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Horizon Summit United States 2026 Report

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Horizon Summit United States 2026

in Numbers:

- 11** Countries represented
- 187** Attendees
- 1** Programming Partner
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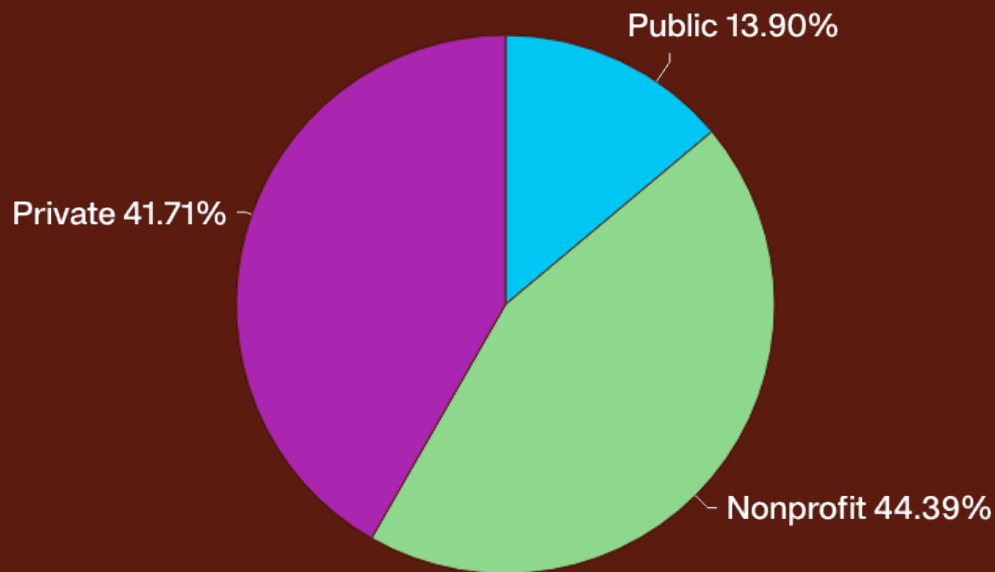


Figure 1

Sector representation

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Economic Growth

The Dallas-Fort Worth region served as both backdrop and proof point for the Summit's Economic Growth pillar. From workforce transformation and advanced manufacturing to energy infrastructure and regional investment strategy, conversations across the mainstage surfaced a consistent throughline: the next era of American economic competitiveness will be built on cross-sector partnerships, human capital investment, and the capacity to move from ambition to execution.

Panelists examined how institutions, industries, and governments must align not just on shared goals but also on shared accountability to sustain growth that is durable, inclusive, and globally competitive.

KEY TAKEAWAYS & POLICY RECOMMENDATIONS

The Power of Partnership

- Cross-sector partnerships deliver the greatest impact when organizations contribute not just funding but institutional resources, personnel, platforms, and visibility, treating the relationship with the same strategic rigor applied to commercial partnerships.
- Centralizing philanthropic and community commitments around a small number of deep, exclusive partnerships, rather than spreading support broadly, enables organizations to drive meaningful scale and measurable outcomes.
- Sports franchises and cultural institutions hold unique convening power and public reach; when deployed intentionally, that platform can mobilize millions in fundraising, shape public behavior, and elevate causes to national prominence.
- The most durable partnerships become personal throughout an organization, with leadership, players, employees, and corporate partners all adopting the mission as their own, extending impact far beyond what a formal agreement could mandate.
- Educational programming built on sports-institution partnerships, when delivered through trusted intermediaries like the NFL Foundation and implemented at scale across tens of thousands of schools, can reach millions of young people with values-based content that shapes character and workforce readiness.
- Intentional representation of women, diverse communities, and underrepresented voices within partnership programs is not only equitable but strategically essential to expanding reach, relevance, and long-term impact.
- The reciprocal nature of strong partnerships means that organizations on both sides gain: athletes gain perspective and purpose; civic institutions gain visibility and scale; and communities gain access and inspiration they would not otherwise receive.

