

COUNCIL OF COUNCILS

An Initiative of the Council on Foreign Relations



Sunday, May 17, 2026
5:00 p.m. to 8:00 p.m.

Monday, May 18, 2026
8:30 a.m. to 5:00 p.m.
6:15 p.m. to 9:00 p.m.

Tuesday, May 19, 2026
8:30 a.m. to 2:45 p.m.

The 2026 Council of Councils Annual Conference

This meeting, and the broader Council of Councils initiative, is made possible by the generous support of the René Kern Family Foundation.

Council of Councils Mission Statement

The defining foreign policy challenges of the twenty-first century are global in nature. To help direct high-level international attention and effective policy responses to these threats and opportunities, the Council on Foreign Relations (CFR) has created a Council of Councils (CoC). The CoC is composed of twenty-seven major policy institutes from some of the world's most influential countries. It is designed to facilitate candid, not-for-attribution dialogue and consensus-building among influential opinion leaders from both established and emerging nations, with the ultimate purpose of injecting the conclusions of its deliberations into high-level foreign policy circles within members' countries.

Participants are welcome to disclose ideas from CoC meetings, and may attribute that information to the CoC, but may not reveal the identity, country, or the affiliation of any speaker, participant, or institution attending the meeting. On-the-record and off-the-record sessions will be noted on the agenda. An official photographer will be present and pictures will be displayed on the official webpage and social media sites, but use of personal recording devices and cameras is prohibited.

COUNCIL OF COUNCILS MEMBERS

ARGENTINA

Argentine Council for International Relations
(CARI)

AUSTRALIA

Lowy Institute

BELGIUM

Centre for European Policy Studies (CEPS)

BRAZIL

Getulio Vargas Foundation (FGV)

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Centre for International Governance Innovation
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CHINA

Institute of International and Strategic Studies
(IISS)

Shanghai Institutes for International Studies (SIIS)

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GERMANY

German Institute for International and Security Affairs
(SWP)

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Observer Research Foundation (ORF)

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(CSIS)

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(SAIIA)

SOUTH KOREA

East Asia Institute (EAI)

TURKEY

Global Relations Forum (GRF)

UNITED KINGDOM

Chatham House (Royal Institute of International
Affairs)

International Institute for Strategic Studies (IISS)

UNITED STATES

Council on Foreign Relations (CFR)

Council of Councils Fifteenth Annual Conference

Agenda

Sunday, May 17, 2026

5:00–8:00 p.m. *Opening Dinner* *Council on Foreign Relations
1777 F St NW
Washington, DC 20006
Eighth Floor; Rockefeller-Peterson Room*

Speaker:

Keith Kellogg, Lt. General (Ret.); Cochair, American Security, America First Policy Institute; Former Assistant to the President and Special Presidential Envoy for Ukraine

Presider:

Michael Froman, President, Council on Foreign Relations

Monday, May 18, 2026

*Council on Foreign Relations
1777 F St NW
Washington, DC 20006*

8:30–9:00 a.m. *Registration and Breakfast* *Second Floor Reception Area*

9:00–9:15 a.m. *Welcome and Opening Remarks* *Rockefeller-Peterson Room*

9:15–10:30 a.m. **Session I:
Hot Topic—Iran and Disruptions in the Middle East**

Guiding Questions:

How might the disruption in the Strait of Hormuz cause states to rethink their economic security? How will Gulf states weigh the costs and benefits of U.S. military cooperation differently after this war? How might asymmetrical warfare change? What are we learning about drone warfare?

Speakers:

Michael Doran, Senior Fellow and Director, Center for Peace and Security in the Middle East, Hudson Institute (United States)

Timur Söylemez, President, Global Relations Forum (Turkey)

Sanam Vakil, Director, Middle East and North Africa Program, Chatham House (United Kingdom)

Presider:

Marc Hecker, Executive Director, French Institute of International Relations (France)

10:30–10:45 a.m. *Break* *Second Floor Reception Area*

10:45 a.m.–12:00 p.m. **Session II:**

Rockefeller-Peterson Room

The Role of Think Tanks in a Changed World

Guiding questions:

How should think tanks adapt to the evolving attention economy? How is the audience for think tank products changing? How can think tanks best leverage artificial intelligence (AI), and what are the potential pitfalls? How can think tanks better shape track 1.5 and track 2 diplomacy?

Speakers:

Dhruva Jaishankar, Executive Director, Observer Research Foundation America (India)

Paul Samson, President, Centre for International Governance Innovation (Canada)

Michele Valensise, President, Institute of International Affairs (Italy)

Presider:

Michelle Gavin, Ralph Bunche Senior Fellow for Africa Policy Studies, Council on Foreign Relations (United States)

12:00–12:30 p.m.

Workshop:

Second Floor Reception Area

AI and the Next Global Order

AI is poised to shift the global balance of power across political, economic, and security domains—but policymakers lack frameworks for thinking about how different futures could unfold. This workshop explores four possible worlds defined by two critical uncertainties: the concentration or diffusion of advanced AI capabilities, and the coherence or fragmentation of international governance structures.

Attendees will be divided into six groups, each examining one of the following questions across all four worlds:

Governance: Who governs AI—through what institutions, on whose terms, and with what degree of legitimacy for states outside the great power core?

Great Power Competition: How does the distribution of AI capability reshape great power competition—producing stable equilibriums, racing dynamics, or new forms of hierarchy?

States vs. Nonstate Actors: How do AI capabilities affect the relative power of states versus nonstate actors—and which types of nonstate actors gain the most leverage?

Economic Order and North-South Relations: How do AI-driven economic gains and infrastructure dependencies reshape Global North-South relations—who captures the productivity dividend and who bears the structural costs?

Escalation and Stability: How does AI integration into military and intelligence systems affect escalation risk—what stabilizes or destabilizes the security environment?

Institutional Adaptation: How well do domestic institutions keep pace with AI—or does an adaptation gap generate instability?

Facilitators: **Adam Segal** (CFR) and **Jessica Brandt** (CFR)

12:30–1:30 p.m.

Lunch

1:30–3:30 p.m.

**Session III:
AI Tabletop Simulation Facilitated by CFR and RAND**

The Future of Geopolitics and Frontier AI

Group 1: First floor conference room

Group 2: Eighth floor

1:30–2:20 p.m. - Part one

2:20–2:30 p.m. - Break

2:30–3:30 p.m. - Part two

3:30–3:45 p.m.

Break

Second Floor Reception Area

3:45–5:00 p.m.

