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NEW YORK 2026

PRESENTATIONS & SPEAKERS

Davis Wright Tremaine LLP

AGENDA

8:00 – 9:00 am	BREAKFAST AND REGISTRATION
9:00 – 9:15 am	**Welcome: Initiate DOWNLOAD**
9:15 – 10:15 am	**Beyond Fair Use** AI AND COPYRIGHT'S NEXT ACT
10:15 – 11:15 am	**What Are the Odds?** PREDICTION MARKETS AT THE CROSSROADS OF GAMING, FINANCE, AND REGULATION
11:15 – 11:30 am	BREAK
11:30 am – 12:30 pm	**Can You Handle the Truth?** BRANDS, CREATORS & THE BATTLE FOR CREDIBILITY
12:30 – 1:30 pm	LUNCH
1:30 – 2:30 pm	**Can We Launch?** MAKING GLOBAL TM DECISIONS IN THE REAL WORLD
2:30 – 3:30 pm	**The New Culture Wars** ARTS INSTITUTIONS AND EXECUTIVE POWER IN THE TRUMP ERA
3:30 – 4:00 pm	BREAK
4:00 – 5:00 pm	**In Conversation** AN INTERVIEW WITH DAVID MCCRAW, THE NEW YORK TIMES
5:00 – 5:10 pm	**DOWNLOAD Complete: Closing Remarks**
5:10 – 7:00 pm	COCKTAIL RECEPTION

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SECTION 1 — **Beyond Fair Use**
AI AND COPYRIGHT'S NEXT ACT

SECTION 2 — **What Are the Odds?**
PREDICTION MARKETS AT THE CROSSROADS OF GAMING, FINANCE, AND REGULATION

SECTION 3 — **Can You Handle the Truth?**
BRANDS, CREATORS & THE BATTLE FOR CREDIBILITY

SECTION 4 — **Can We Launch?**
MAKING GLOBAL TM DECISIONS IN THE REAL WORLD

SECTION 5 — **The New Culture Wars**
ARTS INSTITUTIONS AND EXECUTIVE POWER IN THE TRUMP ERA

SECTION 6 — **In Conversation**
AN INTERVIEW WITH DAVID MCCRAW, THE NEW YORK TIMES

SECTION 7 — **Speaker Bios**

9:15 – 10:15 am

Beyond Fair Use

AI AND COPYRIGHT'S NEXT ACT

After the "is training fair use?" fight, what comes next? This opening DOWNLOAD NY panel brings together leading media and technology lawyers to explore the emerging fault lines of AI and copyright—from copyright ownership and infringing outputs to licensing markets, agentic AI, and the future rules of engagement between AI companies and creators. Designed as a candid, off-the-record-style discussion among peers, the session will be practical and forward-looking assessment of where the market may be heading next.

Panelists:

Demetri Blaisdell, Senior Litigation Counsel, The New York Times Company
Lauren Chamblee, Assistant General Counsel, Intellectual Property Group, Microsoft
Kathleen Farley, Vice President of Litigation, Chamber of Progress
Min Lee, Partner, Executive Vice President and General Counsel, Hachette Book Group, Inc.

Moderator:

Jim Rosenfeld, Partner, Davis Wright Tremaine LLP

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NEW YORK 2026

Beyond Fair Use

AI and Copyright's Next Act

Panelists



Demetri Blaisdell
Senior Litigation Counsel
The New York Times



Lauren Chamblee
Assistant General Counsel
AI & Open Innovation, **Microsoft**



Kathleen Farley
Vice President of Litigation,
Head of Progress Defense Fund
CHOP



Min Lee
Executive Vice President and General Counsel
Hachette Book Group, Inc.

Moderator



Jim Rosenfeld
Partner
Davis Wright Tremaine LLP


01 Copyright: Licensing
If training is held not to be fair use…
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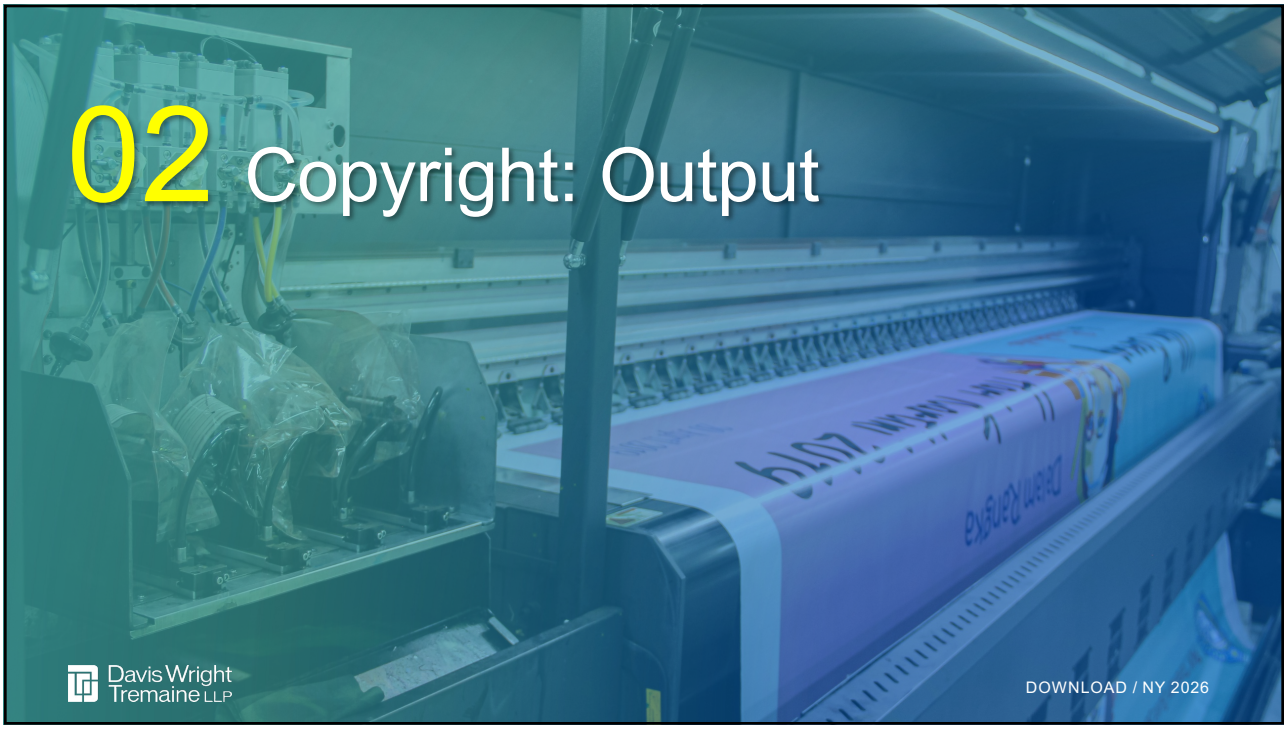
02 Copyright: Output
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03 Copyright: Ownership

Copyright: Ownership of AI-Generated Works



Zarya of the Dawn
Outcome: Cancelled registration for AI-generated images; Granted registration for selection and arrangement of images



Théâtre D'opéra Spatial
Outcome: Denied registration



A Single Piece of American Cheese
Outcome: Granted registration to selection, coordination, and arrangement of AI-generated elements



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10:15 – 11:15 am

What Are the Odds?

PREDICTION MARKETS AT THE CROSSROADS OF GAMING, FINANCE, AND REGULATION

Prediction markets have surged into the mainstream, allowing participants to trade on the outcomes of elections, economic indicators, sports, entertainment, and other real-world events. But as these platforms grow, so does regulatory scrutiny and uncertainty. Who has oversight authority: the CFTC, the SEC, or state regulators? How do exchanges detect and prevent insider trading when someone with material, non-public information could profit from a well-timed trade? And what compliance landmines await companies whose content or activities might inadvertently move markets or trigger registration requirements? This panel brings together industry compliance leaders and seasoned practitioners to dissect the evolving jurisdictional battles, enforcement trends, and practical strategies for navigating this high-stakes regulatory landscape.

Panelists:

Rick Heaslip, General Counsel and Chief Regulatory Officer, Kalshi
Barry O'Connell, Partner, Davis Wright Tremaine LLP
Amanda Olear, Chief Regulatory Officer, DraftKings (DkEx)

Moderator:

Liz Davis, Partner, Davis Wright Tremaine LLP

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What are the Odds?

Prediction Markets at the Crossroads of Gaming, Finance, and Regulation

Panelists



Rick Heaslip
General Counsel and Chief Regulatory Officer
Kalshi



Barry O'Connell
Partner
Davis Wright Tremaine LLP



Amanda Olear
Chief Regulatory Officer
DraftKings (DkEx)

Moderator



Liz Davis
Partner
Davis Wright Tremaine LLP

Agenda

What Are Prediction Markets?

Who Has Jurisdiction Over Prediction Markets?

Insider Trading on Prediction Markets

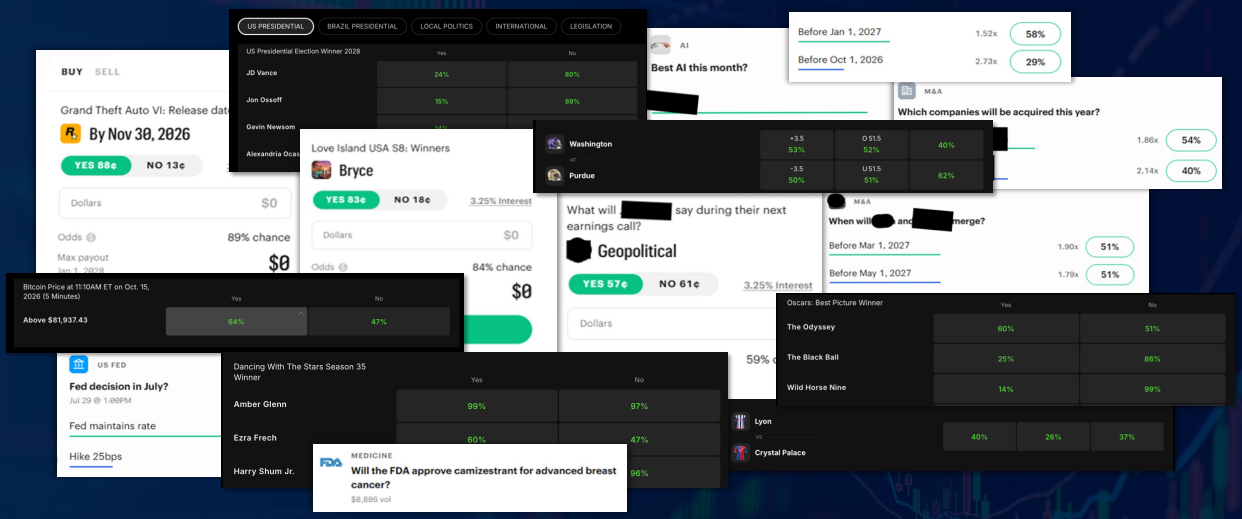
Other Regulatory Concerns and Pitfalls

What are Prediction Markets?

What Are Prediction Markets?

- A prediction market is a platform where people buy and sell "contracts" tied to the outcome of a future event (e.g., will a drug get FDA approval, who wins an election, what will the Fed do).
- Events range from weather, politics, finance, culture, entertainment and sports.
- Each contract pays out based on whether the event actually happens. If you buy a contract betting "yes" and the event occurs, your contract becomes worth the full payout; if it doesn't happen, it's worth nothing.
- The contract's price moves up and down before the event resolves, based on how likely the market thinks the outcome is, so people can also just trade in and out for profit, similar to a stock.
- Functionally, it works a lot like buying and selling shares tied to a real-world outcome instead of a company's performance.
- Markets aggregate opinions, knowledge and expectations across large users to forecast real-world outcomes in real time.

Examples of Event Contracts Traded on Prediction Markets



The Regulatory Landscape

Fast-moving, overlapping, and increasingly aggressive

Jurisdictional Fight Heading to SCOTUS

Federal and state regulators are in preemption litigation over who governs sports-related event contracts.