Powering the Next Economy: Investment, Innovation, and Workforce at Scale

- Building the coalitions that will power the next economy requires fundamentally human qualities, including trust, sustained relational investment, and civic leadership, that technology cannot automate or optimize away.
- Universities must reposition from passive research institutions to active economic anchors, co-designing programs with industry partners, co-investing in regional infrastructure, and measuring success by job creation and community economic impact rather than academic metrics alone.
- The semiconductor and advanced manufacturing buildout in the United States, exemplified by the Phoenix Valley's over \$200 billion in foreign direct investment, demonstrates what is possible when universities, industry, and government align around shared priorities and co-investment models.
- AI and data center infrastructure deployment is creating an unprecedented demand for base-load power; the failure of hyperscalers to engage communities early in siting processes has triggered moratoriums in cities across the country, revealing that technical ambition without civic trust is not a viable path to scale.
- Neuroplasticity, the brain's capacity to change throughout a lifetime in response to environment and experience, provides a scientific foundation for lifelong learning and workforce adaptability, with practical applications already being deployed in schools, with the U.S. military, and across corporate organizations.
- Community-based workforce organizations serve as essential bridges between underserved populations and emerging industry opportunities, leading with institutional trust, integrated service models, and data-driven career pathways to reach people excluded from the formal workforce pipeline.
- Career ladder design, not just entry-level credentialing, is the key to long-term workforce mobility; starting individuals on a growing pathway, rather than placing them in dead-end certifications, builds genuine financial stability and economic resilience.
- Resiliency is not a trait that emerges during a crisis; it must be cultivated in advance through education, brain health programming, and organizational culture, with strategic investments in human performance infrastructure.

Trade and Investment in a Shifting Global Landscape

- Global trade, as measured by value, has continued to grow since World War II and has even accelerated in the past year, yet the geopolitical distance of trade has declined steadily since the pandemic, reflecting a structural shift toward nearshoring, friend-shoring, and supply chain resilience strategies.
- Foreign direct investment has declined with geopolitical distance at twice the rate of trade, signaling that long-term capital allocation decisions are already repositioning ahead of where the overall trade map currently stands.
- Approximately two-thirds of the United States' roughly three trillion dollars in goods imports carry some form of supply chain vulnerability, whether through geographic concentration, national security sensitivity, or dependence on geopolitically distant trading partners.

- AI accounted for one-third of total global trade growth in the past year, making advanced semiconductors, rare earth minerals, and data center infrastructure trade-critical assets that deserve the same strategic attention historically reserved for oil and agricultural commodities.
- The Dallas-Fort Worth region serves as a critical logistics node for the entire country; its supply chain infrastructure is so concentrated that a disruption would threaten national food distribution within days, underscoring that regional investment is, in fact, national security investment.
- The erosion of multilateral trade rules is a shared failure across administrations and countries; rebuilding a rules-based system requires pragmatic reforms and bilateral agreements that serve as bridges toward multilateralism, not as permanent replacements for it.
- Emerging economies, particularly those in Africa and Latin America, are actively repositioning from commodity suppliers to production hubs and innovation partners; investors and policymakers who rely on outdated assumptions about these markets risk missing generational opportunities.
- Cities and regional bodies are increasingly stepping into the trade relationship vacuum created by federal policy uncertainty, building direct investment pipelines and consular relationships that provide the predictability businesses need to commit capital.
- Workforce alignment among government, academia, and industry, beginning with human capital development, is the single most critical factor in a country's ability to attract and retain long-term high-value manufacturing and technology investment.

