



November 9th, 2022

Dear Colleague,

It is clear House Republicans are going to take back the House next Congress. Now we must *champion our agenda* and **prepare to govern as a majority.**

I am running to be the majority whip for our *entire conference*. I'm asking for your support because I want to listen and to *be your voice*.

That is my goal for the 118th Congress.

For the past two years, I chaired the Republican Study Committee, where I learned to listen to fiscal and social conservatives, defense hawks, members who represent the suburbs, border communities, and agricultural districts, and *build a consensus* that works for all of us.

House Republicans need to *remain united*, and that means that *you, your constituents, and our nation must come first*. If I am elected to serve as majority whip, ***I will always keep my door open*** for members so that your voice is heard in legislation. I will act as a bridge between members and leadership and committee chairs, so that you are involved in shaping our agenda as it unfolds. Lastly, building support will require *attention to detail* and careful listening.

Our conference *must maintain our relationships* with the coalitions who've helped us and the voters who elected us. I have long-standing and close ties to the Heritage Foundation, the American Conservative Union, Club for Growth, SBA List, and many other conservative organizations. Our coalitional allies want what we want. We shouldn't have to fight upstream, and I can provide the *two-way communication* that's necessary to achieve our goals together.

Republican voters are upset with the Biden administration, and they're counting on Republicans to *keep our promises*. I recognize their frustration and share their concerns. I'm a frequent guest on conservative media and have earned a reputation as a trusted and *effective communicator*. I can help our voters understand our priorities, challenges, and shared commitment to them.

I served in Afghanistan as a Navy logistician, spent three terms on the Armed Services Committee, and am a proud Midwesterner who would be the *only veteran in leadership*. I know how to stay organized in a high-stakes situation and what is required each year to maintain U.S. military supremacy. Finally, as the father of three daughters, I believe that above all else, **we must preserve the things that have made America the greatest country in the world.**

Those are the experiences and values I would add to the Republican leadership team. Thank you and I am honored to be able to work alongside you in the United States House of Representatives.

Respectfully,