SDNY Signals More Prosecutions

Prosecutors have confirmed further cases are coming; influencing outcomes to profit is “plainly criminal.”

SEC Overlapping Jurisdiction

Stock-linked and company-specific event contracts can trigger SEC oversight alongside the CFTC.

Platforms Are Reporting Violations

Prediction market platforms are actively making law enforcement referrals when they spot suspicious activity.

CFTC and SEC Rulemaking Underway

An advance notice invited comment on insider trading restrictions and definitions; further formal guidance is expected.

Jurisdictional Fight Heading to SCOTUS

Preemption fight between federal and state regulators over who governs sports-related event contracts

- Over 46 cases brought in state and federal courts across the country between the prediction market platforms, federal and state regulators over who has jurisdiction over sports-related event contracts.
- Lawsuits initially started with cease-and-desist letters issued by state regulators asserting that prediction markets were offering unlicensed sports wagering. Prediction market platforms also brought cases against state regulators seeking to enjoin enforcement of those letters under preemption grounds.
- Three circuits have weighed in so far. The Third Circuit ruled in favor of the prediction market platform that the platform has a reasonable chance of succeeding on the merits at the preliminary injunction stage. The Sixth and Ninth Circuits ruled in favor of the states. Oral arguments held in Fourth Circuit and briefing ongoing in the First and Second Circuits. Cert petitions have been filed with the Supreme Court.
- CFTC has entered the fray and sued 9 states to reaffirm its exclusive jurisdiction over event contracts on CFTC-registered designated contract markets and filed amicus briefs in the Ninth Circuit ant Sixth Circuit appeals. Also stayed one platform's Emergency Rule to liquidate trades to comply with state's TRO.

SEC and CFTC Rulemaking Under Way

October 2026 interim rule and proposed rule-includes event contracts related to sports, weather, politics, and culture and excludes casino-style gambling from the definition of a “swap.”

CEA Section 5c(c)(5)(C) and CFTC Reg. 40.11

- Disallows event contracts that are unlawful under any state or federal law, terrorism, assassination, war, gaming, or other similar activity that is determined by the CFTC to be contrary to the public interest.
- Gaming is not currently defined by the CEA.

June 2026-CFTC issues notice of proposed rulemaking proposing amendments to Section 5c(c)(5)(C). *See* 91 Fed. Reg. 35806.

- Sets forth a review framework and process for event contracts that fall within the enumerated activities in Section 5c(c)(5)(C) on a contract-by-contract basis.
- Defines "gaming" as any activity that one or more participants typically engage in for recreation or to entertained others, is governed by rules and includes measurable occurrences or outcomes that depend on the participants' luck, skill, or athletic ability during the activity.

SEC and CFTC Rulemaking on the Way

- Some event contracts may be construed as security-based swaps that would seemingly fall under the SEC's jurisdiction
- Examples:
  - Will publicly-traded company X's CEO say A, B, or C during its next earnings call?
  - Will publicly-traded company X acquire company Y this year?
  - Will publicly-traded company X release its phone, car, game, etc. this year?
- June 2026-SEC and CFTC issued joint request for comment seeking input on how to clarify and harmonize the definitions of "swap," "security-based swap" and "mixed swaps" including whether certain event contracts are swaps, security-based swaps, mixed swaps, or instruments excluded from the definition of a swap
- September 2026-CFTC Division of Market Oversight Advisory on Mention Markets



Stepping Back: What Is Insider Trading?

The Basic Definition

A purchase or sale of securities on the basis of material nonpublic information in breach of a duty of trust and confidence



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Key Concepts

State of Mind

- ***DOJ*:** Knowing and Willful
- ***SEC*:** Recklessness is sufficient

Theories of Liability

- ***Classical*:** Duty owed to the company and its shareholders
- *Misappropriation*: Duty owed to the source of information

Tippers and Tippees

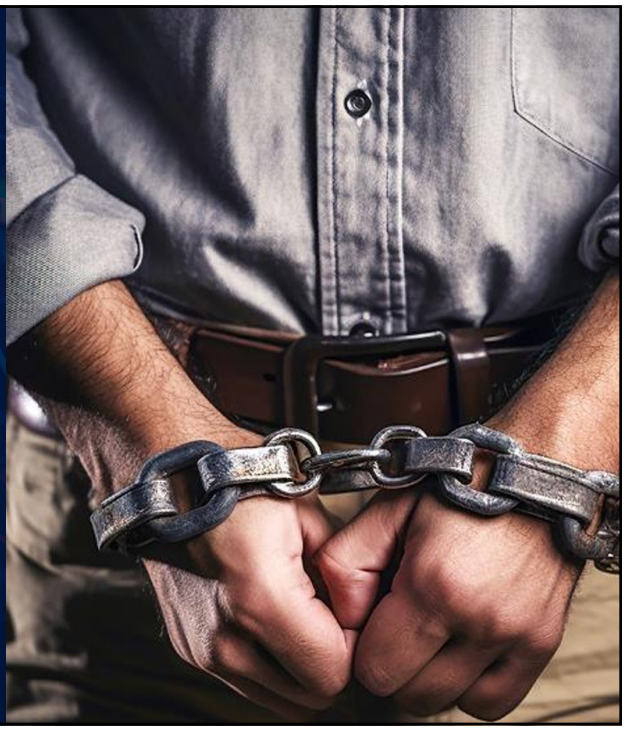
- Personal benefit

Materiality

- ***Basic v. Levinson* (1988):** Information is material if there is a "substantial likelihood" that it would be viewed by a "reasonable investor as having significantly altered the total mix of information made available"

Penalties for Violations

- Imprisonment
- Felony conviction
- Monetary
  - Fines and penalties
  - Forfeiture and disgorgement
  - Restitution
- Industry bars
- Collateral consequences



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Exchange Disciplinary Actions

CFTC February 2026 Advisory

CFTC Chair Michael Selig: "*Exchanges are the CFTC's first line of defense in policing insider trading in prediction markets*"

February 2026-CFTC issued Prediction Market Advisory following release of 2 enforcement cases brought by a CFTC-registered designated contract market (DCM):

- Social medial posts contained videos showing a political candidate trading on his own candidacy on the platform in violation of the DCM's rules prohibiting trading in a contract over which the trader has direct or indirect influence over the outcome
  - Candidate found to have potentially violated CEA Section 6(c)(1) and CFTC Reg. 180.1 for use of a manipulative scheme or artifice to defraud or engaging or attempting to engage in fraud
- Editor of a YouTube channel alleged to have advanced knowledge of the contents of the channel's videos before the videos were publicly posted found to likely have MNPI related to their trades on the prediction market platform
  - Trader found to potentially violated prohibitions on misappropriation of confidential information in breach of a pre-existing duty of trust and confidence to the source of the information in violation of CEA Section 6(c)(1) and CFTC Regulation 180.1

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Landmark Case — April 2026

U.S. v. Gannon Van Dyke (SDNY)

Soldier charged by DOJ and CFTC for trading on Venezuela-related event contracts using classified nonpublic information. The government described it as "clear insider trading."

First case brought on insider trading on prediction markets

The parallel proceedings brought by the CFTC and DOJ were the first cases brought by the federal government for insider trading on prediction markets.

> *There is a myth that insider trading law doesn't apply in prediction markets. That is wrong.*

David Miller
Director of CFTC Enforcement
March 2026

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Landmark Case — April 2026

U.S. v. Michele Spagnuolo (SDNY)

A Google engineer was charged by the CFTC and DOJ with insider trading on a prediction market platform, using nonpublic "Year in Search" data to profit from event contracts tied to search trends.

DOJ + CFTC — Parallel Proceedings

Criminal and civil enforcement moved together — signaling that prediction-market insider trading is treated with the same severity as traditional securities and wire fraud.

> *When individuals conspire to influence the outcome of an event in order to profit the conduct is 'plainly criminal.'*

Jay Clayton
U.S. Attorney for the Southern District of New York (SDNY)
February 2026

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Other Cases

George Santos (CFTC)
First manipulation case in prediction markets with regard to his social media activity and trading on whether he would attend the State of the Union address.

George Santos (Kalshi)

First individual to have a lifetime ban from trading on Kalshi.

Gabriel Perez (CFTC)

President Trump's longtime teleprompter who traded on event contracts based upon what President Trump would say during his speeches.

Found to have misappropriated confidential nonpublic material information.

It's Not Just Wall Street

Any employee with confidential, market-relevant information is a potential risk point

Illustrative Example

A company employee who knows the unannounced release date of an upcoming product title and places a bet on that date in an event-contract market is misusing material nonpublic information — that is insider trading, regardless of the platform.

Who Is Exposed

Product, engineering, finance, legal, HR, and executive staff — anyone with advance, nonpublic knowledge of a company decision or event.

What Counts

Product launches, earnings results, M&A activity, regulatory decisions, election-adjacent corporate news, or any data tied to a live event contract.

The Exposure

Criminal prosecution, civil enforcement, platform-initiated referrals, and reputational and employment consequences — even for a single trade.

What Companies Can Do Now

Building a defensible compliance addressing prediction markets before an incident happens

Policy Review

Add prediction-market restrictions to codes of conduct, personal trading and insider trading policies.

Employee Training

Correct the misconception that insider trading law doesn't apply to event contracts.

Internal Investigations

Respond quickly and credibly when potential violations are identified.

Enforcement Defense

Address inquiries brought by the CFTC, DOJ, SEC, and state regulators, as well as the platforms themselves.

Regulatory Monitoring

Ongoing alerts as rulemaking and enforcement priorities develop.

Regulatory Engagement

Support CFTC and SEC registration and engagement where required.

Updating Your Employee Handbook

A starting checklist for HR, Legal, and Compliance

- Define “material nonpublic information” to explicitly include facts relevant to event contract markets (product launches, financial results, deals, regulatory actions).
- Prohibit employees from trading event contracts on subjects connected to their employer or role-based knowledge—not just company stock.
- Extend existing blackout-period and pre-clearance procedures to cover prediction market platforms.
- Require disclosure of prediction-market accounts for employees in sensitive roles (R&D, executive, finance, legal, regulatory affairs) and consider implementing information barriers.
- Build a reporting channel for suspected violations and align it with the firm's existing internal investigation protocol.
- Refresh annual compliance training to directly address the “it's just a betting app” misconception, using real enforcement examples.



Key Takeaways

1. Insider trading law applies to prediction markets — full stop. Regulators have said so explicitly and are actively prosecuting.
2. Exposure is not limited to finance. Any employee with confidential, market-relevant information is at risk — across every industry.
3. Existing handbooks and codes of conduct need updating now, before a violation rather than after one.
4. Training has to name the misconception directly, or employees will keep assuming prediction markets are exempt.



Other Regulatory Concerns and Pitfalls

- Triggering potential registration requirements with advertising and media partnerships
- Balancing state advertising regulations
- Regulatory concerns for finfluencers

Questions?



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11:30 am – 12:30 pm

Can You Handle the Truth?

BRANDS, CREATORS & THE BATTLE FOR CREDIBILITY

Influencer marketing is built on trust—but what happens when that trust gets complicated? This panel will move beyond the familiar questions of disclosures to explore how brands and creators can foster a culture of trust, navigate controversy and reputational challenges, and respond when things go wrong. We'll also look at the rise of "news influencers" and what happens as the lines between commercial influence, independent commentary, and traditional media continue to blur.

Panelists:

Nadia Makki, Assistant Vice President, Advertising Counsel, L'Oréal USA
Cecelia Prewett, Senior Managing Director, Actum
Jennifer Santos, Program Development Manager: Institute for Responsible Influence, BBB National Programs' Center for Industry Self-Regulation

Moderator:

Kristi Wolff, Partner, Davis Wright Tremaine LLP

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NEW YORK 2026

Can You Handle the Truth?