Industrial Investment 2.0: The Future of Manufacturing, Energy, and Logistics

- The United States has lost its competitiveness in primary steelmaking due to more than a century of neglect, modernization failures, and a lack of innovation, creating critical supply chain vulnerabilities across the defense, semiconductor manufacturing, and advanced industrial sectors.
- Seventy percent of the high-purity iron used in rare-earth permanent magnets currently comes from China; closing this gap in the United States is a national security imperative, and the tariff environment has made the scale of this vulnerability undeniable.
- Long-cycle industrial investments, including steel mills and manufacturing facilities with 50-year operating horizons, require policy stability that transcends election cycles; the pendulum swings between administrations have historically made it nearly impossible for CEO-level capital allocation decisions to be made with confidence.
- The current administration's whole-of-government alignment, reduced inter-agency friction, and pro-manufacturing posture have materially accelerated private sector investment decisions. However, the structural bottleneck of slow government funding timelines between proposal and deployment remains unresolved.
- Generative AI is enabling significant productivity gains in manufacturing by giving operators real-time access to the full historical documentation of equipment across an entire factory network, dramatically reducing the time between fault detection and correction.
- Legal immigration and domestic workforce development are complementary, not competing, priori-

ties; the country needs a functional system that attracts specialized global talent while clearly signaling to American workers which industries offer growing, viable career pathways.

- The Department of Homeland Security's mandate has expanded well beyond border security to encompass supply chain integrity, forced labor enforcement, investment screening through CFIUS, and aviation and port security, making it a central actor in both economic competitiveness and national security.

Innovating Today to Build the Workforce of Tomorrow

- The foundational premise of higher education, that a four-year degree provides a lifetime of career preparation, is no longer valid in an economy where AI and automation are redefining job categories faster than academic curricula can update.
- Between 40 and 50 percent of recent four-year college graduates in the United States are working in jobs that do not require their credentials, and research from the Federal Reserve Bank of New York shows many remain underemployed a decade later, demonstrating a systemic mismatch between educational output and labor market demand.
- Employers, not educational institutions, must define the skills required for hire and promotion; colleges and technical programs must then rebuild their curricula from the ground up to match those specifications, rather than expecting industry to adapt to what institutions already teach.
- Funding models that tie public education appropriations to graduate employment outcomes, rather than enrollment numbers, are a powerful lever to drive institutional accountability and realign educational supply with labor market demand.
- The skilled trades and manufacturing workforce gap is not a shortage of available workers overall but a mismatch between what training programs produce and what industry needs; the cultural stigma attached to non-degree pathways has compounded this misalignment for decades.
- Caterpillar's \$100 million workforce pledge, grounded in building resilient local coalitions among employers, community colleges, high schools, and policymakers, reflects the scale of investment and the degree of employer behavior change required to close the gap on the private-sector side.
- Effective public-private workforce partnerships require shared accountability and clearly defined outcomes from all parties; employers must be willing to change their own hiring criteria and career progression structures, not just fund training programs and wait for qualified candidates.
- Workforce strategies must be designed for continuous evolution rather than for a fixed future; the jobs of 2035 are not fully knowable today, making resilient systems and adaptable institutions more valuable than precise long-term workforce planning.

The Energy Equation: Investment, Infrastructure, and Global Leadership

- Energy is simultaneously an industrial sector, a geopolitical lever, and a national security asset; decisions about who controls energy infrastructure, export capacity, and transit corridors will shape the

global balance of power for decades.

- The United States has repositioned from a net energy importer to a leading LNG exporter, a transformation accelerated by the Russia-Ukraine conflict and Europe's urgent demand to reduce its dependence on Russian gas.
- Turkey's geographic position at the crossroads of Europe, Asia, and the Middle East makes it an indispensable transit country for pipelines, a buffer on migration flows, and a regional logistics hub; its role in Eurasian energy security and trade will only grow as the middle corridor gains strategic importance.
- Europe's strategic mistake of building deep dependence on Russian gas has been a forcing function for diversification; the resulting investment surge in LNG infrastructure, renewables, and energy storage is accelerating, but overreliance on Chinese technology in solar and wind supply chains is creating a new, similar dependency risk.
- The United States has 94 operating nuclear plants generating 20 percent of national electricity, and no nuclear plant in the country's history has lost money. Nuclear power represents a proven, financially stable, and carbon-free baseload resource that is increasingly essential as AI infrastructure drives power demand to unprecedented levels.
- Data center moratoriums in Oklahoma City, Glen Rose, Texas, and other communities reflect a failure of energy infrastructure developers to invest in early community engagement; permitting bottlenecks are not primarily technical but human, driven by communities that were never brought into the conversation.
- Oil and gas infrastructure will remain indispensable for decades and must be continuously modernized; near-term opportunities include AI-driven operational efficiency, retooling process systems for renewable natural gas, and direct air capture and carbon conversion technologies that reduce emissions without abandoning existing assets.
- The energy workforce includes irreplaceable specialized skills, among them nuclear welding, which cannot be replicated by automation or resolved through general immigration policy; developing and retaining these capabilities requires targeted investment in technical training that the current system is not delivering at scale.