**Session IV:
The Rise of AI in a Fractured World**

Rockefeller-Peterson Room

Guiding questions:

Is AI regulation possible while the traditional forums of global governance are in flux? Are existing mechanisms sufficient to hold private sector actors in tech accountable to public authorities? How can states best understand the intersection of AI and armed conflict, and what guardrails should be in place? How is the race for AI supremacy shaping geopolitics?

Speakers:

Jessica Brandt, Senior Fellow for Technology and National Security, Council on Foreign Relations (United States)

Paul Fraioli, Senior Fellow for Technology, Geopolitics, and Strategy, International Institute for Strategic Studies (United Kingdom)

Meg King, Senior Director, Technology Policy and Strategic Engagement, Nvidia (United States)

Presider:

Héctor Cárdenas, President, Mexican Council on Foreign Relations (Mexico)

5:00–6:15 p.m.

Free Time

6:15–9:00 p.m. **Off-Site Dinner
at the Historic Decatur House**

748 Jackson Pl NW
Washington, DC 20006

Speaker:
TBA

Presider:
Hans Nichols, Political Reporter, Axios

Tuesday, May 19, 2026

8:30–9:00 a.m. *Breakfast* *First Floor Reception Area*

9:00–10:15 a.m. **Session V:
Supply Chain Competition in a World of Uncertainty** *First Floor Conference Room*

Guiding questions:

How can states best protect their supply chains from climate shocks, rapid technological change, and geopolitical instability? How can the risks of conflict emerging from scarcity or competition for critical goods be mitigated? How might different forms of scarcity change the nature of states' relative power?

Speakers:

Shannon O'Neil, Senior Vice President of Studies and Maurice R. Greenberg Chair, Council on Foreign Relations (United States)

Karel Lannoo, Chief Executive, Centre for European Policy Studies (Belgium)

Carola Ramón, Vice President, Argentine Council for International Relations (Argentina)

Presider:

Stefan Mair, Director and Executive Chairman, German Institute for International and Security Affairs (Germany)

10:15–10:30 a.m. *Break* *First Floor Reception Area*

10:30–11:45 p.m. **Session VI:
Hot Topic—The World Rearmed** *First Floor Conference Room*

Guiding questions:

Is there any future for arms control agreements? Where would leadership on arms control come from in this new era? How will increasing European military spending lead to capabilities that reshape relative power within Europe? Will the U.S.-Israeli attack on Iran prompt some other states to rapidly pursue nuclear weapons capabilities?

Speakers:

Mely Caballero Anthony, President's Chair and Associate Dean,
S. Rajaratnam School of International Studies (Singapore)

Paweł Markiewicz, Executive Director, Polish Institute of International Affairs
in Washington (Poland)

Tadamichi Yamamoto, Member of the Board of Directors, Genron NPO
(Japan)

Presider:

Michael Fullilove, President, Lowy Institute (Australia)

11:45 a.m.–12:00 p.m.	<i>Conference Closing Remarks</i>	<i>First Floor Conference Room</i>
12:00–12:45 p.m.	<i>Break</i>	<i>First Floor Conference Room and Reception Area</i>
12:45–1:30 p.m.	<i>Lunch</i>	<i>Second Floor Reception Area</i>
1:30–2:45 p.m.	Public Session VII: After the Rupture—The Reordering of the World	<i>Rockefeller-Peterson Room</i>

Guiding questions:

Who are the geopolitical winners and losers of the reordering world? Are values-based alliances a thing of the twentieth century? What is the role of middle powers in this moment and how can they leverage their capacity? What is the future of diplomacy in an increasingly transactional geopolitical space?

Speakers:

Chaesung Chun, President, East Asia Institute (South Korea)

Michael Froman, President, Council on Foreign Relations (United States)

Ottília Anna Maunganidze, Head of Special Projects, Institute for Security
Studies (South Africa)

Francisco de Santibañes, President, Argentine Council for International
Relations (Argentina)

Presider:

Sumi Somaskanda, Chief Presenter, BBC News

PARTICIPANT BIOGRAPHIES

Riccardo Alcaro

Riccardo Alcaro is research coordinator and head of the Global Actors Programme at the Istituto Affari Internazionali (IAI). His main area of expertise is transatlantic relations, with a particular focus on U.S. and European policies towards Europe's surrounding regions. He has been a visiting fellow at the Brookings Institution in Washington and a fellow of the EU-wide program European Foreign and Security Policy Studies. He has coordinated the EU-funded Transworld project on transatlantic relations and global governance (7th Framework Programme) and the JOINT project on EU foreign and security policy (2020). Riccardo is the author of *Europe and Iran's Nuclear Crisis*, and co-author, with Pol Bagueys, of *Conflict Management and the Future of EU Foreign and Security Policy: Relational Power Europe*. He also edited *The Liberal Order and Its Contestations*. He holds a PhD from the University of Tübingen.

Sergio M. Alcocer

Sergio M. Alcocer, former president of the Mexican Council on Foreign Relations, is a professor at the Institute of Engineering of the National Autonomous University of Mexico (UNAM) and visiting professor at the University of Texas at San Antonio. He is a nonresident scholar at Rice University's Baker Institute for Public Policy. Alcocer was the undersecretary for North America in the Ministry of Foreign Affairs and undersecretary for strategic planning and technology development at the Ministry of Energy. At UNAM, he served as secretary-general, coordinator for innovation and development, and director of the Institute of Engineering. He is a member of the Advisory Committee on Structural Safety of the Mexico City Government. He is the founder and president of México Exponencial, a think tank focused on developing public policy and strategies to embrace exponential technologies in Mexico. Alcocer is an international member of the U.S. National Academy of Engineering and former president of the Academy of Engineering of Mexico. He was awarded an honorary doctor of science degree from the University of Arizona. Alcocer is a distinguished engineering alumnus of the Cockrell School of Engineering at the University of Texas at Austin. He received the Charles S. Whitney Medal from the American Concrete Institute and the National Prize of Civil Engineering in Mexico. He earned his bachelor of science in civil engineering from UNAM and a PhD in structures from the University of Texas at Austin.