Brands, Creators & the Battle for Credibility

Panelists



Nadia Makki
Assistant Vice President, Advertising Counsel
L'Oréal USA



Cecelia Prewett
Senior Managing Director
Actum



Jennifer Santos
Program Development Manager
BBB National Programs,
National Advertising Division

Moderator



Kristi Wolff
Partner
Davis Wright Tremaine LLP

INFLUENCER ADVERTISING: THE RULES AT A GLANCE

FTC

FTC Act + Endorsement Guides Reviews Rule

Disclose unexpected material connections clearly and conspicuously.

Use honest endorsements and substantiated claims.

Train and monitor creators; correct noncompliance.

Avoid fake testimonials and deceptive purchased followers or views.

SEC / FINRA

Securities and financial services

Paid securities touting: disclose compensation's source, nature and amount.

Adviser and broker-dealer promotions carry additional disclosure, supervision and recordkeeping requirements.

OTHER LAWS

Product + audience

State consumer-protection laws also reach influencer advertising.

Product and audience rules may add requirements, including FDA prescription-drug promotion rules and COPPA for children's data.

NAD / CARU

Self-regulation + platform policies

Self-regulatory review addresses claims, disclosures and children's ads.

Platform branded-content policies add their own requirements.



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GLOBAL REGULATIONS SHAPING CREATOR MARKETING

EUROPEAN UNION

Unfair Commercial Practices Directive
Hidden advertising banned; paid posts must be labelled

Digital Services Act
Platforms must let creators flag commercial content

National Laws
France's dedicated influencer law (2023), Spain, Italy & Netherlands, have laws that apply to large creators

UNITED KINGDOM

CAP Code (ASA)
Ads must be obviously identifiable, e.g. #ad

DMCC Act 2024
CMA can now fine directly for misleading marketing

FCA Rules
Financial promotions by "finfluencers" restricted

AUSTRALIA

Australian Consumer Law
ACCC targets misleading or undisclosed endorsements

AANA Code of Ethics
Advertising must be clearly distinguishable

Sector rules
TGA (health products) and ASIC (financial advice)

INDIA

Consumer Protection Act 2019
CCPA endorsement guidelines require disclosure

ASCI guidelines
Self-regulatory labelling rules for influencers

SEBI
Curbs on unregistered "finfluencers"

COMMON THREAD: Disclose clearly, don't mislead, and expect stricter rules for finance, health and children.

Overview only, not legal advice. EU: a Digital Fairness Act proposal covering influencer marketing is expected in Q4 2026.

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THE CREATOR ECONOMY HAS A TRUST PROBLEM

Authenticity = Transparency



ust Index

74% Of consumers *trust or somewhat trust influencer advertising*
Only 5% of consumers trust influencers completely

71% Of consumers said the *primary driver of trust was transparency and honesty* about brand association

80% Of consumers said the *primary driver of distrust is when an influencer is not genuine, honest, or transparent*

7/10 Consumers feel *deceived by or negatively towards an influencer when they do not disclose* a brand partnership

Conducted February 2025 in partnership with The Benchmarking Company

Institute for Responsible Influence

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WHY SELF-REGULATION?

- **BUILDS CONSUMER TRUST**
- **KEEPS PACE WITH INNOVATION**
- **SUPPORTS CREATOR PROFESSIONALIZATION**
- **PROMOTES INDUSTRY ACCOUNTABILITY**
- **STRENGTHENS THE ENTIRE ECOSYSTEM**
- **REDUCES RISK BEFORE PROBLEMS OCCUR**

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GLOBAL MOVEMENT FOR CREATOR TRAINING & CERTIFICATION

easa European Advertising Standards Alliance

ASCI The Advertising Standards Council of India

iab UK

AiMCO accreditation

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CONVERSE + KARINA: A CAMPAIGN GOES SIDEWAYS

NBC CHICAGO / ASSOCIATED PRESS / SEPT. 20, 2026

Converse pulls sneaker ad that critics said included racist imagery

ABC NEWS / SEPT. 21, 2026

Converse pulls controversial ad, apologizes following backlash over alleged KKK imagery

BLOOMBERG / SEPT. 20, 2026

Converse CEO Pledges Review Over Ad Critics Say Evoked KKK

"We got this wrong."

Converse statement, as reported by NBC Chicago / AP

Chuck 70 X campaign image

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MEET THE NEWS INFLUENCERS

Individuals who have large social audiences by regularly covering news and current events



DYLAN PAGE
"News Daddy"



V SPEHAR
"Under the Desk News"



LISA REMILLARD
"The News Girl"



AARON PARNAS
"The Parnas Perspective"

Pew's 2024 study used a threshold of 100,000+ followers on at least one major social platform.
Illustrative examples with TikTok audiences

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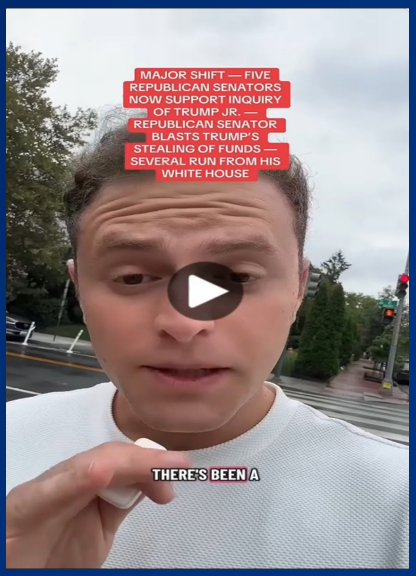

NEWSFLUENCERS: WHO THEY ARE AND HOW FAR THEY REACH

They can be independent creators, journalists with newsroom experience, or many other things

X	YOUTUBE	TIKTOK	INSTAGRAM	BLUESKY
ELON MUSK 241.6M followers	JOE ROGAN 21.1M followers	DYLAN PAGE 19.7M followers	DEAN WITHERS 3.8M followers	ROBERT REICH 815K followers
TUCKER CARLSON 17.9M followers	JOHN OLIVER 10.2M followers	DEAN WITHERS 7.6M followers	AARON PARNAS 3.3M followers	HEATHER COX RICHARDSON 779K followers
JOE ROGAN 15.7M followers	JORDAN B. PETERSON 8.8M followers	LISA REMILLARD 4.2M followers	LEIGH MCGOWAN 1.7M followers	MEHDI HASAN 625K followers
TREVOR NOAH 10.9M followers	BEN SHAPIRO 7.0M followers	V SPEHAR 3.8M followers	JOSHUA DOSS 1.2M followers	JOYCE VANCE 559K followers
RUSSELL BRAND 10.2M followers	CENK UYGUR 6.7M followers	PHILIP DEFRANCO 3.7M followers	TYLER OLIVEIRA 1.2M followers	KARA SWISHER 440K followers

No single source tracks newsfluencers in real time.
Pew's study rests on 2024 survey data; Newsreel excludes Instagram, so that column comes from a different ranking; reach is counted per platform and not deduplicated.

Source: Newsreel Top 100 News Influencers, per-platform leaderboards, Sept. 6, 2026. Covers X, YouTube, TikTok, Bluesky. Instagram: Infludata Top 20 US Politics creators, Oct. 2026 (politicians and celebrities removed). Definition adapted from Pew Research Center (News Influencers Fact Sheet).

THE INFLUENCER ECOSYSTEM

Nine categories of influence. Different legal frameworks apply depending on the content, funding and relationship.

WHERE THE LAW REACHES

BRAND / COMMERCIAL
Alix Earle, Mikayla Nogueira, Haley Baylee
Italy recently fined an influencer for disclosure failure

"JUSTICE" INFLUENCERS
@tizzyent, @the_public_defender2, @thatdaneshguy
@thatdaneshguy: sanctioned $60K+ in his own lawsuits

FINFLUENCERS
Codie Sanchez, James Dumoulin, Erika Kullberg
SEC recently fined Kim Kardashian $1.26M for an undisclosed crypto ad

MEDFLUENCERS
Dr. Mike, Brian Boxer Wachler, Adam Goodcoff
Cardi B: FTC warning letter, undisclosed Teami promo

KIDFLUENCERS
Ryan's World, Like Nastya, Kids Diana Show
8 Passengers: a family vlogger's abuse case helped prompt Utah's 2024 child-influencer law

WHISTLEBLOWER / INSIDER
Frances Haugen, Susan Fowler, Ifeoma Ozoma
Haugen leaked Facebook's internal research to the press and the SEC

PARTISAN & ADVOCACY
Libs of TikTok, MeidasTouch, Josh Helfgott
Libs of TikTok: a 2022 post about Boston Children's Hospital preceded bomb threats against it

CORPORATE / CEO CREATORS
Elon Musk, Richard Branson, Satya Nadella
SEC fined Musk $20M for a misleading 2018 tweet about taking Tesla private

WHERE ADVERTISING RULES MAY NOT REACH

NEWSFLUENCERS

Independent news and public-affairs commentary may fall outside advertising-disclosure requirements.

Commercial promotion and paid political advocacy require separate analysis.

Other laws may still apply—and legal compliance does not resolve every question about funding, independence, or trust.

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Top 3 drawn from: Forbes Top Creators 2026 (Brand, Finfluencers); Feedspot (Kids); Becker's 2022 (Medfluencers); Favikon and Wikipedia X list (CEO); Newsreel, Sept. 2026, excludes Instagram (News; Musk shown under CEO). Justice, Whistleblower and Partisan names are documented cases, not ranked.
Case sources: SEC Press Releases 2018-226, 2022-183; FTC (Teami, 2020); Campaign (Utah law); Luthmann Substack; BuzzFeed News (Boston Children's); Wikipedia.

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THE RULES FOLLOW THE CONTENT

One creator can move among all three roles.

COMMERCIAL PROMOTION	Paid endorsements and promotional explainers can trigger FTC disclosure and truth-in-advertising requirements.
INDEPENDENT COVERAGE	General financial support does not automatically make news or commentary an advertisement. The content and arrangement matter.
POLITICAL ADVOCACY	Payment for a candidate or issue message calls for a separate analysis of applicable election and disclosure laws.

Advertising law does not govern every question of editorial trust.
Other laws may still apply. Transparency, independence and credibility require judgment.

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WHY IT MATTERS: AUDIENCES ARE ALREADY THERE

Reuters Institute research puts creators in the news diet of roughly one in four people
Syracuse CCE Flash Report, Sept. 2026.

27%
of people in 48 countries get news from creators every week
Digital News Report 2026

15%
of Americans say creators meet most or all of their news needs; 3% use only creators
Digital News Report 2026, US

60%
of Americans name a social platform as their top source for political news; 32% name TV or news sites
Syracuse CCE Flash Report, Sept. 2026

FOUR CREATOR ECOSYSTEMS

POLITICALLY POLARIZED
US, Brazil, Serbia: Hasan Piker, Tucker Carlson, Ben Shapiro

CRITICAL VOICES
Turkey, Hungary: Former journalists outside state-controlled media

YOUTHFUL CHANGEMAKERS
France: HugoDécrypte reaches 28% of under-35s

HYBRID
Nordic countries: Journalists extending onto social platforms

Creators mostly remix or comment on mainstream reporting; they rarely replace it.
Audiences call them more entertaining and relatable but less trustworthy and impartial, yet people who use them rate them higher on trust.

Davis Wright Tremaine LLP

Source: Reuters Institute for the Study of Journalism, Digital News Report 2026 (news creators chapter, June 2026); Center for the Creator Economy, Syracuse University, Flash Report No. 1 (online survey of 1,001 U.S. adults, Sept. 26, 2026). Reuters and Syracuse use different samples and questions.