Everything's Bigger in Texas: Defining the Next Era of Investment

- Investment attraction in Arlington and the broader DFW region is driven primarily by relationship quality and institutional trust; the city has repeatedly won competitive bids not because of the largest incentive package but because decision-makers trusted the partners they would be working with.
- Regions that convert rapid growth into durable economic development treat physical and digital infrastructure and talent pipelines as a single, integrated investment portfolio rather than as separate departmental workstreams with distinct funding cycles.
- The combination of world-class sports and entertainment venues, major cultural institutions, and a business-friendly environment creates a talent-retention architecture that gives DFW a structural competitive advantage in recruiting senior executives and highly skilled professionals who want to

live where they work.

- North Texas added 840,000 residents and 21 Fortune 500 companies over five years, establishing the fourth-largest high-tech workforce in the country. These outcomes are inseparable from the region's investment in quality of life and in corporate incentives.
- AI governance must be treated as an engineering discipline embedded from the outset of any technology deployment, not as a compliance exercise added after something goes wrong; organizations that defer governance frameworks until post-deployment face compounding costs, operational risk, and the inability to scale sustainably.
- Thirty to forty percent of AI-related costs occur after deployment, in operations, maintenance, and iteration, yet most organizations dramatically underestimate and underfund this phase when committing to major technology investments.
- Arlington becoming the most diverse city in Texas and among the most diverse in the country is not incidental to its economic success; the city's deliberate commitment to inclusivity is directly linked to its ability to attract global businesses, host international events, and compete for talent from around the world.
- Major sporting events, from the World Cup to WrestleMania, function as global brand platforms with contractual naming obligations, international ticket purchasers from dozens of countries, and media reach that generates business development relationships and investment interest well beyond their immediate economic footprint.
- 39% of today's workforce skills will be obsolete by 2030, and fewer than half of current workers feel equipped to do their own jobs; the talent development imperative is not a future concern but a present operational crisis for every organization in the room.

Cultural Diplomacy

The Cultural Diplomacy pillar explored how shared purpose, storytelling, service, and sport serve as binding forces across communities and generations. From the legacy of military sacrifice to the frontier of space exploration, and from the transformative potential of the FIFA World Cup to the everyday power of play, conversations on this pillar examined how America's values are expressed, transmitted, and renewed at home and abroad.

Panelists reflected on the role of institutions, athletes, and collective experience in sustaining a national identity that can hold together a diverse and rapidly changing society and in projecting that identity credibly onto the world stage.

KEY TAKEAWAYS & POLICY RECOMMENDATIONS

Next Frontier: Innovation and Discovery at America's 250th Horizon

- Every transformative American industry of the past 250 years, from transcontinental railroads to aviation to the Internet to spaceflight, was built through government-enabled private sector risk-taking;

the model of public investment catalyzing private scale is not a policy debate but a historical pattern.

