

COUNCIL OF COUNCILS

An Initiative of the Council on Foreign Relations



*Wednesday, February 11, 2026
8:00 a.m.–9:30 a.m. U.S. Eastern Time*

Council of Councils Thirteenth Virtual 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 affiliation of any speaker, participant, or institution attending the meeting.

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)

CANADA

Centre for International Governance Innovation (CIGI)

CHINA

Institute of International and Strategic Studies (IISS)

Shanghai Institutes for International Studies (SIIS)

FRANCE

French Institute of International Relations (IFRI)

GERMANY

German Institute for International and Security Affairs (SWP)

INDIA

Observer Research Foundation (ORF)

INDONESIA

Centre for Strategic and International Studies (CSIS)

ISRAEL

Institute for National Security Studies (INSS)

ITALY

Institute of International Affairs (IAI)

JAPAN

Genron NPO

MEXICO

Mexican Council on Foreign Relations (COMEXI)

NIGERIA

Nigerian Institute of International Affairs (NIIA)

POLAND

Polish Institute of International Affairs (PISM)

RUSSIA

Council on Foreign and Defense Policy (SVOP)

SAUDI ARABIA

Gulf Research Center (GRC)

SINGAPORE

S. Rajaratnam School of International Studies (RSIS)

SOUTH AFRICA

Institute for Security Studies (ISS)

South African Institute of International Affairs (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 Thirteenth Virtual Conference

International Start Times

(Please double check your time zones)

Wednesday, February 11, 2026

7:00 a.m.–8:30 a.m. Mexico City

8:00 a.m.–9:30 a.m. New York / Washington / Waterloo

10:00 a.m.–11:30 a.m. Buenos Aires / Rio de Janeiro

1:00 p.m.–2:30 p.m. London / Lagos

2:00 p.m.–3:30 p.m. Berlin / Brussels / Paris / Rome / Warsaw

3:00 p.m. -4:30 p.m. Johannesburg / Pretoria

4:00 p.m.–5:30 p.m. Istanbul / Jeddah / Moscow / Tel Aviv

6:30 p.m.–8:00 p.m. New Delhi

8:00 p.m.–9:30 p.m. Jakarta

9:00 p.m.–10:30 p.m. Beijing / Shanghai / Singapore

10:00 p.m.–11:30 p.m. Seoul / Tokyo

12:00 a.m.–1:30 a.m. Sydney

**Council of Councils Thirteenth Virtual Conference
Agenda**

Wednesday, February 11, 2026

(All times below are in Eastern Time/U.S. and Canada)

Join details for the session:

<https://cfr.zoom.us/j/82161669291>

Meeting ID: 821 6166 9291

Passcode: 849150

8:00 a.m.–9:30 a.m.

Open Discussion

**The New U.S. National Security Strategy and
What It Means for the World**

Guiding questions:

What fundamental assumptions about the international system are called into question by the new U.S. National Security Strategy? What assumptions should replace them? How will the priorities of the U.S. National Security Strategy reshape international alliances?

Presider:

Michael Froman

President, Council on Foreign Relations (United States)

Framing remarks:

Héctor Cárdenas Suárez

President, Mexican Council on Foreign Relations (Mexico)

Thomas Gomart

Director, French Institute of International Relations (France)

Recommended reading and listening:

[**Around the World #8: U.S. National Security Strategy, Thailand-Cambodia Dispute**](#) -

Dhruva Jaishankar and Rachel Rizzo, Observer Research Foundation America

[**Commentary: If this is how Trump treats Europe, what about Asia?**](#) - Kevin Chin, S.

Rajaratnam School of International Studies

[**From liberal order to civilizational defense: How the United States' National Security Strategy Was Rewritten**](#) - Héctor Cárdenas Suárez, Mexican Council on Foreign Relations

[**Gulf Research Center 2026 Strategic Dossier**](#) - Gulf Research Center

[**Independent Thinking: What does Trump's national security strategy mean for Europe, China and Middle East?**](#) - Bronwen Maddox and Leslie Vinjamuri, Chatham House

[**Lessons for Africa from US military action in Venezuela**](#) - Paul-Simon Handy, Institute for Security Studies

[**The Roots of US Right-Wing Hostility toward Europe**](#) - Riccardo Alcaro, Istituto Affari Internazionali

[**The Trump Administration's National Security Strategy: Implications for Israel**](#) - Eldad Shavit and Jesse Weinberg, Institute for National Security Studies

[**Trump's Africa policy: strategy or shakedown?**](#) - Ronak Gopaldas and Priyal Singh, Institute for Security Studies

[**Trump's new national security strategy: Cut deals, hammer Europe, and tread gently around autocrats**](#) - Laurel Rapp, Chatham House

Participants

Fonteh Akum

Executive Director, Institute for Security Studies (South Africa)

Riccardo Alcaro

Research Coordinator, Istituto Affari Internazionali (Italy)

Danny Bradlow

Senior Fellow, South African Institute of International Affairs (South Africa)

Esther Brimmer

James H. Binger Senior Fellow in Global Governance, Council on Foreign Relations (United States)

Mely Caballero-Anthony

Associate Dean, S. Rajaratnam School of International Studies (Singapore)

Héctor Cárdenas Suárez

President, Mexican Council on Foreign Relations (Mexico)

Michael Carpenter

Senior Fellow, International Institute for Strategic Studies (United Kingdom)

Chaesung Chun

President, East Asia Institute (South Korea)

Michael Froman

President, Council on Foreign Relations (United States)

Michelle Gavin

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

Thomas Gomart

Director, French Institute of International Relations (France)

Tamir Hayman

Executive Director, Institute for National Security Studies (Israel)

Dhruva Jaishankar

Executive Director, Observer Research Foundation America (India)

Jie Dalei

Senior Research Fellow, Institute of International and Strategic Studies (China)

Memduh Karakullukçu

Founding President and Board Member, Global Relations Forum (GRF)

Christian Koch

Director of Research and Executive Manager, Gulf Research Center Brussels (Saudi Arabia)

Karel Lannoo

Chief Executive Officer, Centre for European Policy Studies (Belgium)

Bronwen Maddox

Director and Chief Executive Officer, Chatham House (United Kingdom)

Mauricio Meschoulam

Member, Mexican Council on Foreign Relations (Mexico)

Inhwan Oh

Executive Director and Senior Research Fellow, East Asia Institute (South Korea)

Shannon K. O'Neil

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

Kumar Ramakrishna

Dean, S. Rajaratnam School of International Studies (Singapore)

Abdulaziz Sager

Founder and Chairman, Gulf Research Center (Saudi Arabia)

Avishay Ben Sasson-Gordis

Senior Researcher, Institute for National Security Studies (Israel)

Elizabeth Sidiropoulos

Chief Executive, South African Institute of International Affairs (South Africa)

Michele Valensise

President, Istituto Affari Internazionali (Italy)

Selim Yenel

President, Global Relations Forum (Turkey)

Yu Tiejun

President, Institute of International and Strategic Studies (China)

Wesley Wark

Senior Fellow, Centre for International Governance Innovation (Canada)

Observers

Ashley Ray

Associate Director, Council of Councils, Council on Foreign Relations (United States)