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WHY THEY'RE TRUSTED: CREDIBILITY OVER CREDENTIALS

86%
trust independent news creators more when they publicly correct their mistakes
Highest agreement of any statement in the study. A verified badge: 38%.
Syracuse Center for the Creator Economy, Sept. 2026

67% say doing the reporting matters more than formal credentials
Syracuse Center for the Creator Economy, Sept. 2026

61% trust a well-known independent creator as much as a major news organization on politics
Syracuse Center for the Creator Economy, Sept. 2026

46% trust someone's reporting even without formal journalism training
Syracuse Center for the Creator Economy, Sept. 2026

But that is trust in the person, not the institution: 28% trust creators "a lot" or "a great deal" to report the news, versus 46% for journalists and 33% for outlets.
Verified badges split people: 38% say a badge raises their trust in a creator, and 36% disagree.

Davis Wright Tremaine LLP

Source: Center for the Creator Economy, Syracuse University, Flash Report No. 1 (Oct. 2026). Online national survey of 1,001 U.S. adults (Prolific panel), fielded Sept. 26, 2026. Percentages are of all respondents.

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ARE NEWSFLUENCERS PAID? YES.

Payment is documented on both sides of the aisle and abroad. Disclosure is the gap.

DEMOCRATIC SIDE (U.S.)	REPUBLICAN SIDE (U.S.)	ABROAD
STEYER CAMPAIGN 17 influencers paid $5,000 or more each; Carlos Eduardo Espina received $400,000 *New York Times, Aug. 2026*	**TRUMP CAMPAIGN, 2020** Nearly $1.8M to an influencer-marketing firm, filed as "online advertising" *Axios, Feb. 2021, from FEC filings*	**RUSSIA TO U.S. CREATORS** RT employees allegedly funneled nearly $10M to Tenet Media; influencers not charged *Justice Department indictment, Sept. 2024*
CHORUS Up to $8,000 a month to Democratic creators; contract required secrecy. House Oversight inquiry *Wired, Aug. 2025; House Oversight, Mar. 2026*	**PAXTON (PRESS REPORT)** Campaign paid conservative Gen Z creators on X while he faced impeachment *Texas Tribune, 2023, as cited by NYT*	**ROMANIA, 2024** Undisclosed paid TikTok promotion of a candidate; the court annulled the election *The Conversation; payer not established*
PORTER CAMPAIGN 12 influencers paid $139,500 in total; several posts carried no disclosure *New York Times, Aug. 2026*	**MOORE COMPLAINT (PRESS REPORT)** FEC complaint alleges at least eight paid accounts attacked his military record (allegation) *New York Times, Aug. 2026*	**KENYA, 2021** Influencers paid roughly $10–15 a day via mobile money to push hashtags *Mozilla Foundation, Sept. 2021*

No federal rule requires disclosure of paid political posts.

FTC endorsement rules exempt political messaging. Only a few states require it (California, Texas and Washington among them), and only for state and local races. Cases above are reported or alleged; no influencer was charged.

Sources as shown in each box. Dollar figures are as reported by the cited outlets; Moore and Paxton items are allegations or press reports, not findings. Not a complete or ranked list.

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NATIVE ADVERTISING: THE FTC'S GUIDANCE

"advertising" = any commercial pitch or promotional message designed to sell a product, service, or program
Native Advertising = advertising that resembles the news, reviews or entertainment

THE CORE RULE

WOULD A REASONABLE VIEWER UNDERSTAND THAT THIS IS ADVERTISING?

Consumers must recognize an ad's commercial nature.

WHEN TO DISCLOSE

A label is needed when the overall presentation could mislead.
Clearly commercial content may not need a separate label

WHAT TO SAY

Use plain labels such as "Ad," "Advertisement" or "Paid Advertisement."
"Promoted," a logo, or "Sponsored by" may not communicate enough.

WHERE + HOW

Make disclosures prominent before the click and on the full ad, as needed.
For video disclose before the relevant message and within the content.

FTC Enforcement Policy Statement + Business Guide (2015)

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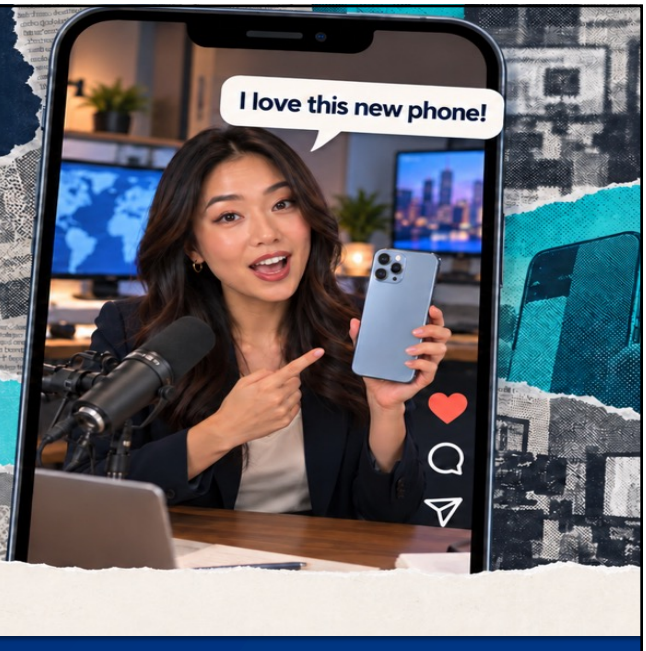
Scenario 1: The paid phone endorsement

A news influencer covers technology and current events.



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Scenario 2: The sponsored explainer
A pharmaceutical company pays a news creator to produce a migraine-treatment explainer.
It looks just like the creator's ordinary independent coverage.
What You Need to Know About the Latest Developments in Migraine Treatment
Davis Wright Tremaine LLP
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Scenario 3: Funding independent coverage
A nonprofit, foundation, advocacy organization or wealthy donor supports a news creator.
The creator independently produces news or public-affairs content.
The funder is not paying for a particular commercial endorsement.
Today's Public Affairs Briefing
Davis Wright Tremaine LLP
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Scenario 4: Paid political advocacy

Instead of generally supporting the creator, someone pays for a specific political message.

The creator advocates for a political candidate or position.



WHAT DOES MAINTAINING CREDIBILITY AND TRUST REQUIRE IN THE CURRENT ENVIRONMENT?





Davis Wright Tremaine LLP

1:30 – 2:30 pm

Can We Launch?

MAKING GLOBAL TM DECISIONS IN THE REAL WORLD

Clearing a name is the single most important step in the life of a trademark or brand. Gauging the potential for risk, crafting a plan for use without challenge, and obtaining registration without objection (if possible) is the proverbial name of the game. The clearance process becomes even more important—and more complicated—when launching a brand globally.

This panel will examine how to make global trademark clearance decisions in the face of real-world business limitations. Panelists from different industries will share practical strategies and tips for advising business teams when legal risks and commercial objectives do not align. Through a series of interactive hypotheticals, the panel will discuss topics including:

- What and where to search;
- How to analyze search results;
- How to manage the risks uncovered by the search or other unanticipated obstacles; and
- Common global clearance myths and traps

Panelists:

Sara Blotner, Director, Citi
Gayle Denman, Partner, Davis Wright Tremaine LLP
Gabrielle Davis, Former Associate General Counsel, Brand Strategy and Trademarks, The Interpublic Group of Companies, Inc.
Jenn Hamilton, Former General Counsel, Intellectual Property, Diageo

Moderator:

Batur Oktay, Partner, Davis Wright Tremaine LLP

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Can We Launch?

Making Global TM Decisions in the Real World

Panelists



Sara Blotner
Director
Citi



Gabrielle Davis
Former Associate General Counsel, Brand Strategy and Trademarks
The Interpublic Group of Companies, Inc.



Gayle Denman
Partner
Davis Wright Tremaine LLP



Jenn Hamilton
Former General Counsel, IP
Diageo

Moderator



Batur Oktay
Partner
Davis Wright Tremaine LLP

What's a Clearance Search?

- Search to confirm availability for use and, in some cases, registration
- Jurisdiction-specific
- Some law firms and in-house counsel have access to databases of virtually all trademark registers worldwide
- But, U.S. counsel are only qualified to make definitive judgments on U.S. marks!



Davis Wright Tremaine LLP

Hypothetical: Meet the Brand

PROPOSED MARK	NOVALUX
INITIAL PRODUCT	One category. Marketing already has plans for adjacent products
LAUNCH DATE	Six months out
TARGET MARKETS	U.S., Canada, Mexico, Brazil, UK/EU, Switzerland, Norway, Turkey, Saudi Arabia, Israel, UAE, South Africa, China, Japan, South Korea, Taiwan, Singapore, India, Indonesia, Malaysia, Vietnam, Australia, New Zealand

Novalux

Davis Wright Tremaine LLP

ROUND ONE

Where Do You Search?

- Two dozen markets
- One budget
- 6-month launch date

Where do you run full searches?

Where are preliminary screens enough?

Davis Wright Tremaine LLP

How Do You Search?

What counts, and how much?



Registers



The Web



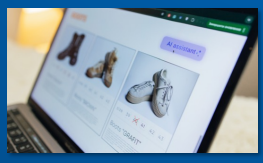
Company Names



Domains



Social Media



Marketplaces

ROUND 2

The Search Results

The results are in. Rate each market GREEN, YELLOW or RED.

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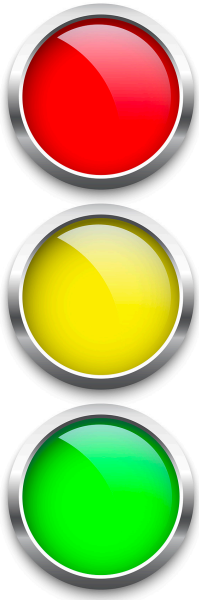
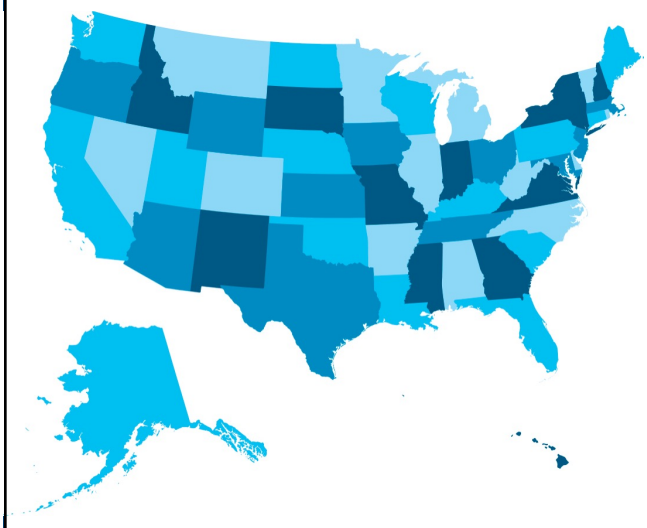
U.S.
Canada
Mexico
Brazil
UK/EU
Switzerland
Norway
Turkey
Saudi Arabia
Israel
UAE
South Africa
China
Japan
South Korea
Taiwan
Singapore
India
Indonesia
Malaysia
Vietnam
Australia
New Zealand





United States

NOVALUX registered for

- An adjacent product
- Looks like an old registration
- Possibly dead

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European Union + United Kingdom

NOVALUX registered for

- Identical goods
- By different owners
- In the UK and several EU member states

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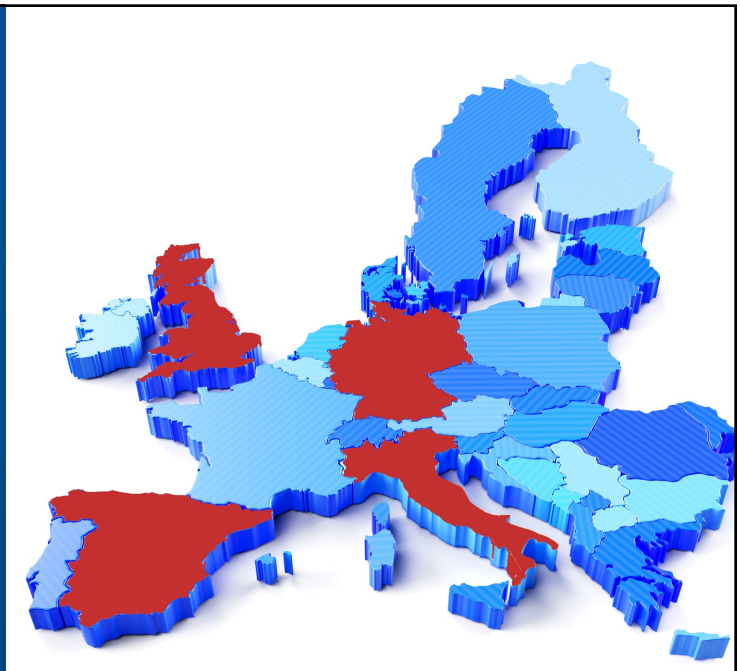



China

- Similar mark on file
- In a related subclass
- Plus a local-language version to consider

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Japan

- Nothing on register
- Web search reveals active company name



Davis Wright Tremaine LLP



Brazil and Mexico

- Clear on the registers
- User in marketplace already using NOVALUX

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ROUND 3

The Marketers Throw a Curveball

- BREAKING NEWS: Marketing announces NOVALUX at a trade show
- Product development wants to expand into adjacent category

Now what do you do?