Kuniko Ashizawa

Kuniko Ashizawa is a senior fellow at the Genron NPO. She also teaches international relations at George Washington University's Elliott School of International Affairs and American University's School of International Service. Her research interests include Japan's foreign policy, regional institution-building in Asia, and global governance. She has published a number of academic journal articles and book chapters, including in the *International Studies Review*, *Pacific Affairs*, the *Pacific Review*, and the *Journal of Peacebuilding and Development*. Her book, *Japan, the U.S., and Regional Institution-Building in the New Asia: When Identity Matters*, received the 2015 Masayoshi Ohira Memorial Prize. Ashizawa was a visiting fellow at various research institutions, including the Woodrow Wilson International Center for Scholars, the East-West Center in Washington, and the Reischauer Center for East Asian Studies at the Johns Hopkins University School of Advanced International Studies. She received her PhD in international relations at Tufts University's Fletcher School of Law and Diplomacy.

Avishay Ben Sasson-Gordis

Avishay Ben Sasson-Gordis is a senior researcher at the Institute for National Security Studies (INSS), where he heads the U.S.-Israel research field and leads the institute's North American research dialogue. His work examines how domestic political developments in the United States affect Israel's national security and strategic environment, with a particular focus on shifts in American support for Israel, the

future of foreign aid, and the ways U.S. political and social trends shape Israel's room for strategic maneuver. Ben Sasson-Gordis's academic work has appeared in leading journals including *The Journal of Politics*, *Political Science Research, Methods* and *Armed Forces & Society*, and he has taught courses on democratic theory, political institutions, and civil-military relations. His book project, *Not Just War*, develops a normative theory of civil-military relations in democracies facing persistent threats. In addition to his scholarly research, he contributes commentary on democracy, U.S.-Israel relations, and Israeli politics to both Israeli and international media, with commentary appearing in outlets such as *Foreign Affairs*, *The Wall Street Journal*, *Haaretz*, and *World Politics Review*—reflecting his commitment to bridging academic analysis with policy and public debate. He received his PhD in government from Harvard University in 2023, where his dissertation explored normative questions of civil-military relations in democratic contexts, focusing on the challenges militaries face when elected leaders undermine democratic norms. He also holds a postdoctoral fellowship with the Liberalism Rekindled program at the Hebrew University of Jerusalem.

Jessica Brandt

Jessica Brandt is a senior fellow for technology and national security at the Council on Foreign Relations (CFR). She is a leading expert on the national security implications of artificial intelligence (AI), foreign malign influence, and the governance of emerging technologies. As director of the Foreign Malign Influence Center at ODNI, Brandt led the U.S. intelligence Community's efforts to mitigate foreign influence threats, including during the 2024 U.S. election cycle. Reporting directly to the Director of National Intelligence, she stood up the center and spearheaded efforts to address AI-enabled foreign influence operations. She also revitalized engagement with the technology sector and implemented an innovative public communication strategy that earned bipartisan praise for its transparency and reach. Prior to ODNI, she was policy director of the Artificial Intelligence and Emerging Technology Initiative and a fellow in the Strobe Talbott Center for Security, Strategy, and Technology at the Brookings Institution. She has also held leadership roles at the German Marshall Fund and the Brookings Institution focused on technology policy and international security. Brandt regularly testifies before Congress and briefs U.S. policymakers, technology leaders, and international officials on AI, foreign malign influence, and the national security implications of emerging technologies. Her work has appeared in outlets including the AP, BBC, CNN, *Foreign Policy*, NPR, *New Yorker*, *Washington Post*, *Washington Quarterly*, and *Wired*. Brandt holds a BA from Johns Hopkins University and an MA in public policy from Harvard University.

Esther D. Brimmer

Esther D. Brimmer is the James H. Binger senior fellow in global governance at the Council of Foreign Relations. She is writing a book on the need for better governance mechanisms to manage expanding human activities in outer space. Most recently, she served as project director for CFR's task force report *Securing Space: A Plan for U.S. Action*. Previously she served as project director for a different CFR task force report, *Arctic Imperatives: Reinforcing U.S. Strategy on America's Fourth Coast*. Her career spans service in government as a senior official, as a CEO, and as a faculty member at leading universities. She led U.S. policy in international organizations as the assistant secretary of state for international organization affairs. Earlier she served on the State Department's policy planning staff. Brimmer was executive director and CEO of NAFSA: Association of International Educators. She was the J.B. and Maurice C. Shapiro professor at George Washington University's Elliott School of International Affairs. She was the first deputy director and director of research at the Center for Transatlantic Relations at Johns Hopkins University's Paul H. Nitze School of Advanced International Studies. Brimmer has served

in the private sector as a senior advisor at McLarty Associates, and earlier as an associate at McKinsey & Company. Early in her career, she was a senior associate at the Carnegie commission on preventing deadly conflict. Brimmer received her bachelor's degree from Pomona College and master's degree and doctorate from Oxford University.

Mely Caballero-Anthony

Mely Caballero-Anthony holds the president's chair in international relations and security studies at the Nanyang Technological University's S. Rajaratnam School of International Studies (RSIS), where she also serves as head of the Centre for Non-Traditional Security Studies and associate dean for external engagement. Her work focuses on Asia-Pacific regionalism, multilateralism, nontraditional and human security, nuclear security, peace-building, and global governance. She has led major international research projects and held leadership roles in key global networks, including the World Economic Forum's Global Council on Nature and Security and the International Climate Security Expert Network. She previously served on the UN secretary-general's Advisory Board on Disarmament Matters from 2013 to 2017, chairing it in 2016. She has published widely on Asia-Pacific security, including her recent article "Climate Security in Southeast Asia: Navigating Concepts, Approaches and Practices."

Héctor Cárdenas

Héctor Cárdenas is president of the Mexican Council on Foreign Relations (COMEXI), president and CEO of the Ergo Group, and professor of practice in public policy at the University of California, Berkeley's Goldman School of Public Policy, where he directs the master in public affairs program. With more than thirty years of experience in public policy, international affairs, and institutional reform, he has led major governance and modernization initiatives across Canada, Mexico, Panama, and the United States. His work focuses on strengthening public institutions through regulatory reform, digital transformation, process redesign, and the strategic use of technology. In Mexico, Cárdenas has played a significant role in justice sector reform, labor system modernization, and large-scale administrative transformation, including projects that have improved transparency, efficiency, and access to public services nationwide. In Canada, he has advised multiple provincial governments on regulatory modernization, digital regulatory registries, and institutional performance frameworks aimed at enhancing competitiveness and public accountability. In Panama, he has supported justice and financial integrity reforms, contributing to institutional strengthening efforts with international impact. A frequent speaker at global policy forums and a published commentator on North American integration and geopolitical strategy, Cárdenas is committed to advancing democratic governance and building bridges between academia, government, and the private sector. Cárdenas holds a BA in international relations from El Colegio de México and PhD and MPP degrees from the Goldman School of Public Policy, as well as an MPA degree from France's École Nationale d'Administration.

