. Hugh Hewitt Conversation with Andrew Slavitt and Lanhee Chen on [WH Covid Response](#)
- i. CPAC 2019 [Panel](#)
- j. Stanford CDDRL: [Public Policy and the 2020 Elections](#)
- k. ASU GSV Summit (2016): [Why is Education Not More Central to the American Political Discourse?](#)

Position Held	Duties and Responsibilities	Dates	Reason for Leaving	Notes
Research Fellow, Hoover Institution; Lecturer in Public Policy and Director of Domestic Policy Studies in the Public Policy Program, Stanford University	Conduct research and provide analysis and commentary on public policy issues. Teach classes in public policy and participate in associated faculty discussions	Feb. 2013 - Present	Still in role	
Partner, Brunswick Group	Provide public affairs and communications counsel to clients of critical issues business consulting firm	Jan. 2023 - Present	Still in role	
NBC News Contributor, NBC Universal Inc.	Provide on-air commentary for Meet the Press	Dec. 2023 - Present	Still in role	Not an employee; compensated as independent contractor
Member of the Board of Directors, El Camino Health/EI Camino Hospital	Provide oversight for community-based nonprofit health system	Jul. 2015 - Present	Still in role	Not an employee; compensated as independent contractor
Regular Contributor, CNN Opinion, Turner Entertainment Group	Write columns for CNN Opinion	Jan. 2021 - July 2024	Opinion page ceased operations	Not an employee; compensated as independent contractor
Inaugural Director and Member, Aspen Economic Strategy Group	Direct meetings and priorities of bipartisan group of economic policy leaders	Sep. 2017 - Jan. 2021	Term of participation ended	Compensated by Aspen Institute through 2019 as Director and then was not compensated as a regular member of the group
Operating Partner, NewRoad Capital Partners	Source and diligence health care deals for Fund III of private equity firm	2018-2020	Fund exited health care investing	Not an employee; compensated as independent contractor; retain carried interest in Fund III
Editorial Board Member, Salem Media Group	Provide editorial guidance and publish commentaries for radio network	Nov. 2016 - Jul. 2021	Voluntary departure, to run for CA statewide office	Not an employee; compensated as independent contractor
Counsel, Arent Fox	Provide legal and public affairs counsel to clients of law firm	Oct. 2015 - Oct. 2018	Voluntary departure, to accept different role	Not an employee; compensated as independent contractor
Board Member, Social Security Advisory Board	Serve as presidentially-appointed and Senate confirmed member of board providing recommendations on Social Security program to relevant federal policymakers	Sep. 2014 - Sep. 2018	Term ended, was not reappointed	Compensated as part-time, special government employee
William E. Simon Visiting Professor, Pepperdine University School of Public Policy	Teach class on policymaking and advise graduate students	Aug. 2017 - Dec. 2017	Academic term ended	
Lecturer in Law, Stanford Law School, Stanford University	Teach law school classes	Jan. 2014 - Apr. 2018	Voluntary departure, was no longer needed to teach courses assigned	
Political Commentator, CNN, Turner Entertainment Group	Provide on-air commentary for CNN and CNN International programming	Jul. 2016 - Dec. 2016	Voluntary departure; to accept different role	Not an employee; compensated as independent contractor
Columnist, Bloomberg View, Bloomberg LP	Write columns for Bloomberg View (Opinion Page)	Feb. 2013 - Feb. 2015	Voluntary departure, to accept different role	Not an employee; compensated as independent contractor
Policy Director, Romney for President and Mitt Romney's Free and Strong America PAC	Provide policy advice to presidential candidate and run policy shop of PAC and then presidential campaign	Jan. 2011 - Nov. 2012	Campaign ended	
Deputy Campaign Manager and Policy Director, Poizner for Governor (CA)	Provide policy advice to gubernatorial candidate and run policy shop of CA gubernatorial campaign	Jun. 2009 - Aug. 2010	Campaign ended	
Associate Attorney	Gibson, Dunn & Crutcher LLP	Nov. 2008 - Jun. 2009	Voluntary departure, to accept different role	Also worked as a Summer Associate here, May 2006 - Aug. 2006
Senior Counselor to the Deputy Secretary, Department of Health and Human Services	Provide counsel to Deputy Secretary of Health and Human Services	May 2008 - Nov. 2008	Voluntary departure; to accept different role	
Domestic Policy Director, Romney for President, Inc.	Provide domestic policy advice to presidential candidate	Jun. 2007 - Feb. 2008	Campaign ended	
Summer Associate, Paul, Hastings Janofsky & Walker LLP	Author legal memos, conduct legal research and fulfill other responsibilities for law firm	May 2005 - Aug. 2005	End of summer, return to law school	
Visiting Fellow, Heritage Foundation	Conduct research and provide analysis and commentary on health policy issues	May 2003 - Aug. 2003	Term of fellowship ended, returned to graduate school	
Health Policy Advocate, The ERISA Industry Committee (ERIC)	Advocated for the employee health benefits interests of America's large employers	Jul. 2001 - Aug. 2002	Voluntary departure, to return to graduate school	
Teaching Fellow, Harvard University	Served as teaching assistant for a variety of undergraduate classes in the Department of Government at Harvard University	Feb. 2003 - May 2005	End of academic terms	The academic terms worked were: Spring 2003 (Feb. 2003-May 2003); Fall 2003 (Sep. 2003-Jan. 2004); Spring 2004 (Feb. 2004-May 2004); Fall 2004 (Sep. 2004-Jan. 2005); Spring 2005 (Feb. 2005-May 2005).
Staff Assistant, APCO Worldwide, Inc. (then APCO Associates, Inc.)	Provide public affairs and communications counsel to clients of public relations firm	Jul. 1999 - Jan. 2000	Voluntary departure, to attend graduate school	