Davis Wright Tremaine LLP





ROUND 4

What Do You Tell the GC?

The GC (or business client) wants a one-word answer: “yes” or “no"

ROUND 5

Myth or Reality?



Davis Wright Tremaine LLP

ROUND 5

Myth or Reality?

A U.S. clearance search tells you almost everything about the rest of the world.



Davis Wright Tremaine LLP



ROUND 5

Myth or Reality?

If we can register it, we can use it (or the reverse).

ROUND 5

Myth or Reality?

Lots of similar marks means a crowded, weak field.





ROUND 5

Myth or Reality?

Marketing's own "searching" was clear, so we're fine.

Takeaways

- Trademark searching is jurisdiction-specific
- Before a global launch, make a customized search plan:
  - Consider preliminary global screen on a commercial database
  - Add full foreign counsel opinions based on results, most important markets, and other factors
  - In most cases, consider both trademark registers and common law
  - Consider countries with non-Roman alphabets, translations, transliterations, etc.
- Only local counsel can definitively advise on availability of mark in a jurisdiction
- Reconsider searching strategy and parameters for use as business plans evolve




Davis Wright
Tremaine LLP

2:30 – 3:30 pm

The New Culture Wars

ARTS INSTITUTIONS AND EXECUTIVE POWER IN THE TRUMP ERA

Since the first Trump Administration, the escalating attacks on the press have become all too familiar. But the Administration's assault on free expression is no longer confined to the newsroom. Increasingly, arts and cultural institutions find themselves in the President's crosshairs and at the forefront of fights over expressive freedom and institutional independence.

This multi-disciplinary panel will look at legal and regulatory frameworks as diverse and wide ranging as tax law, nonprofit board governance, public lands law, separation of powers, and the First Amendment—and how they intersect with the Trump Administration's efforts to re-shape the cultural landscape. Specific topics to be explored include:

- The Kennedy Center, including legal challenges relating to the building and programming;
- The Smithsonian and efforts to reshape the American narrative;
- The policies governing National Endowment for the Arts and National Endowment for the Humanities funding;
- The efforts to reshape the built environment of Washington, D.C., most notably through the Memorial Arch; and
- The threats to arts organizations' 501(c)(3) status.

Panelists:

Carrie Casselman, Partner, Davis Wright Tremaine LLP
Lynette Labinger, Civil Rights Litigator, ACLU
Kevin Roe, Partner, Davis Wright Tremaine LLP
Francesca Zambello, Artistic Director, Washington National Opera
Melissa Zimmerman, Staff Director/Clerk, U.S. Senate Appropriations Subcommittee on the Interior, Environment & Related Agencies

Moderator:

Alexandra Perloff-Giles, Associate, Davis Wright Tremaine LLP

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NEW YORK 2026

THE NEW CULTURE WARS

Arts Institutions and Executive Power in the Trump Era

Panelists



Carolyn Casselman
Partner
Davis Wright Tremaine LLP



Lynette Labinger
Civil Rights Litigator
Cooperating Attorney for ACLU of Rhode Island



Kevin Roe
Partner
Davis Wright Tremaine LLP



Francesca Zambello
Artistic Director
Washington National Opera



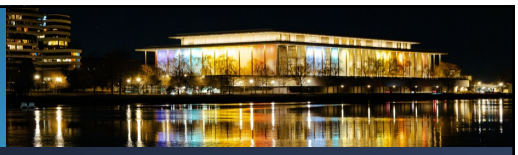
Melissa Zimmerman
Staff Director/Clerk
U.S. Senate Appropriations Subcommittee on the Interior, Environment & Related Agencies

Moderator



Alexandra Perloff-Giles
Associate
Davis Wright Tremaine LLP

The Kennedy Center



Feb 10–12, 2025
Trump purges 18 trustees, incl. chair David Rubenstein. Shonda Rhimes and others resign. New board elects Trump chair. Deborah Rutter out as President, Richard Grenell in.

May 2025
Bylaws rewritten to restrict voting privileges to presidentially-appointed trustees.

Dec 18–19, 2025
Board renames it the "Trump Kennedy Center"; name hits the facade next day.

Dec 22, 2025
Congresswoman Joyce Beatty, an ex officio member of the board, sues to force the removal of Trump's name from the building.

Jan 9, 2026
Washington National Opera votes to leave after 50+ years. Béla Fleck, Martha Graham, others cancel.

Mar 13–16, 2026
Grenell steps down; board votes two-year closure for renovations.

May 29, 2026
Beatty v. Kennedy Center: Judge Cooper rules only Congress can rename, orders name off, blocks closure.

Jun 11–12, 2026
DOJ appeals Judge Cooper's decision. Washington National Opera sues for $17M in withheld endowment funds and gifts.

Aug 13, 2026
Board votes to inscribe "Restored and Renovated by President Donald J. Trump."

Sep 15–17, 2026
Judge Cooper blocks inscription. Board closes most of the Center; court demands 30 days' notice before demolition.

Oct 6, 2026
Administration invokes executive privilege over Trump's Kennedy Center communications.

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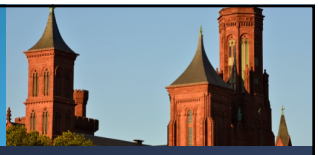
The Smithsonian Institution



Mar 27, 2025
EO 14253 "Restoring Truth and Sanity": VP Vance tasked with purging "improper ideology."

Apr 23, 2025
Congressional Research Service flags that the Smithsonian, outside the three branches, arguably isn't bound by EOs.

May 2025
Trump announces he is firing National Portrait Gallery Director Kim Sajet, who he accuses of being "highly partisan and a strong supporter of DEI".

Jun 13, 2025
Sajet resigns after the Smithsonian rebuffed the firing.

Aug 2025
White House orders review of 8 museums. Trump Administration sends letter to Lonnie Bunch.

Jul 4, 2026
162-page White House Domestic Policy Council report "Saving America's Story" brands National Museum of American History leaders untrustworthy.

Jul 21, 2026
House Oversight Committee holds hearing and grills NMAH Director Anthea Hartig.

Jul 24, 2026
EO 14416 "Restoring Trust in the Smithsonian Institution": Directs "corrective" changes, including installation of temporary signage by National Park Service

Aug 2026
Department of Interior letter to Smithsonian Board of Regents, claiming a "duty to investigate" the Smithsonian's "culture of ideological activism."

Sep 8, 2026
Lonnie Bunch retires after staying on to defend Smithsonian against unprecedented attacks. "I have fought for as long as I can."

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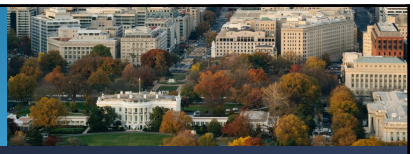
The Built Environment of Washington, D.C.



Sep 2025
Giant Trump banners on federal buildings; Sen. Schiff report calls them illegal propaganda.

Oct 25, 2025
National Park Service reinstalls Confederate Gen. Albert Pike statue under DC "beautification" EO.

Dec 12, 2025
National Trust for Historic Preservation sues to stop the ballroom.

Mar 31, 2026
Judge Richard Leon enjoins ballroom construction.

Aug 7, 2026
D.C. Cir. affirms injunction halting ballroom construction, holding the project requires congressional authorization.

Oct 8, 2026
Arlington County sues in E.D. Va. under National Environmental Policy Act to halt the arch.

Oct 2025
East Wing demolished for 90,000 sq. ft. ballroom. Trump announces plans to build 250-foot memorial arch, fires and replaces all 6 Commission of Fine Arts members

Dec 2025
Trump renames Institute of Peace the Donald J. Trump Institute of Peace and attaches his name to the building facade.

Feb 2026
Lemmon v. Trump: Veterans and architectural historian sue to halt construction of Memorial Arch.

May 11, 2026
Nonprofit sues over blue-tinted resurfacing of the Lincoln Memorial Reflecting Pool.

Aug 21, 2026
Chief Justice Roberts issues administrative stay, permitting ballroom construction to continue

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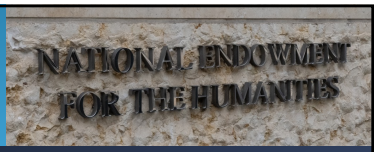
National Endowment for the Arts & National Endowment for the Humanities



Jan 20, 2025
EOs 14151 (DEI) and 14168 ("gender ideology"); NEA adds certification to grant applications.

Apr 1–3, 2025
DOGE terminates 1,400+ NEH grants (>$100M); ChatGPT used to flag "DEI."

May 1 & 12, 2025
American Council of Learned Societies and Authors Guild each, alongside other groups, sue NEH in S.D.N.Y. over termination of funds

Aug 2025
Judge Colleen McMahon (S.D.N.Y.) preliminarily enjoins reallocation of terminated NEH funds.

FY2026 Enacted
Congress rejects cuts: $207M each for NEA and NEH (House vote 397–28, Senate vote 82-15).

Oct 7, 2026
First Circuit hears Rhode Island Latino Arts appeal. FY2027 budget again seeks NEA elimination.

Mar 6, 2025
Rhode Island Latino Arts v. NEA filed by ACLU on behalf of theaters.

Apr 30, 2025
NEA Final Notice: case-by-case "gender ideology" review at final stage.

FY2026 Budget
White House proposes eliminating NEA ($29M closeout) and NEH ($38M shutdown).

Sep 19, 2025
Judge William Smith (D.R.I.) strikes NEA policy as viewpoint discrimination; government appeals.

May 7, 2026
Judge McMahon holds mass termination of NEH grants violated First and Fifth Amendments and was *ultra vires*.

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Letter to the Smithsonian: Internal Review of Smithsonian Exhibitions and Materials

THE WHITE HOUSE
WASHINGTON

WELCOME TO THE GOLDEN AGE!

Sign up for news and updates from the Trump White House.

Your email address

JOIN NOW



As we prepare to celebrate the 250th anniversary of our Nation's founding, it is more important than ever that our national museums reflect the unity, progress, and enduring values that define the American story. In this spirit, and in accordance with Executive Order 14253, *Restoring Truth and Sanity to American History*, we will be leading a comprehensive internal review of selected Smithsonian museums and exhibitions. This initiative aims to ensure alignment with the President's directive to celebrate American exceptionalism, remove divisive or partisan narratives, and restore confidence in our shared cultural institutions.

This review is a constructive and collaborative effort — one rooted in respect for the Smithsonian's vital mission and its extraordinary contributions. Our goal is not to interfere with the day-to-day operations of curators or staff, but rather to support a broader vision of excellence that highlights historically accurate, uplifting, and inclusive portrayals of America's heritage.

