THIRTY-FIRST TERM MEMBER CONFERENCE 2026

The Term Member Program is supported by a generous gift from the Anna-Maria and Stephen Kellen Foundation.

All times listed below are in Eastern Daylight Time.

Thursday, October 29, 2026

11:00 a.m. to 3:00 p.m.	Optional Site Visits to Select Locations in Washington, DC **More details will be announced soon.*
4:30 p.m. to 5:00 p.m.	Registration and In-Person Reception
5:00 p.m. to 6:00 p.m.	Opening Plenary: **Live *Smart Girl, Dumb Questions* Podcast With Michael Froman and Nayeema Raza** **Michael Froman**, President, Council on Foreign Relations; CFR Member; Former CFR Term Member *Presider*: **Nayeema T. Raza**, Host, *Smart Girl, Dumb Questions* Podcast; Former CFR Term Member **This session will be on the record.*
6:00 p.m. to 6:30 p.m.	In-Person Networking Break
6:30 p.m. to 7:45 p.m.	Keynote Plenary: **A Conversation With Maria Ressa** **Maria Ressa**, Cofounder and CEO, Rappler; Author, *The Fight Back: A Citizen's Guide to Standing Up to Dictators*; Nobel Laureate *Presider*: **Amna Nawaz**, Coanchor and Comanaging Editor *PBS News Hour*; CFR Member **This session will be on the record. It will take place in person and be offered virtually via Zoom.*
7:45 p.m. to 9:00 p.m.	Opening Night In-Person Cocktail Reception

Friday, October 30, 2026

8:30 a.m. to 9:15 a.m.	In-Person Breakfast Reception
9:15 a.m. to 10:30 a.m.	Plenary II: **Future of American Strategy Toward the Western Hemisphere** *Welcoming Remarks:* **Nancy D. Bodurtha**, Senior Vice President, Meetings and Membership, Council on Foreign Relations; CFR Member *Introductory Remarks:* **Rebecca Lissner**, Senior Fellow for U.S. Foreign Policy and Director of the Future of American Strategy Initiative, Council on Foreign Relations **Heidi E. Crebo-Rediker**, Senior Fellow, Center for Geoeconomic Studies, Council on Foreign Relations; CFR Member **Will Freeman**, Fellow for Latin America Studies, Council on Foreign Relations

Carlos E. Pascual, Senior Vice President, Global Energy, S&P Global; Former Special Envoy and Coordinator for International Energy Affairs (2011–14) and Former Ambassador to Mexico, U.S. Department of State (2009–11); CFR Member *(speaking virtually)*
Juan Sebastian Gonzalez, Resident Fellow, Georgetown University; Former CFR Term Member
Presider: **Shannon K. O'Neil**, Senior Vice President of Studies and Maurice R. Greenberg Chair, Council on Foreign Relations; CFR Member; Former CFR Term Member
**This session will be on the record. It will take place in person and be offered virtually via Zoom.*

10:30 a.m. to 11:00 a.m. In-Person Networking Break

11:00 a.m. to 12:15 p.m. **Morning Breakout Sessions**
**Breakout sessions will be not for attribution and in person only unless noted otherwise.*

1. **AI and the Next Global Order**
Discussant: **Jessica Brandt**, Senior Fellow for Technology and National Security, Council on Foreign Relations; Former CFR Term Member
Facilitator: **Jafer Ahmad**, Former CFR Term Member

2. **India at the Crossroads: The Future of the World's Largest Democracy**
Discussant: **Sadanand Dhume**, Senior Fellow for India, Pakistan, and South Asia, Council on Foreign Relations
Facilitator: **Kashish Parpiani**, Senior Manager, Chairman's Office, Reliance Industries Limited

3. **Saving America: The National Security Stakes of Your Retirement Savings**
Discussant: **Jonathan E. Hillman**, Senior Fellow for Geoeconomics, Council on Foreign Relations; Former CFR Term Member
Facilitator: **Daniel Levien**, Counsel, Simpson, Thacher & Bartlett LLP; CFR Term Member

4. **Twenty-Five Years Later: The Lessons and Unfinished Business of the 9/11 Attacks**
Discussants: **Bruce Hoffman**, Shelby Cullom and Kathryn W. Davis Senior Fellow for Counterterrorism and Homeland Security, Council on Foreign Relations; CFR Member; and
Farah Pandith, Senior Fellow, Council on Foreign Relations; CFR Member; Former CFR Term Member
Facilitator: **Sarah M. Broadbent**, CFR Term Member