Michael Carpenter

Michael Carpenter is a senior fellow for transatlantic affairs at the International Institute for Strategic Studies (IISS), where he leads the institute's U.S. foreign policy and transatlantic affairs research program. Based at IISS–Americas, he has more than twenty-five years of experience working in national security, diplomacy, and geopolitical analysis. Carpenter has worked in senior government roles in both Republican and Democratic administrations. Carpenter served in the Biden administration as special assistant to the president and as the senior director for Europe at the National Security Council. He was previously the U.S. ambassador and permanent representative to the Organization for Security and Cooperation in Europe. From 2017 to 2021, Carpenter was the senior director and then managing director of the University of Pennsylvania's Penn Biden Center for Diplomacy and Global Engagement. From 2015

to 2017, he served as the deputy assistant secretary of defense for Russia, Ukraine, Eurasia, and conventional arms control. Carpenter holds a BA in international relations from Stanford University, and an MA and PhD in political science from the University of California, Berkeley.

Clemens Chay

Clemens Chay is senior fellow for geopolitics at the Observer Research Foundation (ORF) Middle East. His research focuses on the history and politics of the Gulf Arab states and the broader geopolitical dynamics of the region. His recent analyses have examined great power involvement in the Middle East and developments in conflict zones, including Gaza and Iran. Previously, he served as research fellow at the National University of Singapore's Middle East Institute, where he provided expert counsel to policymakers and the private sector. From 2015 to 2018, Clemens taught at Durham University, where he completed his PhD in Middle Eastern and Islamic Studies under the auspices of the Al-Sabah Programme. His published work includes academic research, institutional commentaries, and media contributions. He has been featured in the BBC, CNA, *South China Morning Post*, *Time Magazine*, and the *New York Times*. Clemens holds a BA in political science from Sciences Po Paris; an MSc in defense, development, and diplomacy from Durham University; and a PhD in Middle Eastern and Islamic studies. He also studied at the American University of Kuwait.

Chaesung Chun

Chaesung Chun is president of the East Asia Institute (EAI) and a professor of political science and international relations at Seoul National University (SNU). His previous leadership roles include president of the Korean Association of International Studies in 2021, director of the Center for International Studies at SNU, and vice president of the Institute of Peace and Unification Studies at SNU. He has held visiting professorships at Keio University in Tokyo from 2017 to 2018 and 2010 to 2011 and currently serves on the advisory committees of the Ministry of Unification, Ministry of Foreign Affairs, Ministry of Defense, and the Republic of Korea army and navy. His major monographs include *The Future World Political Order and A Theory of Topos* (2025), *Sovereignty and International Relations: Northeast Asian International Relations Theory: Politics among Incomplete Sovereign States* (2020), *Sovereignty and International Relations: Modern Sovereign States System and the Evolution of the Empire* (2019), *Is Politics Moral: Reinhold Niebuhr's Transcendental Realism* (2012), and *East Asian International Relations* (2011). Chun received his BA and MA from Seoul National University and his PhD in international relations theory from Northwestern University.

Michał M. Doliński

Michał M. Doliński serves as head of office of the Polish Institute of International Affairs in Washington, DC. He is a policy and research professional specializing in international law, global governance, and transatlantic relations. Doliński's work focuses on international security, governance, and legal frameworks shaping global policy, with particular attention to transatlantic cooperation and emerging geopolitical challenges. He has experience conducting policy analysis, research, and stakeholder engagement across governmental, multilateral, and think tank environments. Doliński previously worked at the Polish Ministry of Foreign Affairs, serving as a senior analyst in the political section of the Embassy of the Republic of Poland in Washington, DC. His professional experience also includes work with the Parliament of Poland's Bureau of Research and Regulatory Impact Assessment and the World Bank in Washington, DC. Doliński is a graduate of the University of Warsaw's Faculty of Law and Administration, the George Washington University's international and comparative law program in Washington, DC, and the University of Oxford's international human rights law program.

Paul Fraioli

Paul Fraioli is a senior fellow for technology, geopolitics, and strategy at the International Institute for Strategic Studies (IISS). At IISS–Americas, his work examines how technology, particularly artificial intelligence, is reshaping global power, economic statecraft, and national security decision-making. He contributes to the IISS program on U.S. foreign policy and transatlantic affairs and is the editor of *Strategic Comments*, the institute’s online analysis of politico-military and technology issues. Before joining IISS in 2020, he was a predoctoral research fellow at the Harvard Kennedy School, while a PhD student in politics and international studies at the University of Cambridge. Earlier, he was a research associate at the Harvard Kennedy School’s Belfer Center for Science and International Affairs focused on U.S. foreign policy and U.S.-China relations.

Michael Froman

Michael Froman is president of the Council on Foreign Relations. He previously served as vice chairman and president, strategic growth, at Mastercard, chairman of the Mastercard Center for Inclusive Growth, and a distinguished fellow at CFR. Ambassador Froman served in President Barack Obama’s cabinet as the U.S. trade representative from June 2013 to January 2017. Major initiatives under his leadership included the conclusion of the Trans-Pacific Partnership agreement in the Asia Pacific and negotiations toward a Transatlantic Trade and Investment Partnership with the European Union; the negotiation of agreements on trade facilitation, agriculture and information technology products at the World Trade Organization; the monitoring and enforcement of U.S. trade rights; and congressional passage of Trade Promotion Authority, the African Growth and Opportunity Act, the Generalized System of Preferences program, and the Trade Facilitation and Trade Enforcement Act. From January 2009 to June 2013, Froman served at the White House as assistant to the president and deputy national security advisor for international economic affairs, where he was responsible for coordinating policy on international trade, finance, energy, climate change, and development issues. He served as the U.S. sherpa for the Group of Twenty and Group of Eight Summits and staffed the president for the APEC Leaders Meetings. In addition, he chaired or cochaired the Major Economies Forum on Energy and Climate, the Transatlantic Economic Council, the U.S.-India CEO Forum, and the U.S.-Brazil CEO Forum. He played a leading role in the launch of several of the Obama administration’s development initiatives, including Power Africa and Trade Africa.