- The Artemis program marks a fundamental shift from Apollo's Cold War logic of planting a flag and returning to a sustained commercial lunar economy with permanent infrastructure; Artemis has already tested the technologies required for that goal and demonstrated that they are achievable.
- Space exploration's capacity to unify nations is unmatched; the Artemis mission involved 14 countries and generated genuine international enthusiasm, reinforcing the idea that shared scientific ambition is one of the most durable tools for global cooperation.
- With 78 percent of the space economy now driven by the private sector, primarily through data communications and satellite infrastructure, the commercialization of space has created significant national security vulnerabilities, as demonstrated when a single private actor's decision to restrict satellite service had immediate consequences on a battlefield.
- Sovereign space capacity, meaning national ownership and control of satellite and communication infrastructure, is becoming a strategic imperative for governments around the world that previously outsourced this capability to commercial providers.
- The next 20 years in space will be defined by propulsion breakthroughs enabling faster interplanetary travel, reusability, and in-orbit servicing modeled on maritime industry precedent, and the development of the lunar economy as a resource and national security asset.
- Curiosity, emotional intelligence, grit, and the capacity to fail and iterate are more durable preparations for the future than any specific body of knowledge; information access is no longer the differentiator, adaptability is.
- Storytelling that centers human decisions, relationships, and universal experiences is the most effective vehicle for transmitting values across generations; the ability to see oneself in a story is what makes it stick, which is why the museum's design focus on ordinary people making extraordinary choices resonates across age groups and backgrounds.
- International cooperation has been the defining structural condition for America's most consequential innovations; protecting and extending that collaborative spirit in the face of geopolitical competition is as important to the country's next 250 years as any specific technological investment.

Forward, Together: A Conversation on Service, Sacrifice, and Shared Purpose

- Heroism in combat is fundamentally a team achievement; individual recognition, however well-deserved, represents the visible surface of a collective effort in which every member of a unit checks boxes that others are too busy to cover.
- The Medal of Honor carries both extraordinary privilege and a weight of responsibility that does not diminish over time; recipients describe it not as personal validation but as a permanent obligation to represent the bravery of all those who served and were never recognized.
- Service is not defined by uniform or institution; it belongs to anyone who bears personal cost to benefit those around them, from nurses and firefighters to teachers and community volunteers, and that definition of service deserves the same cultural visibility and respect as military service.

- Reviving a culture of service in a society that increasingly measures success through personal wealth accumulation requires not institutional campaigns but individual acts: thanking people for their service, framing success in terms of contribution rather than accumulation, and modeling what a life of purpose looks like.
- Young people choosing demanding, mission-driven paths today, from service academies to nonprofit work to public service, demonstrate intentionality and purpose that contradicts pessimistic narratives about the next generation; the evidence from direct observation is more encouraging than the cultural discourse suggests.
- Survivors' guilt and the uneven distribution of recognition among veterans reflect real inequities that the civilian community has a responsibility to understand and engage with honestly; performative gratitude is not the same as genuine support.
- Opportunity almost always arrives disguised as difficulty or hard work; developing a personal disposition toward openness, volunteerism, and willingness to say yes to the next challenge is the most reliable path to an extraordinary life, regardless of starting point or circumstance.

From the World Cup to the World Stage: Sport as a Catalyst for Community Engagement and Global Connection

- Dallas hosting nine FIFA World Cup matches plus the International Broadcast Center, with 3,500 journalists and broadcasters on site and all 104 tournament matches broadcast from the region, creates a rare opportunity to shape the city's global identity and attract business investment that will outlast the tournament.
- The economic legacy of a major sporting event is not created by the event itself but by the permanent infrastructure it accelerates; transit improvements, public space upgrades, community sports facilities, and neighborhood investment that the World Cup catalyzed will serve residents long after the final whistle.
- Sport functions as a universal language that crosses linguistic, cultural, and geographic divides; its power lies not only in elite competition but in the shared experience of watching together, competing together, and building identity around a common passion.
- Sustained community impact requires institutional vehicles that outlast the event; the creation of the North Texas Sports Foundation as a 501(c)(3) designed to persist beyond the World Cup is an example of building legacy infrastructure before the event concludes rather than improvising afterward.
- The diversity of the Dallas-Fort Worth region, which welcomed a Japanese business delegation to Opening Day of the Texas Rangers as part of a deliberate investment cultivation strategy, is an asset that distinguishes the region on the global stage and opens doors that less diverse markets cannot.
- Regional unity among competing cities and jurisdictions is essential to hosting a world-class event; the DFW region's ability to present a coherent face to the world required sustained cooperation among Arlington, Dallas, Fort Worth, and surrounding communities that would not have happened organically.