The review will focus on several key areas:



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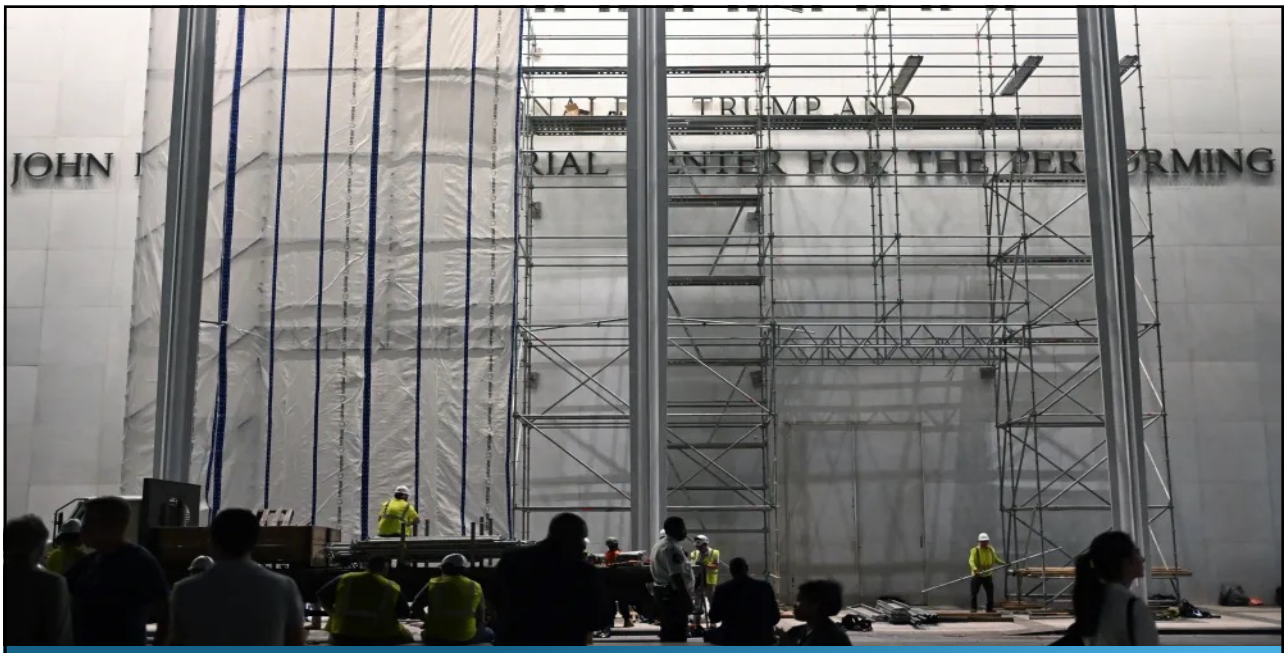
TRUMP AND
JOHN
RIAL
ENTER FOR THE PER RMING


LIBERTY AND JUSTICE FOR ALL

UNITED STATES DISTRICT COURT
FOR THE DISTRICT OF RHODE ISLAND

RHODE ISLAND LATINO ARTS, NATIONAL QUEER THEATER, THE THEATER OFFENSIVE, and THEATRE COMMUNICATIONS GROUP,

Plaintiffs,

v.

NATIONAL ENDOWMENT FOR THE ARTS, and MARY ANNE CARTER, in her official capacity as Acting Chair of the National Endowment for the Arts,

Defendants.

Case No. 25-79 WES

COMPLAINT FOR DECLARATORY AND INJUNCTIVE RELIEF

INTRODUCTION

1. This lawsuit seeks to enjoin an unlawful and unconstitutional exercise of executive power that has sowed chaos in the funding of arts projects across the United States, causing grievous irreparable harm to Plaintiffs and other organizations.



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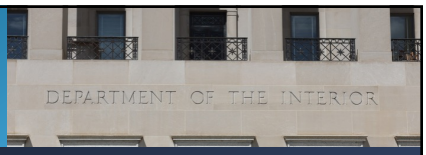
DC Preservation League v. Dep't of the Interior

Case No. 26-cv-477 (D.D.C.) | Oct. 12, 2026 Hearing



> ***"You did not do your best! You did your absolute worst!***
>
> **— Judge Ana Reyes**

"I trusted you all not to do precisely what you have done."

"More than just being upset and furious right now, I am just beyond disappointed in the government. I have done everything humanly possible to give the government the benefit of the doubt."

"What has happened has caused the government to lose all credibility in this case."

Davis Wright Tremaine LLP

4:00 – 5:00 pm

In Conversation

AN INTERVIEW WITH DAVID MCCRAW, THE NEW YORK TIMES

In this fireside chat, Kate Bolger and David McCraw, Senior Vice President and Deputy General Counsel of The New York Times, will explore how The Times balances legal risk and its traditional value-based mission in the midst of unprecedented technological, political, and economic disruption.

Drawing on McCraw's experience advising a global news organization on high-stakes, high-visibility legal threats—while protecting the work at the core of the institution—this conversation will examine how The Times lawyers working with its outside counsel have navigated the past two decades of challenges, from the kidnapping of reporters and the rise of hyper-partisanship around the world to the existential threat of generative AI, the transformation to a digital-first news organization, and being sued by the President of the United States.

Panelist:

David McCraw, Senior Vice President and Deputy General Counsel, The New York Times

Moderator:

Kate Bolger, Partner, Davis Wright Tremaine LLP

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NEW YORK 2026

In Conversation

An Interview with David McCraw, The New York Times

Featuring

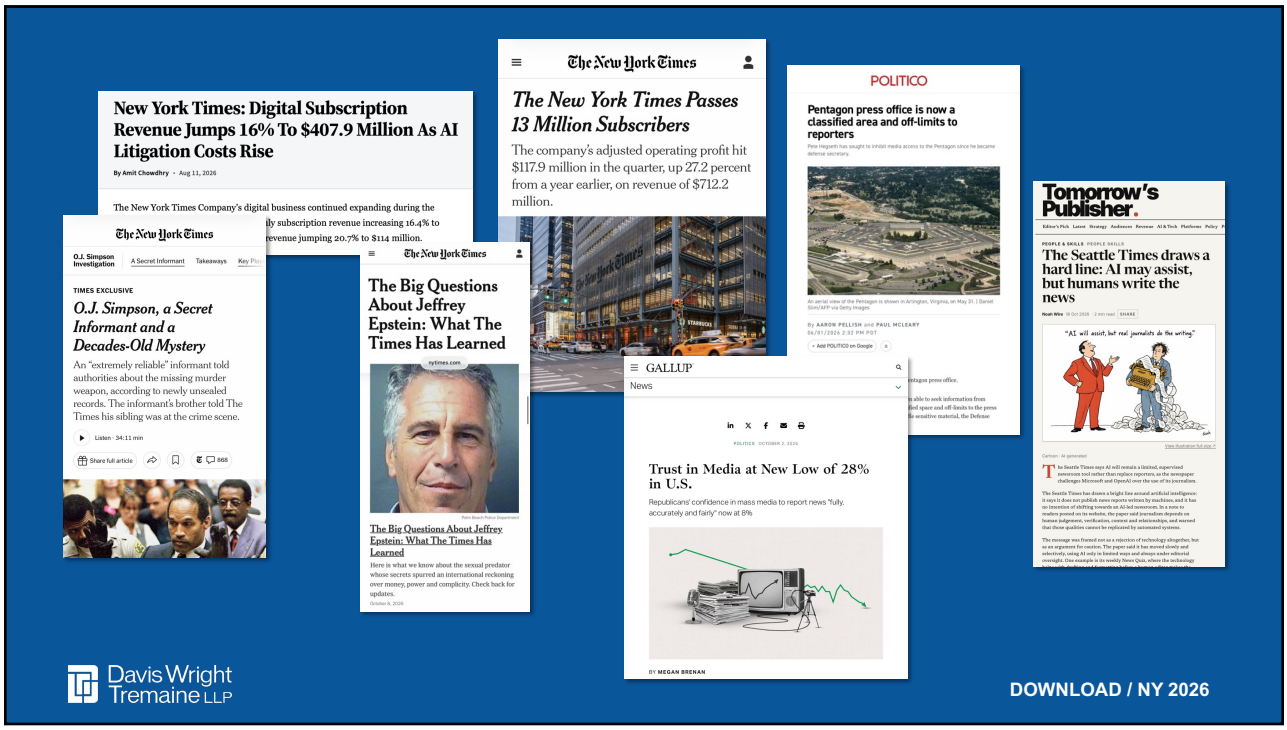


and



David McCraw
Senior Vice President and
Deputy General Counsel
The New York Times

Kate Bolger
Partner
Davis Wright Tremaine LLP



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Speaker Bios



Demetri Blaisdell

Senior Litigation Counsel | **The New York Times Company**

Demetri Blaisdell is Senior Litigation Counsel at The New York Times Company. He is an experienced commercial litigator who manages The Times's litigation against Microsoft, OpenAI, and Perplexity for copying millions of Times articles to build and operate generative AI products that compete with The Times's journalism. He has also managed other high stakes matters for The Times, including class actions, mass arbitrations, shareholder disputes, defamation, and privacy law claims. Prior to joining The Times, Demetri was an associate at Boies Schiller Flexner, where he worked on a wide variety of plaintiff and defense-side cases. Demetri also co-founded The Azraq Fund, a charity that provides educational opportunities for Syrian refugees in rural Jordan.



Sara Blotner

Director | **Citi**

Sara Blotner is a Director in Citi's Intellectual Property Legal group, where she leads the company's global trademark team. Her practice encompasses a broad spectrum of IP law, including trademark counseling, clearance, prosecution and conflicts, right of publicity, copyright, corporate transactions, licensing, AI, internet, and social media—advising one of the world's leading global financial institutions on complex and evolving IP matters at the intersection of finance and emerging technology.

With over 30 years of experience, Sara has held roles spanning private practice and in-house counsel. Prior to joining Citigroup, she served as in-house Trademark Counsel at NBA Properties. Before that, she began her legal career with the trademark group of Fish & Neave. Sara graduated cum laude from Benjamin N. Cardozo School of Law.

Active in the IP community, Sara has lectured on intellectual property legal issues for a number of organizations, including the International Trademark Association, where she previously served on the Board of World Trademark Review, and the Practicing Law Institute. She is based in New York.



Kate Bolger

Partner | **Davis Wright Tremaine LLP**

Kate is an experienced First Amendment and media litigator who has represented news and entertainment companies in a broad spectrum of content-related matters, ranging from investigative journalism to coverage of celebrities. In addition to defending media clients in court, Kate regularly counsels newspapers, magazines, and book publishers about pre-publication issues, and advises authors on contract, electronic publishing, and intellectual property matters.



Carrie Casselman

Partner | **Davis Wright Tremaine LLP**

A versatile transactional lawyer working across diverse media and platforms, Carrie Casselman draws on her experience in live stage, audio-visual content, music, video games, sports, and publishing to offer clients nimble, expert advice. Her practice covers multiple elements of the media and entertainment business, including representation of producers, financiers, underlying rightsholders, authors, and publishers.

One of only a handful of attorneys with deep live stage experience in the performing arts, Carrie's clients range from premier institutional nonprofit theaters and presenters to producers and financiers of Tony-Award winning commercial productions on Broadway and throughout the commercial production lifecycle. Her live event and brand-related experience also includes a broader sphere of events such as conferences, professional sports exhibitions, event sponsorships, and celebrity appearances and endorsements.

Her transactional background also includes over a decade as a content specialist in mergers, acquisitions, and financings involving film and television libraries, production companies, music catalogs, sports teams, and media and related intellectual property rights.



Lauren Chamblee

Assistant General Counsel, Intellectual Property Group | **Microsoft**

Lauren Chamblee is Assistant General Counsel in Microsoft's Intellectual Property Group leading various of the team's counseling efforts and tackling complex legal issues around copyright and AI, scaling responsible data use, and protecting trade secrets and confidential information in collaborative, innovative environments. In short, Lauren works across Microsoft's business units to address the company's high-priority copyright, data, and trade secret issues, among others.