Prior to joining the Obama administration, Froman served in a number of roles at Citigroup, including as chief executive officer of its international insurance business, chief operating officer of its alternative investments business, and head of its infrastructure investment business. He also has served as a senior fellow at the Council on Foreign Relations and a resident fellow at the German Marshall Fund. In the 1990s, Froman spent seven years in the U.S. government. He served as chief of staff and deputy assistant secretary for Eurasia and the Middle East at the U.S. Department of Treasury. He also worked at the White House, where he served as a director for international economic affairs at the National Security Council and National Economic Council. He has published a book and several articles on international relations, international law and trade. He has received numerous fellowships and scholarships, including a White House Fellowship, a Ford Foundation Fellowship in International Law, a Social Science Research Council/MacArthur Foundation Fellowship in International Peace and Security, and a Fulbright Scholarship. In 2016, he was selected by *Fortune* magazine as one of “The World’s 50 Greatest Leaders” and by Politico as one of the “50 thinkers, doers and visionaries shaping American politics in 2016.” Dr. Froman received a bachelor’s degree in public and international affairs from Princeton University, a

doctorate in international relations from Oxford University, and law degree from Harvard Law School, where he was an editor of the *Harvard Law Review*.

Michael Fullilove

Michael Fullilove AM has been the executive director of the Lowy Institute since 2012. Prior to that, he served as the director of its global issues program and wrote the institute's feasibility study for Sir Frank Lowy in 2002. Previously, Fullilove worked as a lawyer, a visiting fellow at the Brookings Institution, and an advisor to Australian Prime Minister Paul Keating. Fullilove writes on Australian and U.S. foreign policy in publications such as the *New York Times*, the *Financial Times*, and *Foreign Affairs*. His books include the award-winning *Rendezvous with Destiny: How Franklin D. Roosevelt and Five Extraordinary Men Took America into the War and into the World*. Fullilove's forthcoming book is on John F. Kennedy and his speechwriter and confidant Ted Sorensen. He has hosted many world leaders at the Lowy Institute, including Ukrainian President Volodymyr Zelenskyy, former U.S. President Joe Biden, former German Chancellor Angela Merkel, Singaporean Prime Minister Lawrence Wong, and Canadian Prime Minister Mark Carney, as well as nine Australian prime ministers. Fullilove graduated in arts and law from the University of Sydney and UNSW Sydney and studied as a Rhodes Scholar at the University of Oxford, where he received a master's degree and a doctorate in international relations.

Michelle D. Gavin

Michelle D. Gavin is the Ralph Bunche senior fellow for Africa policy studies at the Council on Foreign Relations. She has over twenty-five years of experience in international affairs in government and nonprofit roles. She was formerly the managing director of The Africa Center, a multidisciplinary institution dedicated to increasing understanding of contemporary Africa. From 2011 to 2014 she was the U.S. ambassador to Botswana and served concurrently as the U.S. representative to the Southern African Development Community (SADC). During Gavin's tenure, the United States and Botswana launched the most ambitious HIV prevention study in the world; Botswana hosted Southern Accord, the 1,400-strong joint SADC-U.S. military exercise; and the U.S. embassy helped to found Botswana's first American Chamber of Commerce. Prior to that, she was a special assistant to President Obama and the senior director for Africa at the National Security Council, where she helped to originate the Young African Leaders Initiative and led major policy reviews of Sudan and Somalia. Before joining the Obama administration, Gavin was an international affairs fellow and adjunct fellow for Africa at CFR. Earlier in her career she worked in the U.S. Senate, where she was the staff director for the Senate Foreign Relations Committee's subcommittee on African affairs, director of international policy issues for Senator Russ Feingold (D-WI), and legislative director for Senator Ken Salazar (D-CO). Gavin earned her BA from Georgetown University's School of Foreign Service, where she was a Truman scholar, and received an MPhil in international relations from Oxford University, where she was a Rhodes scholar. She serves on the board of directors of Points of Light.

Alejandra López de Alba Gómez

Alejandra López de Alba Gómez is the director general of the Mexican Council on Foreign Relations (COMEXI). She has nearly twenty years of professional experience across the Mexican federal government, academic institutions, and civil society organizations. Her work has focused primarily on public security, national security, and international affairs. Throughout her career, she has written and collaborated on a wide range of publications addressing topics such as extremist violence, information operations, strategic communication, and public security. Her research also explores the historical dimensions of global geopolitical transformations, examining how shifts in the international order

influence security dynamics and state strategy. Her work bridges the fields of security studies and international relations, combining academic research with policy-oriented analysis. Currently, she is a PhD candidate at the Instituto Mexicano de Estudios Estratégicos en Seguridad y Defensa Nacionales, where she continues to advance her expertise in national and international security and strategic thought. She holds a master's degree in security studies from Georgetown University and a master's degree in communication from Johns Hopkins University.

Marc Hecker

Marc Hecker is executive director of the French Institute of International Relations (IFRI) and editor in chief of the quarterly journal *Politique étrangère*. He has published several books, including *La Guerre de vingt ans* with Elie Tenenbaum; *Intifada française?*; and *War 2.0: Irregular Warfare in the Information Age*. He holds a PhD in political science from University of Paris 1 Panthéon-Sorbonne and taught for many years at Sciences Po.

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Dhruva Jaishankar is executive director of the Observer Research Foundation America (ORF America), a public policy think tank in Washington, DC, which he helped establish in 2020. In this capacity, he has also served as vice president-Americas at the ORF since 2025, and is an ex officio member of ORF America's board of directors. Jaishankar is the author of *Vishwa Shastra: India and the World*, an introduction to India's international relations. He is a nonresident fellow at the Lowy Institute in Australia and a 2026 senior fellow with the Asia New Zealand Foundation. Jaishankar was previously a fellow in foreign policy studies at Brookings India in New Delhi and the Brookings Institution in Washington, DC. Prior to that, he was a transatlantic fellow with the German Marshall Fund (GMF) in Washington, DC. From 2009 to 2012, he was program officer with the Asia Program at GMF. He has also worked as a news writer and reporter for CNN-IBN television in New Delhi. Jaishankar holds a BA in history and classics from Macalester College and an MA in security studies from Georgetown University.

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Memduh Karakullukçu is the founding president (from 2009 to 2019) and board member (from 2009 to 2023) of the Global Relations Forum. He is the venture partner at D4 Ventures, a United Kingdom-based technology investment platform; chairs the international advisory firm Kroton Consulting, advising tech companies on global, legal, and political challenges; and serves as the founding partner of the Turkish online legal informatics initiative Kanunum. Karakullukçu is the senior advisor at Vuslat Foundation, a Switzerland-based international nongovernmental organization focused on rebuilding social cohesion through innovative communication practices. His policy work includes technology and economic development, technology and security, global energy dynamics, and global economic and financial governance. Previously, Karakullukçu served as the founding managing director of the Istanbul Technical University (ITU) ARI Teknokent, Istanbul's leading technology entrepreneurship community. During his tenure at ITU, Karakullukçu was senior advisor to the president; coordinator of the law, technology, and policy graduate program; and strategic advisor at the university's Center for Satellite Communications. Karakullukçu recently coauthored a book on Turkish foreign policy, *Değerler, Çıkarlar ve Dönüşüm*, and is a member of the New York State Bar Association. He received a BS in electrical engineering and economics from the Massachusetts Institute of Technology, an MSc in finance from the London School of Economics, and a JD from Columbia University.