5. **How China Is Rebuilding a Mission-Driven Financial System and Implications for U.S.-China Competition**
Discussant: **Zongyuan Zoe Liu**, Maurice R. Greenberg Senior Fellow for China Studies, Council on Foreign Relations; CFR Term Member
Facilitator: **Alejandro Manzanares**, Vice President, Global Passport, JPMorgan Chase; CFR Term Member

6. **AI Governance and Global Equity: Access and a Seat at the Table**
Discussant: **Tony Oweke**, Research Fellow, Artificial Intelligence, Council on Foreign Relations
Facilitator: **Gordon LaForge**, Codirector, New America; CFR Term Member

7. **Leading Through Crisis: Women, Power, and Democratic Resilience**
Discussant: **Linda Robinson**, Senior Fellow for Women and Foreign Policy, Council on Foreign Relations; CFR Member; Former CFR Term Member

Facilitator: **Rudina Hajdari**, Program Director, Institute for Global Affairs, Eurasia Group; CFR Term Member

8. **Realism and the Indo-Pacific: Power, Deterrence, and U.S. Grand Strategy**
Discussant: **David Sacks**, Author, *The Realist: Hans Morgenthau and the Purpose of American Power*; Fellow for Asia Studies, Council on Foreign Relations
Facilitator: **Kirsten Asdal**, Cofounder and Partner, Asdal Advisory Group; CFR Term Member

9. **Powering the AI Frontier: Energy Bottlenecks, Scientific Breakthroughs, and the Race to Superintelligence**
Discussant: **Varun Sivaram**, Founder and CEO, Emerald AI; Senior Fellow for Energy and Climate, Council on Foreign Relations; CFR Term Member

10. **Virtual Session: Understanding Xi Jinping's China**
Discussant: **Joseph Torigian**, Senior Fellow for Asia Studies, Council on Foreign Relations
**This session will be offered virtually via Zoom.*

12:15 p.m. to 12:45 p.m. Proceed to Lunch

12:45 p.m. to 1:45 p.m. **Lunch Discussions**
Lunch will be served at the Organization of American States
**Lunch discussions will be not for attribution and in person only.*
During lunch, tables will be hosted by term members who will facilitate informal discussions. If you wish to participate, please look for a sign on the table indicating the number, topic, and term member name. Tables are filled on a first-come, first-served basis.

1:45 p.m. to 2:30 p.m. Proceed to Concurrent Plenary Sessions

2:30 p.m. to 3:30 p.m. Concurrent Plenary Session I: **Rethinking Energy Security—Lessons From the Iran War**
Natasha Kaneva, Head of Global Commodities Research, JPMorgan Chase; CFR Member
Ray Takeyh, Hasib J. Sabbagh Senior Fellow for Middle East Studies, Council on Foreign Relations
Vijay V. Vaitheeswaran, Philip D. Reed Senior Fellow and Director of the Energy Security and Climate Change Program, Council on Foreign Relations; CFR Member; Former CFR Term Member
Presider: **Kylie Atwood**, National Security Correspondent, CNN; CFR Term Member
**This session will be not for attribution and in person only.*

2:30 p.m. to 3:30 p.m. Concurrent Plenary Session II: **Can America Still Build? The Future of U.S. Defense Production**
Eric D. Chewning, Executive Vice President, Maritime Systems and Corporate Strategy, Huntington Ingalls Industries, Inc.; Former Chief of Staff, U.S. Secretary of Defense (2019–20); CFR Member; Former CFR Term Member
Laura Taylor-Kale, Senior Fellow for Geoeconomics and Defense, Council on Foreign Relations; Former Assistant Secretary of Defense for Industrial Base Policy, U.S. Department of Defense (2023–25); CFR Member; Former CFR Term Member

Jennifer M. Stewart, Executive Vice President for Strategy and Policy, National Defense Industrial Association; Counselor, WestExec Advisors; Former Chief of Staff, U.S. Secretary of Defense; CFR Member
**This session will be not for attribution and in person only.*

3:30 p.m. to 4:00 p.m. In-Person Networking Break

4:00 p.m. to 5:15 p.m. **Afternoon Breakout Sessions**
**Breakout sessions will be not for attribution and in person only.*