- Athletes hold cultural capital that extends far beyond their sport; those who choose to remain engaged in communities after the spotlight fades, whether as ambassadors, educators, or advocates, create the most durable legacies that major events can leave behind.
- Federal coordination through the White House World Cup Task Force, additional security funding through DHS and FEMA, and diplomatic engagement through the State Department are essential infrastructure for an event of this scale; the gap between federal resources and local hospitality responsibility requires active management.

Culture, Capital, and Community: A New Framework for Economic Growth

- Sports organizations and cultural institutions hold significant social capital that, when deployed with intentionality and in partnership with communities rather than driven by institutional agendas, can drive economic inclusion and create access in ways that traditional philanthropy and government programs consistently fail to achieve.
- The largest gap in community impact investing is not a shortage of capital but a shortage of aligned risk tolerance: institutional capital seeks certainty and neat investment categories, while community-level opportunities are complex, context-dependent, and rarely fit the templates that traditional due diligence requires.
- Cross-sector partnerships work best when grounded in authentic community-led needs assessment rather than top-down program design; organizations that lead with listening, without a predetermined agenda, earn the trust and buy-in that make long-term impact possible.
- Sport is a catalyst and a vehicle, not an end goal; the real outcomes of sports-based community investment are access to education, workforce readiness, health equity, and economic mobility, with sport providing the engagement hook that makes those pathways credible, accessible, and sustainable.
- The commercialization and pay-to-play model of youth sports are actively reducing participation and widening access gaps; reversing this trend requires deliberate decisions by sports organizations to prioritize community access and retention over revenue, a shift that demands a fundamental cultural change in how success is measured.
- The language around inclusion and equity has become politically contested, but the underlying work of building communities where every person can participate and advance economically is both data-supported and essential; effective organizations do not let contested terminology define or limit their work.
- Direct service nonprofits are the only sector routinely expected to produce proven results before receiving funding to test new approaches; funders willing to absorb calculated risk and support experimentation are the catalyst for the sector's most important innovations.
- Sport has historically functioned as a tool for defining national and cultural identity; the United States' commercial model, with its emphasis on elite pathways and pay-to-play access, is structurally different from the community-driven models in much of the world, and this structural difference shapes

who participates, who leads, and ultimately what the game can accomplish.

The Beautiful Game: Leveraging Major Sports Events for Social Good

- Mega sporting events create concentrated global attention that advocacy organizations and governments can use to advance social causes, but the window is narrow; the infrastructure for lasting impact must be built before the event arrives, not assembled in its aftermath.
- Play is recognized in the UN Convention on the Rights of the Child as a fundamental right; UNICEF's delivery of recreational equipment alongside medicine and nutrition in emergency settings reflects the organizational understanding that access to play is as essential to child wellbeing as material needs.
- The United States is entering a decade of sport, encompassing the Men's World Cup, LA 2028 Olympics, Women's World Cup, World Military Games, and other major events, that represents an unprecedented platform for citizen diplomacy and an operational challenge requiring whole-of-government coordination at a scale not previously attempted.
- Major sporting events carry documented risks of gender-based violence and human trafficking; these are not peripheral concerns but central planning responsibilities that must be integrated into host city preparations from the earliest stages, not added as an afterthought in response to criticism.
- The State Department's Sports Diplomacy office has signed its first major MOU with the NFL. It is establishing a dedicated satellite office for the LA 2028 Olympics, signaling a recognition that sports diplomacy at this scale requires institutional infrastructure rather than ad hoc programming.
- The Women's World Cup in Brazil in 2031 is being built around a national commitment to address gender-based violence, with leadership from the highest levels of government. When an issue becomes a stated priority at the top, it creates the structural conditions for safeguarding and planning work actually to reach the operational level.
- Young people must be participants in shaping the legacy of major events, not only the intended beneficiaries; host cities that bring youth voices to the table produce legacies that are more relevant to the communities they serve and more durable over time.
- Citizen diplomacy, the act of every American welcoming international visitors and sharing their communities during major events, is as consequential to the success of the decade of sport as any government program; 330 million ambassadors is not a metaphor but a strategic goal. ■