Yasushi Kudo

Yasushi Kudo is the founder and president of the Genron NPO, an independent Tokyo-based think tank established in 2001. Under his leadership, the organization has become a leading platform for policy debate in Japan, engaging over five hundred experts and opinion leaders to address national, regional, and global challenges. It conducts policy evaluations, promotes public discussion, and issues recommendations to governments and the international community. Kudo has played a key role in advancing Track II diplomacy in Northeast Asia. In 2005, he launched the Tokyo-Beijing Forum to promote dialogue and public survey projects between Japan and China, maintaining engagement even during periods of political tension. Building on these efforts, he established the Asia Peace Conference in 2020, bringing together stakeholders from Japan, the United States, China, and South Korea to promote regional stability. He also launched the Tokyo Conference in 2017 with the aim of developing solutions for common global challenges, preserving democracy, and calling for collective action. Before founding the Genron NPO, Kudo served as editor-in-chief of prominent Japanese magazines, including *Financial Business and Debate* and *Toyo-Keizai*. He has a master's degree in economics from Yokohama City University.

Karel Lannoo

Karel Lannoo has been the chief executive of the Centre for European Policy Studies (CEPS) since 2000. He was also an independent director of Bolsas y Mercados Españolas, the listed company that manages the Spanish securities markets, from 2006 to 2018. Lannoo has published several books on capital markets, the Markets in Financial Instruments Directive, and the financial crisis. He is the author of many op-eds and articles published by CEPS and international outlets. Lannoo is a regular speaker in hearings for national and international institutions, such as the European Commission and European Parliament. Lannoo holds a bachelor's degree in philosophy and a master of arts in modern history from the University of Leuven in Belgium, and a postgraduate diploma in European studies from the University of Nancy in France.

Stefan Mair

Stefan Mair is director and executive chairman of the German Institute for International and Security Affairs (SWP). His areas of expertise are German and EU foreign and security policy, geopolitical and geoeconomic dynamics, and trade and foreign economic policy. From 2010 to 2020, he was a member of the executive board of the Federation of German Industries (BDI). He joined SWP in 1992 as a research associate, eventually serving as a member of the executive board from 2009 to 2010, research director from 2007 to 2009, and head of the Middle East and Africa research division from 2001 to 2007. He earned his doctorate from the Ludwig Maximilians University of Munich and was a PhD scholar at the Ifo Institute for Economic Research's Developing Countries department.

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Paweł Markiewicz is a historian of twentieth-century Central and Eastern Europe. He currently serves as executive director of the Washington, DC, office of the Polish Institute of International Affairs (PISM) and is advisor to the PISM director for U.S. operations. His research area includes U.S. and Canadian foreign and domestic politics; U.S. and Canadian security and defense policies, including in the transatlantic context; and Arctic geopolitics. He has written or coauthored articles and reviews in, among others, the *Hill*, *National Interest*, and *Foreign Policy*, and has provided commentaries for such media outlets as *Rzeczpospolita*, *Gazeta Wyborcza*, BBC Radio and CBC in Canada. He holds an MLA from Harvard University and a PhD from the Jagiellonian University in Krakow.

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Shannon K. O'Neil

Shannon K. O'Neil is senior vice president of studies and Maurice R. Greenberg chair at the Council on Foreign Relations, where she oversees the work of the more than six dozen fellows in the David Rockefeller Studies Program as well as CFR's fourteen fellowship programs. She is a leading authority on global trade, supply chains, Mexico, and Latin America. Dr. O'Neil is the author of *The Globalization Myth: Why Regions Matter*, which chronicles the rise of three main global manufacturing and supply chain hubs and what they mean for U.S. economic competitiveness. She also wrote *Two Nations Indivisible: Mexico, the United States, and the Road Ahead*, which analyzes the political, economic, and social transformations Mexico has undergone over the last three decades and why they matter for the United States. She is a columnist for Bloomberg Opinion, and a frequent guest on national broadcast news and radio programs. Dr. O'Neil has often testified before Congress, and regularly speaks at global academic, business, and policy conferences. Dr. O'Neil has lived and worked in Mexico and Argentina.

She was a Fulbright scholar and a justice, welfare, and economics fellow at Harvard University, and has taught Latin American politics at Columbia University. Before turning to policy, Dr. O’Neil worked in the private sector as an equity analyst at Indosuez Capital and Credit Lyonnais Securities. She holds a BA from Yale University, an MA in international relations from Yale University, and a PhD in government from Harvard University. She is the chair of the board of directors of the Tinker Foundation.

Carola Ramón

Carola Ramón is currently vice president of the Argentine Council for International Relations (CARI), where she has also held the positions of treasurer, director of the Latin American Studies Committee, co-coordinator of the China Working Group, and director of T20 Policy and Research during the Group of Twenty Argentine Presidency. She currently is an active member of several committees at the institute. Between 2022 and 2023, Ramón held the position of undersecretary for federal planning at the Ministry of the Economy. From 2019 and 2022, she was undersecretary for multilateral and bilateral economic negotiations at the Ministry of Foreign Affairs, overseeing bilateral economic negotiations with Africa, Middle East, Europe, Asia, Oceania, and North America, as well as twenty-four multilateral organizations. Ramón has extensive experience as a graduate and postgraduate lecturer in several universities teaching international economic relations as well as Chinese and Asian economic development. She actively participates in publications, conferences, courses, and interviews in Argentina and abroad. She lived three years in Hong Kong, where she studied Mandarin and worked at the Asia Case Research Centre at the University of Hong Kong. Ramón holds a bachelor’s in economics from the University of El Salvador, a master of economics from the University of the Center for Macroeconomic Studies of Argentina, and a master of sciences in Latin American economics and a doctorate in economics from the University of London.