1. **The United States and the Future of Venezuela**
Discussant: **Elliott Abrams**, Senior Fellow for Middle Eastern Studies, Council on Foreign Relations; CFR Member; Former CFR Term Member
Facilitator: **Zach Mollengarden**, CFR Term Member

2. **Is the U.S.-Led Middle East Order Over?**
Discussant: **Steven A. Cook**, Eni Enrico Mattei Senior Fellow for Middle East and Africa Studies and Director of the Middle East Program; CFR Member
Facilitator: **Joshua K. Goldman**, Senior Vice President, Blackstone; CFR Term Member

3. **Moonshots, Leapfrogging, and Competing With China**
Discussant: **Rush Doshi**, C.V. Starr Senior Fellow for Asia Studies and Director of the China Strategy Initiative, Council on Foreign Relations
Facilitator: **Morgan Hitzig**, General Partner, Overmatch Ventures; CFR Term Member

4. **The New Nuclear Landscape: Technology, Arms Control, and Global Stability**
Discussant: **Erin D. Dumbacher**, Stanton Nuclear Security Senior Fellow and Director of the Defense and National Security Program, Council on Foreign Relations; Former CFR Term Member
Facilitator: **Michelle E. Dover**, Senior Fellow, Bulletin of the Atomic Scientists; CFR Term Member

5. **Germany Rearmed and the Future of European Security**
Discussant: **Liana Fix**, Author, *Germany Rearmed: The Return of War and the End of Illusions*; Senior Fellow for Europe, Council on Foreign Relations
Facilitator: **Kathryn E. David**, Historian, U.S. Department of State; CFR Term Member

6. **CFR Task Force Preview on the Future of Cuba**
Discussant: **Alexander W. Brockwehl**, Director for Policy and Partnerships, Leadership Now Project, Member, CFR Task Force on the Future of Cuba; Former CFR Term Member;
Facilitator: **Will Freeman**, Fellow for Latin America Studies, Council on Foreign Relations

7. **The All-Volunteer Force Under Pressure? Politics, Recruitment, and Readiness Today**
Discussants: **Carrie A. Lee**, Senior Fellow and Managing Director, Democracy and Security Network, German Marshall Fund of the United States; Coeditor, *Bend But Do Not Break: Shaping the Future of the All-Volunteer Force*; CFR Term Member
Max Z. Margulies, Nonresident Affiliate, Center for Security Studies, Georgetown University; Coeditor, *Bend But Do Not Break: Shaping the Future of the All-Volunteer Force*; CFR Term Member
Facilitator: **Joseph G. Amoroso**, CFR Term Member

8. **AI Deployment Is Foreign Policy**
Discussants: **Vinh Nguyen**, Senior Fellow for Artificial Intelligence, Council on Foreign Relations

Kat Duffy, Senior Fellow for Digital and Cyberspace Policy and Director of LEAD AI, Council on Foreign Relations
Facilitator: **Jonathan Frankle**, Chief AI Scientist, Databricks; CFR Term Member

9. **Immigration, Geopolitics, and African Solidarity**
Discussant: **Ebenezer Obadare**, Douglas Dillon Senior Fellow for Africa Studies, Council on Foreign Relations
Facilitator: **Molly M. O'Toole**, Fellow, Kluge Center, Library of Congress; Instructor, Georgetown University; Former CFR Term Member

10. **Global Markets at a Crossroads: The State of Investing in an Uncertain World**
Discussants: **Matthew Aks**, Senior Strategist, Evercore ISI; CFR Term Member
Adam Silverschotz, Cofounder and Managing Partner, Tru Arrow; Former CFR Term Member

5:15 p.m. to 5:45 p.m. In-Person Networking Break

5:45 p.m. to 6:45 p.m. Closing Plenary: **Foreign Policy, Voters, and the 2026 Midterms**
Pete Seat, Vice President, Bose Public Affairs Group; Former White House Spokesman; Former CFR Term Member
Sabrina Singh, Political Commentator, CNN; Partner, Seven Letter; Former Deputy Press Secretary, U.S. Department of Defense (2022–25)
**This session will be on the record.*

6:45 p.m. to 8:00 p.m. In-Person Cocktail Reception

Council on Foreign Relations
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