Lauren's journey into law was fueled by an insatiable intellectual curiosity and a knack for solving complex problems. Combined with a passion for exploring creative content, intellectual property law was a perfect fit. Lauren joined Microsoft after nearly a decade in the Intellectual Property, Media, and Technology group of a leading global law firm where she handled copyright and trademark litigation and disputes, managed IP portfolios and provided client counseling services across various industries.



Gabrielle Davis

Former Associate General Counsel, Brand Strategy and Trademarks | **The Interpublic Group of Companies, Inc.**

With 30+ years as an advertising, IP, trademark and brand strategy lawyer, Gabrielle spent the last 25+ years as in-house counsel at The Interpublic Group (IPG), most recently as Associate General Counsel, Brand Strategy and Trademarks. Gabrielle specialized in advertising and IP law, serving as lead counsel to more than ten global advertising agencies and advising global companies and brands at the intersection of advertising, IP, trademarks and brand strategy, while also serving as the company's trademark and brand strategy expert. In her capacity as the trademark and brand strategy expert, Gabrielle established IPG's Trademark Division and instituted and led its trademark policy and procedures, managed a global portfolio of approximately 1000 marks, led brand strategy and clearance for the launch of four (4) global companies, provided trademark training for

business, creative and legal teams, and provided trademark and IP expert witness testimony and litigation strategy in several disputes, partnering with in-house and outside counsel, including, on at least one occasion, with Davis Wright Tremaine as outside counsel.



Liz Davis

Partner | **Davis Wright Tremaine LLP**

Liz Davis leads the commodities and derivatives business practice within the firm's financial services group. With nearly two decades of federal government experience at the Commodity Futures Trading Commission and U.S. Department of Justice, Liz has the insights and perspective to effectively advocate on behalf of her clients before the CFTC, DOJ, Internal Revenue Service, Securities and Exchange Commission, National Futures Association, and exchanges such as CME and ICE.

Liz is the former chair of McGonigle, P.C., where she was a founding member of the firm's Commodities, Futures & Derivatives practice group. Liz has served on the Executive Committee of the Futures Industry Association Law & Compliance Division and as the Law Firm Board Member of the Commodity Markets Council. She also previously co-chaired the Global Digital Asset Cryptocurrency Association's Compliance Community of Practice and is a member of the ABA Derivatives and Futures Law Committee.



Gayle Denman

Partner | **Davis Wright Tremaine LLP**

Gayle Denman focuses her practice on trademark and trade dress clearance, prosecution, counseling, and enforcement. She has particular expertise in the strategic development and execution of international clearance projects and global filing programs. Gayle acts as a full-service IP advisor to her clients by also providing them with trusted counsel in areas including copyright, publicity rights, film clearance, and marketing and promotions. Like her clients' business interests, Gayle's expertise crosses industries, from retail and consumer goods to sports and entertainment, software and technology, financial services, higher education, and philanthropy.



Kathleen Farley

Vice President of Litigation | **Chamber of Progress**

Kathleen Farley is Vice President of Litigation at Chamber of Progress, a center-left tech industry trade association promoting public policies that advance a progressive society and enhance quality of life. Chamber of Progress engages in strategic advocacy to uphold the principles of a free and open internet and ensure that technology continues to drive opportunity and economic growth. In practice, this means Kathleen spends her time explaining how the internet actually works to legislators, and writing amicus briefs. Prior to joining Chamber of Progress, Kathleen was a litigator at Davis Wright Tremaine in the media group. She is a particular fan of the fourth factor of the fair use test and is of the firm belief that "transformativeness" should be considered the fifth factor.



Nancy J. Felsten

Partner | **Davis Wright Tremaine LLP**

Nancy Felsten leads the firm's advertising, marketing, and promotions practice where she helps clients create compliant marketing campaigns pursuant to FTC and FDA regulation and guidance, state consumer protection law, rights of privacy and publicity, and other advertising and intellectual property issues. Whether vetting product claims or helping to ensure regulatory compliance, Nancy is guided by both practicalities and the law, which often, in this space, comes in the form of guidance and not regulation. She is well-known for representing clients in competitive advertising challenges at the National Advertising Division. Whether representing global consumer product companies, retailers, advertising agencies, financial services companies, or our FDA-regulated media and telecommunications clients, Nancy and her team provide a 360-degree practice for any and all kinds of advertising, marketing, and promotions programs. She appreciates her public accolades from Chambers Band 1 to New York Super Lawyers year after year, but what matters most to her are her deep and long-lasting relationships with clients. She believes this is what makes her practice so exciting and personal.



Jenn Hamilton

Former General Counsel, Intellectual Property | **Diageo**

Jennifer Hamilton is the former General Counsel, Intellectual Property, at Diageo, where she led a global team of 28 IP professionals and managed a portfolio of more than 30,000 trademarks, patents, and other intellectual property assets for iconic brands including Johnnie Walker, Don Julio, Smirnoff, Ketel One, Captain Morgan, Casamigos, and Guinness.

Prior to Diageo, Jennifer served as in-house counsel for Major League Baseball for a decade and practiced at both Pennie & Edmonds LLP and Jones Day. She has devoted her career to intellectual property and advertising law.

Jennifer earned a B.A. in International Relations from Michigan State University and a J.D., magna cum laude, from Tulane Law School.



Rick Heaslip

General Counsel and Chief Regulatory Officer | **Kalshi**

Rick Heaslip is the General Counsel and Chief Regulatory Officer at Kalshi, the leading regulated prediction markets exchange. He has oversight over all legal matters at Kalshi, including litigation, commercial deals, and regulatory matters. Prior to joining Kalshi, Rick practiced law at Weil, Gotshal & Manges, LLP and at Duane Morris, LLP. In addition to his legal expertise, Rick has a deep understanding of trading and market dynamics, with years of experience in event contract trading and as a professional poker player. Rick is a 2008 graduate of the University of Pennsylvania and a 2014 graduate of Harvard Law School.



Lynette Labinger

Civil Rights Litigator | **ACLU**

Lynette Labinger is a long-time civil rights litigator in Rhode Island in private practice. Since 2018, she has limited her practice to cases sponsored by the American Civil Liberties Union Foundation of Rhode Island. Labinger is one of the ACLU attorneys representing theatre organizations in Rhode Island Latino Arts, et al. v. National Endowment for the Arts, now pending in the First Circuit Court of Appeals on the federal government's appeal from plaintiffs' successful challenge to the NEA's 2025 announcement to factor the President's Executive Order 14168 ("Defending Women from Gender Ideology Extremism…") in making grant decisions.

Over a 50-year career, Lynette has served as trial and appellate counsel in a wide range of cases championing constitutional and civil rights. Lynette is best known for her successful representation of the class of women varsity athletes in the landmark Title IX sex discrimination case challenging the treatment of women athletes at Brown University (Cohen v. Brown University).

Lynette is a graduate of New York University School of Law. She is a Fellow of the American College of Trial Lawyers. Lynette has received numerous honors for her civil rights advocacy, including the Roger Williams University honorary Doctor of Laws degree.



Min Lee

Executive Vice President and General Counsel | **Hachette Book Group, Inc.**

Min Lee is EVP and General Counsel, Hachette Book Group, Inc. Min oversees all legal work for the company, including editorial and intellectual property matters, claims and litigation, labor and employment, compliance, commercial contracts, M&A, and related matters. As a member of the company's Executive Management Board, Min provides strategic legal leadership on complex business initiatives and industry developments, helping to align legal strategy with business objectives. She is recognized for her pragmatic approach and ability to balance legal considerations with commercial priorities. Since joining Hachette in 2020, Min has overseen the company's participation as plaintiff in copyright infringement litigation against Internet Archive and most recently, against Meta and Google for their unauthorized use of published works to train AI models. Prior to joining Hachette, Min worked at another publishing house and the law firms of Davis Wright Tremaine and Debevoise & Plimpton.



Nadia Makki

Assistant Vice President, Advertising Counsel | **L'Oréal USA**

Nadia is an advertising attorney at L'Oréal providing advertising legal support to various L'Oréal brands, with a focus on sustainability, influencer, and digital marketing issues. Previously, Nadia was at KIND Snacks where she was Assistant General Counsel and worked for more than 9 years on a wide variety of advertising, regulatory, and IP matters.



David McCraw

Senior Vice President and Deputy General Counsel | **The New York Times**

David McCraw serves as Senior Vice President and Deputy General Counsel of *The New York Times*, where he is the paper's senior newsroom lawyer. During his 24 years at The Times, he has advised journalists on libel, national security, access to courts, and press-freedom issues, playing a central role in many of the newsroom's most consequential investigations. He is the author of "Truth in Our Times: Inside the Fight for Press Freedom in the Age of Alternative Facts," a first-person account of the legal battles that helped shape The Times's coverage of major public-interest stories.

David is one of the nation's most prolific litigators of Freedom of Information Act cases, having been the lead attorney on dozens of federal lawsuits seeking information on everything from lethal drone strikes away from the field of battle to Jeffrey Epstein's final days in prison. In addition, David has led international security for Times journalists working in high-risk environments and has served as crisis response manager when journalists have been detained or kidnapped abroad. In 2025, the Committee to Protect Journalism presented him with the Gwen Ifill Press Freedom Award for his work on international press freedom.

David teaches press law at Harvard Law School. He is a graduate of the University of Illinois, Cornell University, and Albany Law School.



Alexandra Nicholson

Partner; Chair, Media, Entertainment, and Intellectual Property Practices

Co-Founder, DOWNLOAD | **Davis Wright Tremaine LLP**

Allie Nicholson focuses her practice on trademark, copyright, and other intellectual property issues for many of the country's leading media and entertainment companies. Her trademark practice centers on worldwide brand-management protection and enforcement, transactions, and strategic planning. She handles the management and enforcement of worldwide intellectual property portfolios, including providing general counsel on a full range of trademark, copyright, and content review issues. Together with former DWT partner Jimmy Nguyen (Founding President, Bitcoin Association), she conceptualized and founded the DOWNLOAD | NY and DOWNLOAD | LA conferences.



Barry O'Connell

Partner | **Davis Wright Tremaine LLP**

Barry O'Connell is a partner in the New York office of DWT's financial services practice group, focusing on white collar, investigations, and government controversies. As both a former SEC Enforcement attorney and a federal prosecutor, Barry brings a unique blend of civil and criminal experience to his representation of individuals and companies facing high stakes SEC or criminal matters.

Barry spent more than a decade in the SEC's Enforcement Division, primarily as part of its specialized Market Abuse Unit (a group dedicated to methodical investigations of the most complex insider trading, manipulation, and market structure issues—often with parallel criminal involvement). During that time, Barry prosecuted, among other conduct, insider trading, first-of-their-kind trading manipulation cases, one of the largest FCPA

settlements in history, and novel asset management actions. The majority of those cases involved a parallel criminal action. Barry also litigated heavily on behalf of the commission, including significant oral arguments and several trials (all of which he won). The subject matter of those arguments and trials involved accounting failures, broker-dealer regulatory requirements, investment management fraud, and other investment schemes or offering frauds. He received recognition for those cases, including the Enforcement Division's highest honor, the Ellen B. Ross Award. Before joining Enforcement, Barry also spent time in the commission's policy division in the wake of the 2008 financial crisis playing a vital role in drafting rules concerning conflicts of interest in asset-backed securities transactions.

Following his time at the SEC, Barry served as a federal prosecutor for the U.S. Attorney's Offices in both the Eastern District of New York and the District of New Jersey. Barry prosecuted insider trading criminally as a special assistant U.S. attorney for the EDNY and then went on to prosecute violent crime and drug offenses as an assistant U.S. attorney for the District of New Jersey.



Batur Oktay

Partner | **Davis Wright Tremaine LLP**

Batur Oktay provides clients with pragmatic and strategic intellectual property guidance. He anchors the firm's trademark practice in Seattle, delivering 25+ years of expertise in protecting and strengthening world-class brands.