Paul Samson

Paul Samson is the president of the Centre for International Governance Innovation, an independent Canadian think tank working on international governance with a focus on policy solutions in an era of transformative technologies. Previously, he served more than twenty years with the Government of Canada, including at the deputy minister level. Samson worked in the Privy Council Office during the time of three different prime ministers. At the Department of Finance Canada, he served as the deputy for finance at the Asia-Pacific Economic Cooperation forum, was the cochair of the Group of Twenty’s framework working group on the global economy, and served on the board of directors for the Asian Infrastructure Investment Bank. Samson has published widely and appears regularly in national and global media on topics covering the global economy, emerging technologies, and governance. He received his undergraduate degree at the University of British Columbia and his doctorate in international relations at the Graduate Institute in Geneva. Samson completed post-doctoral studies at Harvard University and was a research associate at the Harvard Kennedy School’s Belfer Center for Science and International Affairs.

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Tahsin Timur Söylemez

Tahsin Timur Söylemez is the president of the Global Relations Forum (GRF), and has over thirty-two years of government service in international relations and diplomacy. With career postings in Africa, Europe, and North America, he has served at various missions, including Brussels/EU, New York/UN, and Washington, DC. As a member of the Turkish Foreign Ministry senior management since 2013, Timur was ambassador of Turkey to Mexico from 2017 to 2022 and has since served as director general for Eurasia, director general for the Americas, and most recently as the first director general for international mediation at the Turkish Ministry of Foreign Affairs. Söylemez has led and participated in many high-level international negotiations involving NATO, the United Nations, the EU, and the G20. His diplomatic career has focused on a variety of issues including policy planning, Turkey-U.S. relations, the United Nations, NATO, European security and defense, the Middle East, and Latin America. Söylemez graduated from the Business Administration Department of Hacettepe University in Ankara. Following his obligatory military service, he worked in journalism before joining the Ministry of Foreign Affairs. He speaks both Turkish and English.

Christopher M. Tuttle

Chris Tuttle is a senior fellow and associate vice president of Studies at the Council on Foreign Relations, where he focuses on the politics and process behind U.S. foreign policy. He most recently directed CFR’s *Renewing America Initiative*, a project to examine the domestic foundations underpinning U.S. power internationally. From 2015 to 2019, Tuttle served as policy director of the majority staff of the U.S. Senate Committee on Foreign Relations under Chairman Bob Corker (R-TN). In that role, he supervised the committee’s foreign policy subject matter experts in their work to advise the committee chairman,

conduct hearings, oversee the U.S. government's international affairs agencies, confirm executive branch nominees, and negotiate and craft legislation. During his tenure as policy director, the committee passed into law the first State Department authorization in fourteen years, as well as significant new sanctions on Iran, North Korea, and Russia. It also held more than 150 committee hearings and classified briefings, and confirmation hearings for hundreds of executive branch nominees, including two secretaries of state. From 2019 to 2024, Tuttle was managing director in the Council's Corporate Affairs Program, leading CFR's relationships with a select group of its corporate members. And from 2008 to 2015, Tuttle was director of CFR's Washington Program and Independent Task Force Program. As head of the Independent Task Force Program, he worked with groups of top experts to produce analysis and recommendations on issues of current and critical importance in U.S. foreign policy. As Washington Program director, he oversaw CFR's relationships with the executive branch, Congress, and the foreign diplomatic corps, and managed the Council's Washington staff in its work to provide substantive content to CFR members and the broader policy community. In addition to his work as a senior fellow, Tuttle serves as secretary of the corporation and as a senior advisor for the Council's external affairs efforts in Washington, working to ensure that the actions of policymakers are informed by CFR experts and resources. Tuttle first joined CFR from the U.S. Department of State, where he served from 2006 to 2008. From 1999 to 2006, he worked in the U.S. House of Representatives, serving as chief of staff and senior policy advisor to Representative Mark Green (R-WI), then an assistant majority whip who sat on the International Relations and Financial Services Committees. Tuttle's legislative experience also includes several years as a senior leadership staff member in two state legislatures. Tuttle holds a bachelor's degree from the University of Wisconsin, a master's degree in national security and strategic studies from the U.S. Naval War College, and a diploma from the College of Naval Command and Staff. He has also done graduate study at Georgetown University, Johns Hopkins University, and the National Defense University.

Sanam Vakil

Sanam Vakil is the director of the Middle East and North Africa Programme at Chatham House. Her expertise spans Iranian and Arabian Gulf politics, regional security dynamics, and U.S. foreign policy, with a particular focus on the evolving strategic landscape of the Middle East and its global connectivity. At Chatham House, Vakil directs a diverse portfolio of research and policy initiatives that addresses critical issues such as Gulf Arab security and economic transitions, Iran's regional ambitions, governance and political reform, women's empowerment, and the intersection of climate and socioeconomic challenges. In addition to her policy work, Vakil holds the James Anderson professorial lectureship in Middle East Studies at the Johns Hopkins School of Advanced International Studies (SAIS Europe) in Bologna, Italy, where she has taught Middle East politics since 2008. She previously served on the faculty of SAIS Washington's Middle East Studies Program. Vakil is a member of the Council on Foreign Relations, serves on other advisory boards, and is regularly consulted by high-ranking government officials in the United States, Europe, United Kingdom, and Middle East.

Michele Valensise

Michele Valensise is president of the Institute of International Affairs (IAI). From 2017 to 2024, he was president of the German-Italian Center for European Dialogue housed at Villa Vigoni at the joint proposal of the Italian and German governments. A career diplomat, he began his service in 1975 at the Italian Ministry of Foreign Affairs at the Farnesina. He was later posted to the Italian Embassy in Brasilia and then to the Italian Embassy in Bonn. From 1984 to 1987, during the civil war in Lebanon, Valensise was a counselor and chargé d'affaires in Beirut. In 1991, he was in Brussels as the first counselor at the

Permanent Representation of Italy to the European Union. In 1997, he became ambassador to Sarajevo. He returned to the Farnesina in 1999, where he became director of relations with Parliament and then of the press service. He has been ambassador to Brasília since 2004, to Berlin since 2009, and secretary-general of the Farnesina from 2012 to 2016. Valensise is a board member of several joint-stock companies and the Italian Environmental Fund and a member of the board of directors of the Italian Society for International Organization. He contributes to newspapers and magazines on international politics.