Speakers

Rebecca J. Anderson, Senior Fellow, McKinsey Global Institute

Trina Bolton, Communications Specialist, Global Atlanta

Dr. Ann Bluntzer Pullin, Executive Director, Hamm Institute for American Energy, Oklahoma State University

Capt. Chris Cassidy, Former President & CEO, National Medal of Honor Museum; Former NASA Astronaut

The Hon. Alejandra Castillo, Former Assistant Secretary for Economic Development, U.S. Department of Commerce

Phaedra Chrousos, Chief Operating Officer, Space Leasing International (SLI) Aerospace

Cory Crowley, Executive Vice President, National Medal of Honor Museum

Staff Sergeant Salvatore Giunta, Medal of Honor Recipient; U.S. Army Veteran

The Hon. TJ Gilmore, Mayor, City of Lewisville, TX; Vice President of Strategic Partners and Engagement, North Texas Commission

Kemp Gouldin, Founder & President, Because Baseball

Lilac Guzman, Founder and Executive Vice President, GasTech Engineering LLC

Pëllumb Kallaba, Managing Director, CWP Global

The Hon. Rob Law, Under Secretary for Strategy, Policy and Plans, U.S. Department of Homeland Security

Hanne LeCount, Executive Director, Concordia

Nicholas Logothetis, Co-Founder & Chairman, Concordia

Jason Mann, Vice President, IoT, SAS Institute

Dr. Laureen Meroueh, Founder & CEO, Hertha Metals

The Hon. Jesse Moreno, Mayor Pro Tem, City of Dallas, TX

Dr. Sally Morton, Executive Vice President for Research, Industry Partnerships & Knowledge Enterprise, Arizona State University

Dr. Andrew S. Nevin, Inaugural Director, BrainNomics Venture; Research Professor, Center for BrainHealth, UT Dallas

Mike Noel, Managing Director, Accenture

Ajay Nwosu, Co-Founder & Managing Partner, CoAct Capital

Michael Nyenhuis, President & CEO, UNICEF USA

Naomi Nwokolo, CEO, UN Global Compact Nigeria

Tashara Parker, Master of Ceremonies; Five-Time Emmy Award-Winning Journalist

Monica Paul, Executive Director, Dallas Sports Commission

The Hon. Rob Placek, Sports Diplomacy Division, U.S. Department of State

Michael Reeser, Chancellor & CEO, Texas State Technical College (TSTC)

The Hon. Jim Ross, Mayor, City of Arlington, TX

Tony Sanneh, Founder & Executive Director, Sanneh Foundation; U.S. Sports Envoy

The Hon. Douglas Smith, Global Head of Public Affairs & Managing Director for the Middle East, The Nuclear Company

Ben Swanger, Executive Editor, D CEO Magazine

Matthew Swift, Co-Founder, President & CEO, Concordia

Jennifer Surgalski, Senior Director, Strategic Project Development, Dallas Cowboys

H.E. Manuel Tovar, Minister of Foreign Trade, Republic of Costa Rica

The Hon. Muhammed Fatih Toprak, Overseas Election Coordinator, Justice and Development Party, Republic of Türkiye

Asha Varghese, President, Caterpillar Foundation; Head of Corporate Social Responsibility, Caterpillar Inc.

Danita Wadley, President & CEO, Volunteers of America Texas

Matt Wells, President & CEO, One Region Inc.

Matt Wilson, Executive Director, Arlington Sports Commission



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