A recognized IP leader and former board member of the International Trademark Association, Batur provides strategic business advice and legal counsel across the full spectrum of IP—trademarks, patents, copyrights, trade secrets, licensing, commercial and employment agreements, M&A, and litigation.

Before joining the firm, Batur built and led commercial and IP programs at a large software corporation, a global food and beverage company, and a unicorn consumer product startup where he served as VP and general counsel. He's managed worldwide portfolios of tens of thousands of IP assets across 194 countries, driving innovation and substantial brand growth. His deep industry relationships and business understanding help clients turn complex challenges into opportunities. Drawing from corporate and law firm experience, Batur delivers the strategic IP solutions his clients need.



Amanda Olear

Chief Regulatory Officer | **DraftKings (DkEx)**

Amanda Olear is Senior Director of Regulatory Compliance and Chief Regulatory Officer for DraftKings (DkEx). She joined DraftKings in 2026 after nearly 20 years with the U.S. Commodity Futures Trading Commission (CFTC), where she held several senior leadership roles, including Director of the Market Participants Division and Acting Director of the Division of Market Oversight.

Prior to DraftKings, Amanda most recently served as Special Counsel at Milbank LLP, advising clients on designated contract market and derivatives clearing organization registration, as well as compliance with the Commodity Exchange Act and CFTC regulations. She brings extensive experience in regulatory compliance, market oversight, and financial markets regulation.



Alexandra Perloff-Giles

Associate | **Davis Wright Tremaine LLP**

Alexandra Perloff-Giles is a member of the firm's media and entertainment practice group. A seasoned trial and appellate litigator in both state and federal court, Alexandra has represented clients in high-stakes commercial litigation and has secured numerous wins in significant media cases, including in defamation, First Amendment, press freedom, and other high-profile disputes. Named "One to Watch" in entertainment and sports law by Best Lawyers, Alexandra has defended prominent networks, producers, musicians, authors, and others in the entertainment space.

Before joining DWT, Alexandra was a litigator at a global firm. She previously clerked for the Hon. Marsha S. Berzon on the 9th Circuit Court of Appeals, and in 2019-2020 served as the First Amendment Fellow for The New York Times, providing pre-publication review and litigating FOIA, libel, and First Amendment cases on behalf of the storied newspaper company. The co-author of the Lexology chapter on Defamation & Reputation Management in the United States, Alexandra also served as a media representative on the federal FOIA Advisory Committee, a position to which she was appointed by the Archivist of the United States. Alexandra teaches classes on law and the arts at Columbia University and at the Cardozo School of Law.



Cecelia Prewett

Senior Managing Director | **Actum**

Cecelia Prewett is a Senior Managing Director at Actum, where she helps organizations navigate some of their most challenging moments, from high-profile litigation and regulatory matters to crisis communications and public affairs campaigns. With more than two decades of experience working at the intersection of law, government, politics, and communications, she is known for helping clients tell their stories clearly and effectively when the stakes are highest.

Before joining Actum, Cecelia led SKDK's Washington, D.C., public affairs practice, building one of the firm's premier litigation and regulatory communications teams. Earlier in her career, she served as Director of Public Affairs and Senior Policy Advisor to the Chairman of the Federal Trade Commission, where she advised on major consumer protection, antitrust, and regulatory issues. She has also served as a spokesperson for Members of Congress and advised leaders across government, advocacy organizations, and the private sector.

Drawing on her experience in both government and the private sector, Cecelia helps clients understand not only how decisions are made in Washington, but how public perception can shape outcomes. Her work spans technology, healthcare, financial services, consumer protection, and complex legal matters, making her a trusted advisor on issues where reputation, policy, and the law converge.

A graduate of the University of Tennessee and The George Washington University, Cecelia is a respected strategist, communicator, and counselor who brings insight, creativity, and practical experience to every engagement.



Kevin Roe

Partner | **Davis Wright Tremaine LLP**

Kevin Roe is a practical, solutions-oriented advisor and nationally recognized attorney with over a decade of experience advising tax-exempt organizations and years of hands-on experience in the nonprofit sector. He provides strategic guidance to a diverse range of public charities, private foundations, and other nonprofits on structural and operating issues, including formation, governance, reorganizations, grantmaking, taxation, and commercial transactions. Kevin also advises public and private companies on corporate social responsibility initiatives and individual donors on major gifts.

Recognizing him as a leading lawyer in its Not-for-Profit rankings, in 2024 and 2025, The Legal 500 United States reported that his clients praise Kevin as "excellent on many fronts." He has built a reputation as a talented and hard-working lawyer, and his addition to the firm in 2025 solidified the East Coast presence of the firm's nationally recognized tax exempt organizations practice.

Kevin's expertise in nonprofit investment matters makes him a significant asset for the firm's education industry group, which assists clients with complex investment needs. In addition to serving as principal outside counsel to a diverse set of nonprofit clients—including public charities, private foundations, and media and entertainment organizations—Kevin advises colleges and universities, foundations, hospitals, and other institutions on endowment investment issues, including impact investments.

Before he became a lawyer, Kevin spent four years as a development officer for the Partnership for After School Education in New York, writing grants, managing budgets, and leading fundraising efforts. He is the author of "Understanding Private Foundations" for Thomson Reuters Practical Law and serves as chair of the Federal Taxation Subcommittee of Nonprofit New York's Government Relations Council. He teaches courses on nonprofit law at Fordham University School of Law and is a frequent speaker on governance, charitable giving, advocacy, impact investments, and other aspects important to tax-exempt organizations.



Jim Rosenfeld

Partner | **Davis Wright Tremaine LLP**

Jim Rosenfeld litigates for and counsels clients on risks and claims relating to their content. He represents a wide range of internet content and service providers, and publishers and broadcasters in every medium. His cases span media, intellectual property, and internet law—including copyright, trademark, defamation, right-of-publicity, invasion of privacy, freedom of information law, reporter's privilege, and commercial matters. He has particular expertise on issues unique to content providers on the internet and other new platforms, including the DMCA and CDA legal immunities for user-generated content; liability arising from linking, sharing, distributing, embedding, moderating, and aggregating content; and issues relating to online advertising, social media, bots, artificial intelligence, and piracy. Ranked by Chambers USA as one of "America's Leading Lawyers for Business" in Media & Entertainment: Litigation and First Amendment Litigation, Jim focuses his practice on the specific needs of his media, entertainment, and tech clients, keeping current on changes in their industries so he can best tailor advice to help them achieve their business goals.



Jennifer Santos

Program Development Manager: Institute for Responsible Influence | **BBB National Programs' Center for Industry Self-Regulation**

Jennifer Santos is the Program Development Manager at BBB National Programs 501(C)(3) Charitable Foundation, the Center for Industry Self-Regulation (CISR). In this role, she is leading the development of the Institute for Responsible Influence, an initiative dedicated to advancing best practices and accountability in influencer marketing.

Jennifer joined BBB National Programs in 2021 as a staff attorney with the National Advertising Division (NAD), where she resolved disputes over the truthfulness and accuracy of national advertising campaigns and authored detailed decisions that continue to provide critical guidance to the advertising industry.

Before her time at BBB National Programs, Jennifer served as Vice President of Advertising Standards at NBC Universal, where she oversaw the review of advertising across the broadcast network, NBC Universal cable networks, and NBC custom-created content to ensure truthfulness and compliance with federal and state law as well as NBC guidelines.

She has also taught Business Law as an adjunct professor at Molloy University and practiced law in the areas of trademark and commercial litigation.

Jennifer earned her B.A. from Villanova University and her J.D. from St. John's School of Law. She is admitted to practice in Connecticut and New York.



Kristi Wolff

Partner | **Davis Wright Tremaine LLP**

Kristi Wolff is a trusted advisor to companies across a range of industries, including representing leading manufacturers and retailers in the food, drug, and personal care industries, health technology, cannabis, apparel, household products and appliances, and transportation services, just to name a few. She plays a critical role in supporting the firm's top-of-market advertising practice and its nationwide food and beverage team, working from the nation's capital and strengthening both groups' East Coast presence.

A nationally respected regulatory counsel who has been repeatedly recognized by Super Lawyers and Best Lawyers in the area of consumer protection and advertising law, Kristi leverages over a decade of experience in private practice in Washington, D.C.—plus senior in-house roles counseling a Fortune 500 healthcare company and a Fortune 100 food manufacturer—to approach her clients' most pressing challenges with innovation and practicality.

With this background, Kristi has supported dozens of product launches and advertising campaigns, including assisting with claim substantiation, product testing, label review, influencer campaigns, and post-market quality issues such as recalls and product withdrawals. She regularly works on country of origin and "Made in USA" claims, automatic renewal compliance, price advertising, and "green" claims, and is skilled in assisting clients with scenarios that blur the lines between legal and public relations concerns.

Kristi is a zealous advocate for her clients before the FTC, FDA, state AGs, and the National Advertising Division of the Better Business Bureau. She also supports the firm's consumer class action defense practice with her regulatory expertise.

At her previous firm, Kristi chaired the FDA practice group and DEI committee.



Francesca Zambello

Artistic Director | **Washington National Opera**

Francesca Zambello has been the Artistic Director of the Washington National Opera since 2013. Zambello is also the Artistic & General Director of the Glimmerglass Festival, Emerita. She has staged new productions at major theaters and opera houses in Europe, Asia, Australia, Russia, and the U.S. She has worked at more than 50 international and American opera houses. Her theatrical work has been performed on Broadway, the West End, and in European theaters. She is a Chevalier des Arts et des Lettres, a Knight with the Order of the Star of Italy, and she has received the Russian Federation's Arts Medal for her service to culture. Other honors include from Olivier Awards, Evening Standard Awards, French Grand Prix des Critiques, Golden Mask Awards, and Green Room Awards, as well as the Medallion Society Award from the San Francisco Opera, recognizing 30 years of work for the company, including directing the Ring Cycle twice. She has served as an adjunct professor at Yale University and a guest lecturer at Harvard University and The Juilliard School. She recently was inducted into the Opera America Hall of Fame.

From 1971 until earlier this year, the Washington National Opera performed at the Kennedy Center. In January, the Washington National Opera sought to sever its ties with the Kennedy Center and, in June of this year, it filed suit against the Kennedy Center, alleging that the Kennedy Center wrongfully withheld $17 million in gifts and donations owed to the opera company.



Melissa Zimmerman

Staff Director/Clerk | **U.S. Senate Appropriations Subcommittee on the Interior, Environment & Related Agencies**

Melissa Zimmerman has 24 years of experience in public policy with expertise in federal appropriations and budgeting. She has served for 18.5 years as an aide to the Senate Appropriations Committee in several roles. She is currently the Staff Director of the Interior, Environment, and Related Agencies Subcommittee, which funds and oversees the Interior Department, the Environmental Protection Agency, the Forest Service, tribal programs including the Indian Health Service, and a range of cultural institutions including the Smithsonian Institution, the Kennedy Center, the National Gallery, and the National Endowments for the Arts and Humanities.

Melissa has also covered a variety of issues during her public service career, including small business development, Cuba sanctions, major construction projects including the restoration of the Capitol Dome, endangered species, and controversial environmental regulations. She is most proud of her work bringing paid internships to Senators' offices, expanding access to Congressional careers to students who previously could not have afforded to spend a summer in Washington, D.C.

Before coming to the Senate, Melissa worked at the Congressional Budget Office (CBO) where she provided cost estimates for legislation related to veterans' benefits and commerce-related issues. She also spent two years as a civil servant at the Office of Management and Budget (OMB) coordinating the President's budget and program execution for federal highway programs.

Melissa earned a Master of Public Policy with a concentration in Federal Budgeting and Finance from George Washington University and a BA in Economics and Political Science from the University of Florida. She is an alumnus fellow with both the John C. Stennis Center for Public Service and the National Academies of Sciences, Engineering and Medicines Climate Crossroads Program. Melissa lives on Capitol Hill with her husband Michael and seven-year-old daughter Skye.


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