Tadamichi Yamamoto

Tadamichi Yamamoto is a member of the board of directors at the Genron NPO and a visiting professor at Ritsumeikan University and Doshisha University in Kyoto. He is also the executive board member of the UN Association of Japan. Yamamoto is a Japanese diplomat who held the role of UN undersecretary general and served as the UN secretary-general's special representative and head of the UN Assistance Mission in Afghanistan from 2016 to 2020. He served as a diplomat for forty years beginning in 1974. He was the chief negotiator for Japan of the General Agreement in Trade in Services in the Uruguay Round; director in charge when Japan led international efforts for peace in Cambodia from 1992 to 1994; director in charge of North America; head of political sections in the Philippines, Republic of Korea, and the United States; director-general for public diplomacy; ambassador to Hungary from 2012 to 2014; and permanent representative to UNESCO from 2008 to 2010. He served as the special representative of Japan for assistance to Pakistan and Afghanistan from 2010 to 2012 and was in charge of organizing the Ministerial Conference on Assistance to Afghanistan held in Tokyo in July 2012.

OBSERVERS

Caroline Hecht

Caroline Hecht is a research associate for Africa Policy Studies at the Council on Foreign Relations. Before joining CFR, she worked as a researcher at the National Security Policy Center and a security analysis intern at the World Food Programme. She holds a BS in International Politics and African Studies and an MA in Security Studies, both from Georgetown University's School of Foreign Service.

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Ashley Ray is the associate director of the Council of Councils at the Council on Foreign Relations. Previous to this role, she worked at an international humanitarian response organization where she focused on advocacy and Washington coalition engagement. Before joining the international affairs community, she specialized in the humanities and worked as an associate curator and researcher at Washington University in Saint Louis from 2015 to 2018, as well as a freelance writer. Ray holds a master's degree in international affairs from George Washington University. She also holds a master's degree in history from the University of Missouri in St. Louis.

GUEST SPEAKERS

Michael Doran

Michael Doran is a senior fellow and director of the Center for Peace and Security in the Middle East at Hudson Institute. He specializes in Middle East security issues and cohosts *Israel Update*. In the administration of President George W. Bush, Doran served in the White House as a senior director in the National Security Council, where he was responsible for helping to devise and coordinate U.S. strategies on a variety of Middle East issues, including Arab-Israeli relations and U.S. efforts to contain Iran and Syria. He also served in the Bush administration as a senior advisor in the State Department and a deputy assistant secretary of defense in the Pentagon. Before coming to Hudson, Doran was a senior fellow at the Brookings Institution. He has also held teaching positions at New York University, Princeton University, and the University of Central Florida. His latest book, *Ike's Gamble*, was published by Free Press in 2016. He appears frequently on television, and has published extensively in *Foreign Affairs*, *The American Interest*, *Commentary*, *Mosaic*, *the Wall Street Journal*, *the Washington Post*, and *the New York Times*. Born in Kokomo, Indiana, Doran went to elementary school in Carmel, outside of Indianapolis, before his family moved to Fullerton, California, where he graduated from Sunny Hills High School. He received a BA from Stanford University and an MA and PhD in Near Eastern studies from Princeton University.

Joseph “Keith” Kellogg

Joseph “Keith” Kellogg is a retired lieutenant general in the U.S. Army. He currently serves as cochair of American Security at the America First Policy Institute, and was former assistant to the president and special presidential envoy for Ukraine during President Trump’s second term. Kellogg also served in senior White House roles during Trump’s first term, including acting national security advisor in 2017, national security advisor to Vice President Mike Pence, and chief of staff and executive secretary of the National Security Council. Kellogg served for thirty-six years in the U.S. Army, rising to the rank of lieutenant general. His military career included two combat tours in Vietnam and senior leadership positions such as commander of the 82nd Airborne Division and director of command, control, communications, and computers (J6) for U.S. forces under the Joint Chiefs of Staff. His military decorations include the Distinguished Service Medal, the Silver Star, and multiple Bronze Stars. Following his retirement from the army in 2003, Kellogg held senior executive positions in the defense and technology sectors, including leadership roles at Oracle Corporation, CACI International, Cubic Defense Applications, and service on the board of GTSI. He also served as chief operating officer for the Coalition Provisional Authority in Iraq and was awarded the Department of Defense Medal for Distinguished Public Service for his contributions to postwar stabilization efforts. Kellogg holds a BA in political science from Santa Clara University and an MA in international studies from the University of Kansas. His areas of focus include U.S. national security policy, defense technology, foreign relations, and international security and strategic affairs.

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Meg King is director of technology policy and strategic engagement at NVIDIA. She was previously a senior executive at the U.S. Department of Homeland Security, an international project manager at the U.S. Department of Defense, and served as a legislative aide to the chair of the House Homeland Security Subcommittee on Intelligence. In 2015, she founded the Wilson Center Technology Labs, which provides the knowledge foundation for core science and technology policy topics for congressional and executive branch staff members.

Hans Nichols

Hans Nichols is a political reporter at Axios and coauthor of the Axios Hill Leaders newsletter. He covers the White House and national politics. Previously, Nichols was a Pentagon correspondent for NBC News where he reported on the Trump White House and breaking national political news. Before his tenure at NBC, Hans was an international correspondent based in Berlin for Bloomberg TV, leading coverage on a range of stories, from the Greek debt crisis to the Volkswagen emission scandal. He also covered the George W. Bush and Barack Obama presidencies for Bloomberg News, with a focus on the economic policy and their response to the financial crisis. Earlier in his career, he covered House Democrats for The Hill Newspaper, while picking up a law degree from The George Washington University. He was a Fulbright scholar in Sierra Leone and holds a master's degree in political theory from The London School of Economics. He graduated magna cum laude from Cornell University.

Sumi Somaskanda

Sumi Somaskanda is a freelance reporter, writer, editor, and news anchor. Currently based in Washington, DC, she spent the last fourteen years in Berlin covering politics, breaking news, immigration, and economics. Her reporting has taken her across Germany and Europe. Somaskanda is currently a chief presenter at BBC News. Previously, she served as a senior news anchor and correspondent at DW News (Deutsche Welle), Germany's international broadcaster. Sumi reports on Germany for various international publications, including the *Atlantic*, *Foreign Policy*, *Washington Post*, *Al Jazeera*, *Global Post*, *Newsweek*, *PRI*, and *USA Today*. She served as an editor at the *Berlin Policy Journal*, Germany's premiere English-language foreign affairs magazine. She regularly moderates panels and conferences both in Germany and the United States, and lectures American university students at the CIEE Global Institute in Berlin. Somaskanda is an alumna of the Robert Bosch Foundation Fellowship program and part of the BMW Foundation Responsible Leaders Network. In addition to her native English, she speaks fluent German and Spanish, and conversational Tamil.